



THE EFFECT OF MANAGERIAL ABILITY AND MOTIVATION ON EMPLOYEE PRODUCTIVITY AT PT. BANK NEGARA INDONESIA (PERSERO) Tbk. KENDARI BRANCH OFFICE

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ABSTRACT

This study aims to determine and analyze (1) the effect of managerial ability and motivation on employee productivity; (2) The effect of managerial ability on employee work productivity; and (3) the effect of motivation on employee work productivity. The population in this study is all employees at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office. As for determining the number of samples in this study is to use the census method, namely the number of samples taken from the entire population of 56 employees. The analytical tool used is multiple linear regression using SPSS software. Based on the results of the study it can be concluded that (1) managerial ability and motivation have a positive and significant effect on employee work productivity; (2) Managerial ability has a positive and significant effect on employee work productivity; and (3) motivation has a positive and significant effect on employee work productivity.

Keywords: *Managerial ability, motivation, and work productivity*

INTRODUCTION

The increasing development of the business world in line with improving economic conditions in Indonesia also means that competition is getting tougher. For the most part, a company has the same goal, which is oriented to get as much profit as possible even though it is in addition to other missions. Likewise, with banks, a bank is a company engaged in providing services to the wider community, both people from the upper, middle, and lower classes as well. This is where the role of the bank is demanded to be able to optimize its services without having to look at the level of the economic class of the community itself.

The increasing number of existing banks encourages banks to be able to compete with other banks in providing the best possible service for consumer satisfaction. Thus encouraging consumer or customer confidence to save or borrow credit at the bank. The better the bank's service is influenced by the level of work

productivity of its human resources. Banks must be able to provide quality and quality services. With this service, productivity will be created for the bank. Measuring employee work productivity is used as a management tool to analyze and encourage efficiency, so increased productivity will provide greater ability for companies to improve employee wages, which will then encourage employee enthusiasm and enthusiasm.

Managerial ability and motivation are some of the factors that can affect work productivity to develop and improve the professionalism of employees in their work. According to the opinion expressed by Winardi (2013: 4) states that: "Managerial ability is the ability to take planning, organizing, implementing, controlling actions carried out to achieve the goals that have been set".

Work motivation is generally related to goals, while organizational goals include behavior related to work (Robbins and Judge in Wibowo (2014: 121). According to Sunyoto (2015: 7), "measurement of work motivation, namely: the need for achievement, the need for affiliation, and the need for power. Good motivation can support the success of a company in achieving its goals because the presence of these factors will create a high level of work productivity to support the success of the company.

The problems that arise at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office, Based on initial observations, namely employee work productivity is still not optimal. This is because there are still employees who are capable of completing tasks properly, but the results achieved still do not provide satisfactory results besides that there are still employees who are less productive at work.

Another phenomenon related to managerial ability is that there are still employees who are less responsible for the assigned tasks, lack discipline at work, and lack focus at work. Apart from that, employee skills still need improvement in terms of technical skills, human skills, and conceptual skills. This also occurs due to a lack of self-motivation of employees to excel and improve better performance.

Apart from that, in terms of managerial ability, there are still employees who are less skilled at work, less thorough at work, and enthusiasm and creativity in carrying out work are still low. This affects employee motivation, an employee cannot fulfill his duties according to standards caused of low internal motivation and motivation from the leadership that is not optimal so employees are less enthusiastic at work.

LITERATURE REVIEW

Managerial Ability Concept

Ability comes from the word capable which means the power (can, able) to do something. Meanwhile, ability is defined as ability, skill, and strength (Big Indonesian Dictionary, 2018). Managerial ability according to Winardi in Setyamusa (2013) states that "Managerial ability is the ability to take planning, organizing, implementing, supervising actions carried out to achieve the goals that have been set". Meanwhile, Wibowo (2012) states that: "If we want to be successful, then we must have managerial skills including spiritual energy, emotional skills, intellectual strength, physical quality and mastery of applied technology."

According to the opinion expressed by Winardi (2013: 4) states that: "Managerial ability is the ability to take planning, organizing, implementing, controlling actions carried out to achieve the goals that have been set". Almost the same as Winardi's opinion, according to Siagian P. Sondang (2018: 67) that: "Managerial ability is the ability to manage a business such as planning, organizing, granting market share, monitoring, and evaluating."

According to (Bhardwaj & Punia, 2013), the competencies that must be possessed by managers include communication skills, teamwork, proactiveness, vision, self-management, results orientation, strategy orientation, ambition, persistence, decision-making, risk-taking, and creativity. Managerial competencies are classified into 82 competency groups, after the data is processed with factor analysis, competency factors must be possessed by managers, including analytical skills, decision-making, knowledge, adaptation, performance, leadership, and communication (Khoshouei, Oreyzi, & Noori, 2013).

Work Motivation Concept

According to Robbert Heller in Wibowo (2014: p.121), work motivation is the desire to act. Everyone can be motivated by several different strengths. Work motivation is the result of a collection of internal and

external forces that cause workers to choose the appropriate course of action and use certain behaviors. Work motivation is generally related to goals, while organizational goals include behavior related to work (Robbins and Judge in Wibowo (2014: p.121)).

Hamzah Uno (2012: p.72) defines work motivation as a force within a person that influences the direction, intensity, and persistence of a person's voluntary behavior to do work. Work motivation is a psychological process that arouses, directs, and is persistent in carrying out voluntary actions directed at achieving goals (Kreitner and Kinicki in Wibowo (2014: p.121)). Meanwhile, Colquitt, LePine, and Wesson in Wibowo (2014: p.122) define work motivation as a set of energetic forces both from within and outside of work, starting from work-related efforts, considering the direction, intensity, and persistence.

Work productivity

Productivity can be said as a comparison between output and input. According to Sutrisno (2016: 104), work productivity is very important for employees in the company, with work productivity it is hoped that work will be carried out efficiently and effectively so that all of this is ultimately very necessary in achieving the goals that have been set. From the above understanding, it can be seen that apart from being able to calculate the comparison of output and input productivity, it can also be assessed by looking at the process or activities of implementing management activities. Management's ability to use resources optimally and create an optimal work system will determine the level of employee productivity.

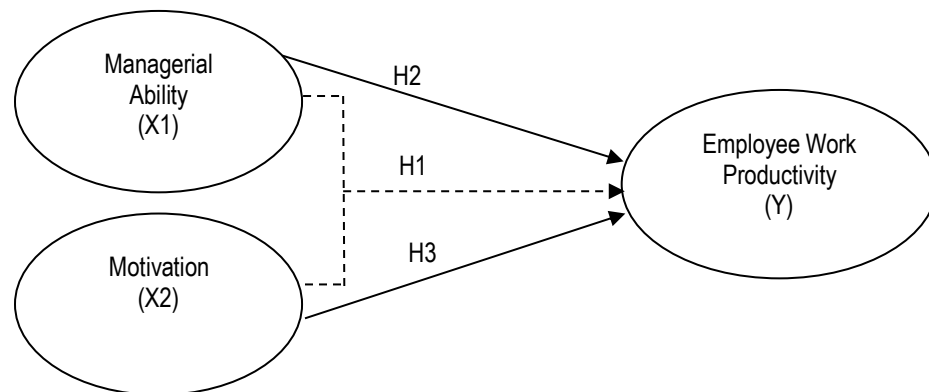
Affuddin (2014: 218) states that work productivity is the comparison between the results of a labor job and the sacrifices that have been incurred. While work means the activity of doing something that is done to earn a living. The same thing was stated by Sinungan (2014: 10) that productivity is defined as the relationship between real or physical results and actual income. Another opinion is expressed by Nawawi (2015: 126) that productivity can be interpreted as a comparison between the results obtained by the number of work sources used as input.

Productivity is said to be high when the work performance produced is under the target, both in terms of quality and quantity, and meets predetermined standards, on the other hand, productivity is said to be low if the work produced does not match the target in terms of quality or quantity. Meanwhile, Mulyasa (2012: 132) mentions productivity as a measure of the use of organizational resources which is usually expressed as the output ratio achieved with the resources used.

Conceptual Framework

The conceptual framework that underlies the research is the analysis of the effect of managerial ability and motivation on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office. The managerial ability variable according to the opinion put forward by J. David Hunger & Thomas L. Wheelen (2011:452) and Paul Hersey in Wahjosumidjo (2013:99) states that: Managerial ability is the ability to mobilize resources so that they can achieve their goals appropriately, which consists of technical expertise, human expertise, and conceptual expertise.

Figure 1. Research Conceptual Framework



Note:

- > Simultaneous Influence
- > Partial Influence

Hypothesis

Based on the theoretical basis and framework that has been put forward, a hypothesis can be put forward as a temporary conclusion as follows:

1. H1: Managerial ability and motivation simultaneously have a positive and significant effect on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.
2. H2: Managerial ability has a positive and significant effect on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.
3. H3: Motivation has a positive and significant effect on the work productivity of employees at PT. Bank Negara Indonesia (Persero) Tbk. Branch office Kendari.

RESEARCH METHODS

Object of research

The object of this research is managerial ability and motivation on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office. The research location is at T. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office, having its address at Jalan Dr. Moh. Hatta No. 69 Ex. Sodohoa Kec. West Kendari Kendari City. The research period is 2 months with details of the time: in the first month the researcher provides questionnaires and the researcher collects the questionnaires that have been filled in by the respondents and in the second month the researcher processes the data with the help of SPSS software then performs analysis interpretation and draws conclusions.

Population and Research Respondents

Population refers to the entire group of people, events, or things of interest that you want to study (Sekaran, 2011). The census method is a research method by collecting information from all members of the population to obtain general conclusions (Paturochman, 2005). The population in this study are all permanent employees at PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office has 56 permanent employees. The determination of the number of samples in this study was by using the census method, namely the number of samples taken from the entire population of 56 permanent employees.

Inferential Statistical Analysis

Inferential Statistical Analysis, namely an analysis carried out to test the research hypothesis that has been made where in this study the method of multiple linear regression analysis was used, with the multiple

linear regression formula as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + e \text{ (Supranto, 2005)}$$

Testing the hypothesis of the effect of the independent variable (X) together with the dependent variable (Y) is used in the F test. If $F_{sig} < \alpha 0.05$ then there is a real influence of the independent variable on the dependent variable. Vice versa, if $F_{sig} > \alpha 0.05$ then there is no significant effect of the independent variable on the dependent variable. Meanwhile, to test the effect of the independent variable (X) partially used the t test. If $t_{sig} < \alpha 0.05$, the independent variable has a significant effect on the dependent variable. Vice versa, if $t_{sig} > \alpha 0.05$ then the independent variable has no significant effect on the dependent variable.

RESULTS AND DISCUSSION

Results of Analysis and Hypothesis Testing

To prove the research hypothesis proposed in this study, the multiple linear regression method is used with the stages and results of the analysis as follows:

Simultaneous Model Testing Results

To prove the research hypothesis proposed in this study, multiple linear regression methods are used with the following analysis results:

Table 1. Simultaneous Influence Relationship between Variables (Test F)
ANOVAa

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	206,391	2	103,195	4,957	,000b
residual	1103,448	53	20,820		
Total	1309,839	55			

a. Dependent Variable: Y1

b. Predictors: (Constant), X2, X1

Source: Primary Data in Sports in 2023

Managerial ability (X1) and motivation (X2) simultaneously have a positive and significant effect on employee work productivity (Y) at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office. This is shown by the results of the F test at a confidence level of 0.95, where the probability value = 0.000 < 0.05. This means that managerial ability and motivation simultaneously have a positive and significant effect on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.

Partial Model Testing Results

Statistical testing whether job analysis, career development, and competence have a positive and significant effect on employee performance at PT Bank Negara Indonesia (Persero) Tbk can be seen in Table 2 as follows:

Table 2. Partial Effect of Relations between Variables (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	1,863	2,541		7,423	,000
X1	,569	,445	,661	2,404	,020
X2	,556	,462	,331	3,204	,003

a. Dependent Variable: Y1

Source: Primary Data in Sports in 2023

The results of computer analysis (SPSS program) Table 2 can be seen:

1. Managerial ability (X1) partially has a positive and significant effect on employee work productivity (Y) at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office. This is shown by the results of the t test at the 0.95 level of confidence or the real level $\alpha = 0.05$, where the probability value = 0.020 < 0.05. It is interpreted that managerial ability has a positive and significant effect on employee work productivity on PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office.
2. Motivation (X2) partially has a positive and significant effect on employee work productivity (Y) at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office. This is shown by the results of the t test at the 0.95 level of confidence or the real level $\alpha = 0.05$, where the probability value = 0.000 < 0.05. It is interpreted that motivation has a positive and significant effect on employee work productivity on PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office.

Correlation Coefficient (r)

The results of the analysis of the correlation coefficient (R) and determination (R Square) can be seen in Table 3 as follows:

Table 3. Results of the Analysis of the Correlation Coefficient (R) and Determination (R Square) Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Change Statistics				
					R Square Change	FChange	df1	df2	Sig. FChange
1	,916a	,839	,835	1.67347	,839	4,957	2	53	,011

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary Data in Sports in 2023

The results of the analysis of the correlation coefficient (R) are based on Table 3. The result shows that the magnitude of the correlation coefficient (R) is 0.916. These results mean that managerial ability and motivation are positively and strongly related to employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office. This means that if managerial abilities and motivation are increased, the work productivity of employees will be higher.

Coefficient of Determination (R Square)

The results of the analysis of the coefficient of determination (R Square) in Table 3 state that the magnitude of the coefficient of determination (R Square) is 0.839. This shows variations in changes in employee productivity at PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office is determined or influenced by managerial ability and motivation by 83.9%. The remaining 16.1% is determined by other factors outside this research model.

DISCUSSION

The Influence of Managerial Ability and Motivation on Employee Productivity

The results of the analysis test the first hypothesis that managerial ability and motivation have an influence on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office was found to be positive and significant. This can be interpreted that the increase in employee productivity is due to the better managerial skills and motivation at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.

According to the opinion expressed by Winardi (2013: 4) states that: "Managerial ability is the ability to take planning, organizing, implementing, controlling actions carried out to achieve the goals that have been set". Almost the same as Winardi's opinion, according to Siagian P. Sondang (2018: 67) that: "Managerial

ability is the ability to manage a business such as planning, organizing, granting market share, monitoring, and evaluating."

According to the opinion expressed by J. David Hunger & Thomas L. Wheelen (2011: 452) and Paul Hersey in Wahjosumidjo (2013: 99) states that: managerial ability is the ability to mobilize resources so that they can achieve their goals properly, which consists of expert technical, human, and conceptual skills.

According to Robbert Heller in Wibowo (2014: p.121), work motivation is the desire to act. Everyone can be motivated by several different strengths. Work motivation is the result of a collection of internal and external forces that cause workers to choose the appropriate course of action and use certain behaviors. Work motivation is generally related to goals, while organizational goals cover behavior related to work (Robbins and Judge in Wibowo (2014: p.121). According to Sunyoto (2015: 7), "measurement of work motivation, namely: the need for achievement, need for affiliation and need for power.

Managerial ability and motivation influence employee work productivity. Productivity can be said as a comparison between output and input. According to Sutrisno (2016: 104), work productivity is very important for employees in the company, with work productivity it is hoped that work will be carried out efficiently and effectively so that all of this is ultimately very necessary in achieving the goals that have been set. Meanwhile, Afifuddin (2014: 218) states that work productivity is the comparison between the results of a labor job and the sacrifices that have been incurred. To measure work productivity, an indicator is needed, namely ability, increasing results achieved, morale, self-development, quality, and efficiency.

The results of the analysis with multiple linear regression indicate that there is a positive and significant effect simultaneously between managerial abilities and motivation on employee work productivity. These findings indicate the importance of managerial ability and motivation to increase employee productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office.

The Influence of Managerial Ability on Employee Work Productivity

The results of the analysis of testing the second hypothesis that managerial ability has an influence on employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office was found to be positive and significant. This can be interpreted that the increase in employee productivity is due to the better managerial ability at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office.

According to the opinion expressed by Winardi (2013: 4) states that: "Managerial ability is the ability to take planning, organizing, implementing, controlling actions carried out to achieve the goals that have been set". Almost the same as Winardi's opinion, according to Siagian P. Sondang (2018: 67) that: "Managerial ability is the ability to manage a business such as planning, organizing, granting market share, monitoring, and evaluating."

According to the opinion expressed by J. David Hunger & Thomas L. Wheelen (2011: 452) and Paul Hersey in Wahjosumidjo (2013: 99) states that: managerial ability is the ability to mobilize resources so that they can achieve their goals appropriately, which consists of expertise technical, human and conceptual skills.

Managerial ability influences employee work productivity. Productivity can be said as a comparison between output and input. According to Sutrisno (2016: 104), work productivity is very important for employees in the company, with work productivity it is hoped that work will be carried out efficiently and effectively so that all of this is ultimately very necessary in achieving the goals that have been set. Meanwhile, Affuddin (2014: 218) states that work productivity is the comparison between the results of a labor job and the sacrifices that have been incurred. To measure work productivity, an indicator is needed, namely ability, increasing results achieved, morale, self-development, quality, and efficiency.

The results of the analysis with multiple linear regression indicate that there is a positive and significant effect partially on managerial ability on employee work productivity. These findings indicate the importance of the managerial ability to increase employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office.

The results of this study are in line with Suprawati Sari's research (2020) which shows that the managerial abilities of school principals have a significant effect on teacher productivity. In line with this, the

results of research conducted by Nursahbani Komarudin (2020) show that managerial abilities partially influence work productivity.

The Effect of Motivation on Employee Productivity

The test results in this study prove that motivation has a positive and significant effect on employee work productivity. The results of this study can be concluded that motivation influences the improvement of employee work productivity. It means the better the motivation then employee work productivity at PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office will continue to increase.

According to Robbert Heller in Wibowo (2014: p.121), work motivation is the desire to act. Everyone can be motivated by several different strengths. Work motivation is the result of a collection of internal and external forces that cause workers to choose the appropriate course of action and use certain behaviors. Work motivation is generally related to goals, while organizational goals cover behavior related to work (Robbins and Judge in Wibowo (2014: p.121). According to Sunyoto (2015: 7), "measurement of work motivation, namely: the need for achievement, need for affiliation and need for power.

Motivation influences employee work productivity. Productivity can be said as a comparison between output and input. According to Sutrisno (2016: 104), work productivity is very important for employees in the company, with work productivity it is hoped that work will be carried out efficiently and effectively so that all of this is ultimately very necessary in achieving the goals that have been set. Meanwhile, Afifuddin (2014: 218) states that work productivity is the comparison between the results of a labor job and the sacrifices that have been incurred. To measure work productivity, an indicator is needed, namely ability, increasing results achieved, morale, self-development, quality, and efficiency.

The results of the analysis with multiple linear regression showed that there is a positive and significant effect partially on motivation on employee work productivity. These findings indicate the importance of motivation to increase employee productivity at PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.

The results of this study support the results of research by D. Purnomo and Siti Fatimah (2021) showing that motivation influences work productivity. In line with this, the results of research conducted by Muhammad Husin, et. al. (2021) show that work motivation partially has a positive influence on employee work productivity. Furthermore, the results of research conducted by Ignatius Soni Kurniawan and Maria Elviana Rimas (2021) show that motivation has a positive effect on employee productivity.

RESEARCH LIMITATIONS

The results of this study have provided several findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things which indirectly become limitations of the research, namely:

1. This study does not consider other variables that might affect employee productivity, only assumes variables Managerial abilities and motivation that have potential possibilities related to employee work productivity have not been included in this study.
2. The number of samples used in this study is still limited, namely 56 respondents, therefore further researchers can increase the number of samples and different analytical approaches.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of data analysis, proof of hypotheses, and discussion of research results, it can be concluded that:

1. Managerial ability and motivation have a positive and significant effect on employee productivity. This means that any change in the increase in the variable indicators of managerial ability and motivation can increase employee work productivity. The better application of managerial skills and motivation can improve employee work productivity on PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.

2. Managerial ability has a positive and significant effect on employee work productivity. This means that any change in the increase in the managerial ability variable indicator can increase employee work productivity. The better application of material abilities can improve employee work productivity on PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.
3. Motivation has a positive and significant effect on employee productivity. This means that any change in the increase in motivation variable indicators can increase employee work productivity. The better application of motivation can improve employee work productivity on PT. Bank Negara Indonesia (Persero) Tbk. Kendar Branch Office.

Suggestion

Suggestions in this study are as follows:

1. PT. Bank Negara Indonesia (Persero) Tbk. Kendari Branch Office to pay more attention to managerial abilities, especially in conceptual expertise means that employees always consider good proposals for the common good.
2. PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office should pay attention to career development, especially in a fair treatment career meaning that employees want a fair attitude and get fair treatment in career development at the company.
3. PT. Bank Negara Indonesia (Persero) Tbk. The Kendari Branch Office should pay attention to motivation, especially to achievement needs meaning that employees are allowed to develop skills to support the basic capabilities possessed to complete tasks and responsibilities in organizational lines.
4. This study identified employee work productivity, thus suggesting for future research to add variables that can increase employee work productivity such as knowledge and morale.

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