



Analysis of the Effect of Training and Motivation on Organizational Commitments and Its Impact on Employee Performance (Study on Insurance Marketing Agents on Prudential Agency Pru-Aini Gunung Sitoli PT)

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ABSTRACT

This research was conducted to find out and analyze the effect of training and motivation and organizational commitment on the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT. The research method used is a quantitative approach with path analysis method. Data collection techniques with questionnaires, observation and interviews. The population of this study amounted to 500 employees. The sampling technique uses proportional random sampling so that the sample is 220 people. The results of this study found that direct training did not significantly influence commitment. Organizational, motivation directly has a significant effect on organizational commitment. Direct organizational commitment has a significant effect on performance. Training directly does not have a significant effect on performance. Direct motivation does not have a significant effect on performance, directly training through organizational commitment has a significant influence on performance and indirectly motivation through organizational commitment has a significant influence on the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.

Keywords: Training, Motivation, Organizational Commitment, Employee Performance

INTRODUCTION

The human resources needed today are human resources that have good performance, potential and loyalty to the company. So that employees are able to describe the vision and mission that has been agreed upon in order to achieve company goals. Achievement Organizations or companies are a potential that must be owned by each employee and is something that is absolute to carry out every task and responsibility given by the company to employees. With good performance, each employee can be more stringent in the level of business competition resulting in the organization faced with the challenge of being able to maintain survival. The success of a company organization is influenced by the performance of employees or the work achieved by an employee in carrying out tasks according to the responsibilities given to him. Employees are an important resource for organizations, because they have the talent, energy, and creativity that is needed by organizations to achieve their goals.

Likewise with Prudential PT which is a company engaged in financial services. Established in 1995, Prudential PT is part of Prudential Plc, a leading group of financial services companies in the United Kingdom. As part of a group with more than 165 years of experience in the life

insurance industry. Prudential is committed to developing its business in Indonesia. In addition, Prudential PT especially the Gunung Sitoli Pru-Aini Agency also has a focus on developing human resources by holding training programs for its employees. Pru-Aini Prudential Agency Gunung Sitoli PT seeks to build superior human resources and have competencies in their fields. With the training, Pru-Aini Prudential Agency Gunung Sitoli PT provides its employees with knowledge, skills and abilities so that companies can achieve good performance and compete in the midst of such tight business competition. Besides the motivation of employees at Pru-Aini Prudential Agency Gunung Sitoli PT is also one of the determinants of employee performance. Good employee performance will have a good impact on the company's results. Motivation corresponds to emotional processes that give rise to inspiration and determination from voluntary activities that help to achieve goals. Employee motivation is one of the most important things that must be owned so that employees can achieve fulfillment of goals.

Training is one of the ways to get targets from the company. Training here is considered by the company to be a process by which people achieve certain abilities to achieve organizational goals. To mobilize employees, companies must be oriented towards humans. With high employee motivation, it is also expected that there will be an increase in performance or tangible results obtained by employees. As companies around the world compete with each other to survive in the midst of intense competition, companies must also improve their performance. As explained earlier, the aim of the organization is of course to achieve work results or satisfactory performance. The results achieved by the organization can not be separated from the influence of employee performance.

Therefore, the assessment of employee performance is a very important thing done by the company. Because performance is a function of motivation and ability. To complete a task or work, a person must have a degree of willingness and a certain level of ability. To achieve a certain level of ability a learning and training process is needed. The higher the level of ability of employees will have an impact on the high performance produced. Performance is also related to motivation of employees. With high motivation, employee performance will also increase. Motivation is important to encourage employees to demonstrate good performance in the long term and help organizations to develop excellence.

According to Rivai (2009) performance is a function of motivation and ability. To complete a task or work someone has a certain willingness and level of ability. The success and performance of a person in a field of work is largely determined by the motivation of one's performance and commitment to the field they are engaged in. Employee performance is a very important thing in the company's efforts to achieve company goals. Motivation and commitment have a very close influence on performance. Motivation and commitment are factors that exist in someone who moves their behavior to meet certain goals. While performance is a combination of motivation, commitment and ability within oneself.

Performance is an important activity carried out by every company that wants to achieve business goals or objectives effectively. This is indicated by the presence of employees and a feeling of wanting to make work changes. It can be seen that the employee's desires are shown by activities that lead to the company's goals. In implementing the performance of an employee, it can be seen how much the individual contribution of the employee has made to the company. In order to find out how much contribution the employee will make, one of them is by using employee performance appraisal.

Besides the motivation of employees at Pru-Aini Prudential Agency Gunung Sitoli PT is also one of the determinants of employee performance. This is supported by research conducted by Kiruja and Mukuru (2013) that motivation influences employee performance in the middle-class Technical Training Institution in Kenya and has a positive correlation between the two where the indicator is 2 Herzberg factors consisting of ten indicators including job security, awards, development, work environment, discipline, salary, promotion, recognition, relationships and feedback. Whereas in this study, researchers used 11 Herzberg indicators consisting of achievement, recognition, work itself, responsibility, possibility of progress, possibility of growth, personal employment relationships, working conditions, salary, personal life, and job security. One of the motivating agents of insurance marketers wants and is interested in improving their performance or achievement is income in the form of bonus and passive income that is sustainable in a certain period of time, as well as an increase in career levels or levels seen or assessed from the performance of insurance marketer agents.

After the initial research was conducted and the researchers also interviewed the relevant parties at Pru-Aini Prudential Agency Gunung Sitoli PT. There are things that can be considered, namely that training is provided by Gunung Sitoli Prudential Agency Pru-Aini PT is like training in the form of product knowledge and technical training such as computerization, presentation techniques, problem solving, and grooming which are taught in the form of classes and instructional techniques such as direct demonstration of work. In addition, the company also makes motivational seminars which present motivators from both the center and branches, and by paying attention to the organizational commitments held by marketing agents. With the training and seeing the potential that might arise there is an opportunity to develop within the organization. In addition, giving motivation is also done to employees by superiors and not only focus on completing tasks and responsibilities, but also in the form of motivational messaging to employees.

The aim to be achieved in this study is to find out and analyze:

1. The effect of training on the organizational commitment of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
2. The effect of motivation on the organizational commitment of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
3. The effect of organizational commitment on the performance of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
4. The effect of training on the performance of insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
5. The effect of motivation on the performance of insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
6. The effect of organizational commitment as an intervening variable between training and performance of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
7. The effect of organizational commitment as an intervening variable between motivation and performance of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT

LITERATURE REVIEW

Performance

Employee performance (Mangkunegara, 2007) is a work result in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

While indicators of performance (Sinungan, 2003) are (1) quantity, (2) quality, achieving optimal results, and (3) timeliness.

Training

According to Mello (2011, p.388) training is a process where people achieve certain abilities to achieve organizational goals. An organization that regards employees as an asset, training is an ongoing investment and is the most significant form of investment that can affect an organization.

While the dimensions and indicators of training according to Mangkunegara (2012) are: 1) Instructors, with indicators of education and mastery of the material; 2) Participants, with spirit indicators following training and selection; 3) Material, with indicators according to objectives, according to participants' components, and targeting; 4) Methods, with indicators of goal socialization and clear objectives; 5) Objectives, with indicators to improve skills.

Motivation

According to Thoha (2011) motivation is a psychological process. However, this does not mean that motivation is the only element that can explain a person's behavior.

While the indicators of this motivation according to Herzberg's theory in Slamet (2007) are 1) Relationships with coworkers and superiors 2) Work environment there are supporting facilities for work 3) Opportunities to increase knowledge and skills and 4) Provision of benefits.

Organizational Commitment

According to Mathis and Jackson in Sopiah (2008, p.155) Organizational commitment is the degree to which employees believe and accept organizational goals and will remain or will not leave the organization.

The dimensions and indicators of Allen and Meyer's (2003) organizational commitment consist of: 1) Affective Commitment, which is the indicator is related to emotional, identification, and employee involvement in an organization; 2) Continuance Commitment, which becomes the indicator is a component based on employee perceptions of the losses to be faced if leaving the organization; 3) Normative Commitment, which becomes the indicator is the employee's feelings about the obligations that must be given to the organization.

RESEARCH SITES

Research conducted by the author is a study that is within the scope of human resource management, namely analyzing and seeing the effect of training and motivation on performance mediated by the organizational commitment of employees in insurance marketing agents Pru-Aini Prudential Agency Gunung Sitoli PT. This research was conducted at the Branch Office of Prudential Agency Pru-Aini PT, which is addressed at Jalan Diponegoro Number 16, Ilir Village, Gunung Sitoli District, Gunung Sitoli City Nias, North Sumatra, Indonesia.

Conceptual framework

Based on the theoretical foundation and the formulation of the research problem as explained earlier, the conceptual framework used in this study can be seen in the following figure 1:

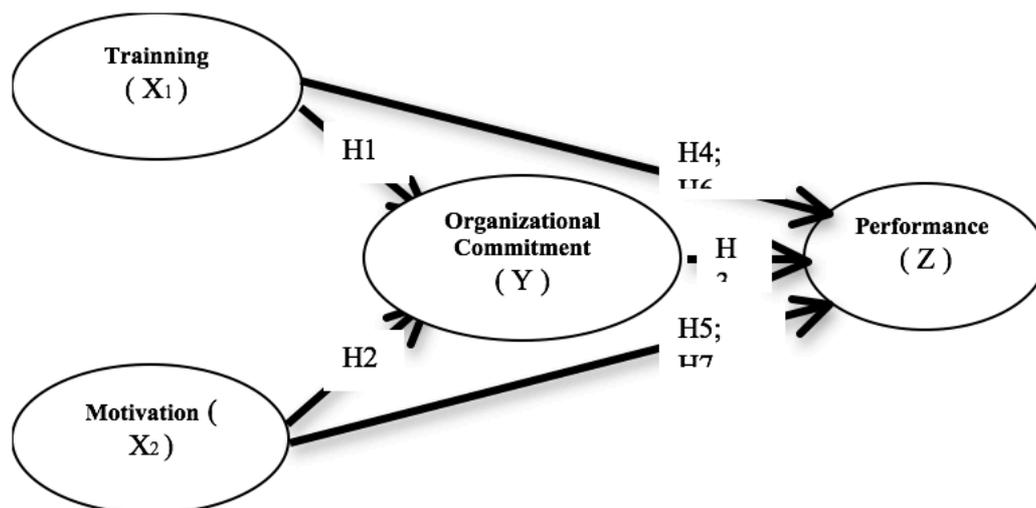


Figure 1: Research Conceptual Framework

Hypothesis

Based on the conceptual framework above, the hypothesis can be formulated in this study as follows:

H₁: Training has a significant influence on the organizational commitment of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT

H₂: Motivation has a significant influence on the organizational commitment of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT

H₃: Organizational commitment has a significant influence on the performance of insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT

H₄: Training provides a significant influence on the performance of insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT

H₅: Motivation has a significant influence on the performance of insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.

H₆: Organizational commitment as an intervening variable provides a significant influence between training and performance of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT

H₇: Organizational commitment as an intervening variable provides a significant influence between motivation and performance of insurance marketing agents at Pru-Aini Prudential Agency Gunung Sitoli PT

RESEARCH METHODS

In accordance with the conceptual framework of thinking, two structural equations can be made as follows:

$$Y = \rho_{YX1}.X1 + \rho_{YX2}.X2 + e1$$

$$Z = \rho_{ZX1}.X1 + \rho_{ZX2}.X2 + \rho_{ZY}.Y + e2$$

Information:

X₁ = Training

X₂ = Motivation

Y = Organizational Commitment

Z = Performance

r_{X₁X₂} = Correlation Coefficient of Training with Motivation

r_{X₁Y} = Training Correlation Coefficient with Organizational Commitment

$\rho_{YX1}.X1$ = Training Path Coefficient on Organizational Commitments

$\rho_{YX2}.X2$ = Motivation Path Coefficient for Organizational Commitment

$\rho_{ZX1}.X1$ = Training Path Coefficient on Performance

$\rho_{ZX2.X2}$ = Motivation Path Coefficient for Performance
 $\rho_{ZY.Z}$ = Organizational Commitment Path Coefficient for Performance
 r_{X2Y} = Motivation Coefficient with Organizational Commitment
 e_1 = Other factors that influence organizational commitment
 e_2 = Other factors that influence performance

DATA ANALYSIS AND DISCUSSION

Description of Research Results

This study uses quantitative methods with path analysis. The sampling technique uses proportional random sampling so that the sample is 200 people. The results in this study describe the analysis of the effect of training and motivation on performance mediated by employee organizational commitment. The results of this study are generally seen in the following table:

Table 1: Results of Variable Descriptive Analysis

	N	Min	Max	Mean	Std. Deviation	Variance	Statement itemn	TCR	Infomation
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic			
Training	200	35	50	41.65	3.041	9.245	10	81,63	Good
Motivation	200	34	48	40.79	2.558	6.541	10	81,63	Good
Organizational Commitment	200	33	50	42.65	3.172	10.059	10	87,62	Good
Performance	200	32	50	44.48	3.331	11.095	10	89,03	Good
Valid N (listwise)	200								

Source: Primary Data, Processed by IBM SPSS 21.0, 2018

From table 1 above it can be seen that from each variable has an average of between 40.79% - 44.48% and the Respondent Achievement Rate (TCR) percentage of 84.98%, this can be interpreted that each respondent variable has a categorical response good average.

PATH ANALYSIS

Path Coefficient of Model I

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 1
R Square Y Value (Organizational Commitment)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.240 ^a	.057	.048	3.095

a. Predictors: (Constant), Motivation, Training
 b. Dependent Variable: Organizational Commitment

Source: Primary Data, Processed with IBM SPSS 21, 2018

After calculating the R Square Value for organizational commitment variables, then the influence regression calculation is performed from the training and motivation variables on the organizational commitment variable. The calculation results can be seen in the following table:

Table 2
Regression of Training and Motivation towards Organizational Commitments
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.854	4.568		7.192	.000
	Pelatihan	-.051	.072	-.049	-.708	.480
	Motivasi	.292	.086	.236	3.407	.001

a. Dependent Variable: Organizational Commitment

Source: Primary Data, Processed with IBM SPSS 21, 2018

Based on table 2 above, it was found that the significance value of the training variable (X_1) = 0.480 < 0.05. This means that training (X_1) has a significant effect on organizational commitment (Y). While the motivation variable (X_2) = 0.001 < 0.05 which means motivation (X_2) also has a significant effect on organizational commitment (Y). While the value of R^2 (R Square) in table 1 above which is contained in the Summary Model table is 0.057 which gives the meaning that the contribution of variables X_1 and X_2 to Y is equal to 5.7% and the rest of 94.3% is the contribution of the variables others not included in the study. And from the value of R^2 (R Square), obtained e_1 by means of $e_1 = \sqrt{1 - 0.057} = 0.971$.

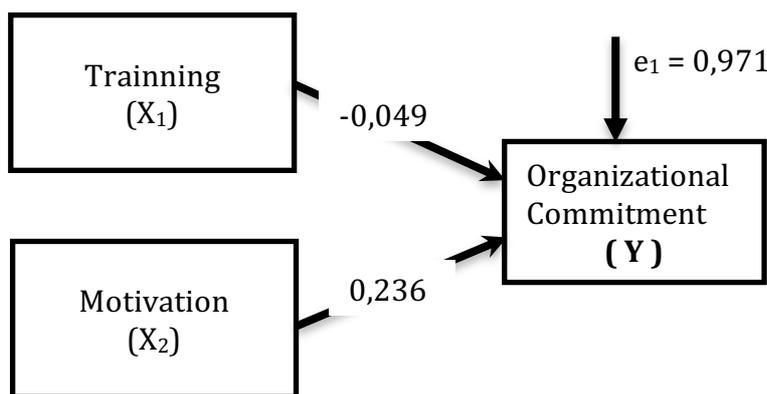
Based on the results above, the structural equation is obtained:

$$Y = -0,049.X_1 + 0,236.X_2 + 0,971$$

This model is significant because p value = 0,000, smaller than α 0.05

From the processing of the data above, it can be obtained from Model I -Path Diagram, as follows:

Figure 1
Model I - Path Analysis



Path Coefficient of Model II

Multiple linear regression analysis is still used in subsequent studies to obtain model two path coefficients. This is to find out whether there is an influence of independent variables (training and motivation) and intervening variables (organizational commitment) on the dependent variable (performance). Can be seen in the table below:

Table 3
R Square Z (Performance) Result
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 ^a	.214	.202	2.975

a. Predictors: (Constant), Organizational Commitment, Training, Motivation

b. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 21, 2018

After calculating the R Square Value for the performance variable, then the effect regression calculation is performed from the training, motivation and organizational commitment variables on the performance variable. The calculation results can be seen in the following table:

Table 4
Regression of Training, Motivation, Organizational Commitment to Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.174	4.934		4.697	.000
	Training	7.788E-005	.069	.000	.001	.999
	Motivation	.018	.085	.013	.206	.837
	Komit	.483	.068	.460	7.050	.000
	Organizational Commitment					

a. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 21, 2018

Based on table 4 above, it is obtained that the significance value of the three variables is training (X_1) = 0.999 > 0.05. This means that training (X_1) has no significant effect on performance (Z). While the motivation variable (X_2) = 0.837 > 0.05, which means motivation (X_2) also has no significant effect on performance (Z). And for organizational commitment variables (Y) = 0,000 < 0,05, which means a significant effect on performance (Z). And for the value of R² (R Square) found in table 3 the Summary Model is 0.214 which gives the meaning that the contribution of variables X_1 , X_2 and Y to Z is 21.4% and the remaining 78.6% is the contribution of other variables which was not included in the study. And from the value of R² (R Square), e_2 is obtained by means of $e_2 = \sqrt{1 - 0.214} = 0.887$.

Based on the results above, the structural equation is obtained:

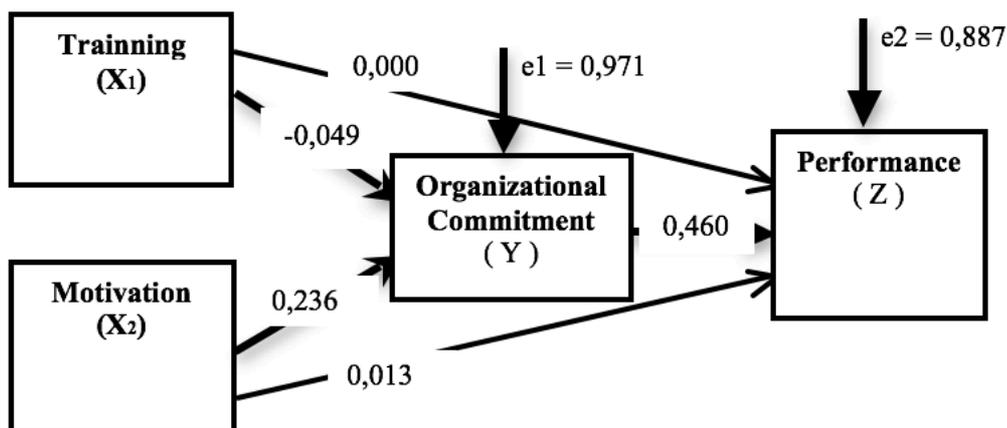
$$Z = 0,000.X_1 + 0,013.X_2 + 0,460.Y + 0,887$$

$$Z = 0,013.X_2 + 0,460.Y + 0,887$$

This model is significant because p value = 0,000, smaller than α 0.05

From processing the data above, it can be obtained Path Diagram Model II, as follow:

Figure 2
Model II – Path Analysis



Hypothesis Test Results

From the two path analysis models obtained the analysis of the results of the hypothesis for this study, namely:

1. Analysis of the effect of training (X₁) on organizational commitment (Y)
From the analysis of the variables above, the value of variable X₁ = 0.480 > 0.05 is obtained. This means that training does not have a significant effect on organizational commitment
2. Analysis of the effect of motivation (X₂) on organizational commitment (Y)
From the analysis of the above variables that the value of the variable X₂ = 0.001 < 0.05. This means that motivation has a significant effect on organizational commitment
3. Analysis of the effect of organizational commitment variable (Y) on performance (Z)
From the analysis of the variables above, the values obtained for the variable Y = 0,000 < 0,05. This means that organizational commitment has a significant effect on performance
4. Analysis of the effect of training (X₁) on performance (Z)
From the analysis of the variables above, the value of variable X₁ = 0.999 > 0.05 is obtained. This means that training does not have a significant effect on performance
5. Analysis of the effect of motivation variable (X₂) on performance (Z)
From the analysis of the variables above, the value of variable X₂ = 0.837 > 0.05 is obtained. This means that motivation does not have a significant effect on performance
6. Analysis of the effect of training (X₁) through organizational commitment (Y) on performance (Z)
From the analysis of the variables above, the direct effect given by the variable X₁ on Y is 0,000. While the indirect effect given by X₁ through Y to Z is the multiplication between the value of beta X₁ to Y with the beta value Y to Z which is = -0.049 x 0.460 = -0.023. Then the total effect given X₁ to Z is = 0,000 - 0,023 = -0,023. Based on the results of this calculation it is known that the direct effect value is 0,000 and the value of the indirect effect is -0,023 which means that the value of direct influence is greater than the value of indirect influence. These results indicate that directly training through organizational commitment has a significant influence on performance.
7. Analysis of the effect of motivation (X₂) through organizational commitment (Y) on performance (Z)
From the analysis of the variables above, the direct effect given by the variable X₂ on Z is 0.013. Whereas the indirect effect given by X₂ through Y to Z is the multiplication between the value of beta X₂ to Y with the value of beta Y to Z which is = 0.236 x 0.460 = 0.109. So the total effect given X₂ to Z is = 0.013 + 0.109 = 0.122. Based on the results of

this calculation, it is known that the direct effect value is 0.013 and the indirect effect value is 0.122, which means that the value of indirect influence is greater than the value of direct influence. These results indicate that indirectly motivation through organizational commitment has a significant influence on performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of research and data processing that has been done before, some conclusions can be drawn as follows:

1. Direct effect of training (X_1) on organizational commitment (Y)
From the results of the research and data processing carried out, the training variable (X_1) = 0.480 > 0.05 was obtained. This means that training does not have a significant effect on the organizational commitment of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
2. Effect of motivation (X_2) on organizational commitment (Y)
From the results of research and data processing, the motivation variable (X_2) = 0.001 < 0.05 was obtained. This means that motivation has a significant effect on the organizational commitment of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT
3. Effect of organizational commitment variable (Y) on performance (Z)
From the results of the research and data processing conducted, the values obtained for organizational commitment variables (Y) = 0,000 < 0,05. This means that organizational commitment has a significant effect on the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
4. Effect of training (X_1) on performance (Z)
From the results of the research and data processing carried out, the training variable (X_1) = 0.999 > 0.05 was obtained. This means that training does not have a significant effect on the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
5. Effect of motivation variable (X_2) on performance (Z)
From the results of the research and data processing conducted, the motivation variable (X_2) = 0.837 > 0.05 was obtained. This means that motivation does not significantly influence the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
6. Effect of training (X_1) through organizational commitment (Y) on performance (Z)
From the results of the research and data processing, the direct effect given by the training variable (X_1) on performance (Y) is 0,000. While the indirect effect given by X_1 through Y to Z is the multiplication between the value of beta X_1 to Y with the beta value Y to Z which is = $-0.049 \times 0.460 = -0.023$. Then the total effect given by training (X_1) on performance (Z) is = $0,000 - 0,023 = -0,023$. Based on the results of this calculation it is known that the direct effect value is 0,000 and the value of the indirect effect is -0,023 which means that the value of direct influence is greater than the value of indirect influence. These results indicate that directly training through organizational commitment has a significant influence on the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
7. Effect of motivation (X_2) through organizational commitment (Y) on performance (Z)
From the results of research and data processing, the direct effect given by the motivation variable (X_2) on performance (Z) is 0.013. Whereas the indirect effect given by X_2 through Y to Z is the multiplication between the value of beta X_2 to Y with the

value of beta Y to Z which is $= 0.236 \times 0.460 = 0.109$. Then the total effect given motivation (X_2) on performance (Z) is $= 0.013 + 0.109 = 0.122$. Based on the results of this calculation, it is known that the direct effect value is 0.013 and the indirect effect value is 0.122, which means that the value of indirect influence is greater than the value of direct influence. These results indicate that indirectly motivation through organizational commitment has a significant influence on the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.

Suggestion

Based on the findings and conclusions of the research, the following suggestions are presented:

1. In order to focus on improving company performance not by training, but by giving gifts or organizational commitments that can increase agent motivation and performance. And also when compared with the results of research and reality in the field, it is true that the motivation of leaders, not much help in improving the performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.
2. The existence of routine team meetings so that they are more consistent and committed to improving performance. Leaders provide a small-scale organizational commitment with the aim of increasing motivation which will later improve the performance of insurance marketing agents and besides that the training that the company feels can theoretically improve performance can be realized.
3. To improve the quality of marketing performance of Insurance Agents at Pru-Aini Prudential Agency Gunung Sitoli PT, the need for emphasis in the form of a commitment from the company to each agent that does not reach the target within a specified time. Then the provision of special training by the Company and strict sanctions.
4. The standard of recruitment of agents / marketing personnel is increased at least Bachelor so that the performance in the field is more professional.
5. In order for the Company to pay more attention to the level or types of organizational commitment that can increase the motivation and performance of Insurance Marketing Agents at Pru-Aini Prudential Agency Gunung Sitoli PT.

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