

# The Influence of Employee Training and Discipline Work against Employee Performance PT. Merpati Nusantara Airlines (Persero)

Rahayu Puji Suci<sup>1</sup> & Mohamad Syafi'I Idrus<sup>2</sup>

<sup>1</sup> Department Of Management, Faculty of Economics, University of Widya Gama, Malang, Indonesia

<sup>2</sup> Department Of Management, Faculty of Economics, University of Brawijaya, Malang, Indonesia

Correspondence: Rahayu Puji Suci, Department Of Management, Faculty of Economics, University of Widya Gama, Road Borobudur 35, Malang 65218, province Jawa Timur Indonesia. Tel: 62-813-3392-9916. E-mail: priyono.unu\_sidoarjo@yahoo.com

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## Abstract

This research aims to know and test whether there is influence of employee training, discipline working simultaneously and partially against the performance of employees, while the second to know and test between two variables where employee training and discipline work the most dominant and influential on the performance of employees in SBU Pigeons Maintenance Facility at Surabaya, PT Merpati Nusantara Airlines (Persero).

This research method using a quantitative approach, with a population of 147 employee by using Sample totaled 107 employees. While its analysis technique using Multiple Linear Regression Statistics. The technique used is the sample determination technique where random sampling with this sampling technique researchers randomly sampled. Where every Member of a population is given the same rights or portion to be used as a sample of the research. The process of sampling done by the employee name and the other in the name of the exit numbers were drawn in, then the person who made the research sample. Furthermore the names that are listed in the research sample group given questionnaires as a means of data collection.

The results of this research is the correlation coefficient (R) is equal to 0.616; indicates that there is a strong link between training and discipline work against the performance of employees. Whereas the coefficient of determination (R square) of 0.379. From the results of the hypothesis that the value of the F test results obtained with the values F calculate = 31,740 sig. = 0.000 ( $0.000 \leq 0.05$ ), it means the training and discipline of the influential work simultaneously towards the performance of employees. Hypothesis testing and the results obtained the training variables t calculate = sig-value 5,185.0000 and work discipline t calculate = sig-value 2,285.0024.

**Keyword:** employee training, employee performance, work discipline

## 1. Introduction

There are several different methods of training used in the labor force: learn the principles and techniques of instructional (Alvarez et al., 2004); goal setting (Holton, 2005) and anticipation and a decrease in self-management strategies or policies (thin et al., 1991). Therefore, the Organization should prepare a training program for them in advance. Rautalinko and Lisper (2004) claim that a particular training program designed to trigger specific reasons while others apply to common strengths and weaknesses of employees' before training. Two main types of training is the training of the work done outside the Office; and training on the work done in the Office environment. Training in effective and successful work that most affect the productivity of employees during their work time. If employees are trained, they are automatically committed to the organization. Coho and Bowleg (2007) referred to some of the most visible independent variables that affect training and development. These factors include: design training, trainer and learner quality's experience of training sessions.

The quality of training is generally influenced by trainer's experience, knowledge and motivation. Design a training Field to determine whether the training is designed for on-the-job, off-the-job, or Is this program a bit special or General in nature. Employee's confidence level reflects the efficiency and effectiveness of the training that further enhance competitive advantage.

Employee satisfaction has turned into the most important constituents of concern for Manager, architectural

hierarchy Award and employers around the world. This is mainly because the relationship is bound to the employees "satisfaction with their job performance. It is a proven fact that employees are satisfied with the work achieved a higher success rate when doing their jobs than they are disgruntled employees. Employee training remains one of the forces that are widely encouraged to job satisfaction. Overview et al. (1997), a jaded workforce training increase the commitment of employees to the Organization and motivate employees to be excited about their performance.

The main issues are triggered on the Organization's competitive advantage in the context of employee satisfaction, aspects which affect the performance of employees, their commitment and retention. On the other hand, very little information has reached that explore the relationship between employee performance and raise training to create a competitive advantage (Tansky & Cohen, 2001). Further research can be done in the same context to explore the relationship between job satisfaction and employee learning (Rowden & Conine, 2003). Sideburn-Thomas (2005) both leaving to study reveals a high level of performance and employee satisfaction considerably linked to job training. However, the field of study is still under caution is minimized in the private sector. Although this topic, exploring not only be helpful to practitioners, but will also prove to be a great contribution of research management.

In the internal environment, resources and capabilities are unique to your organization or company is the primary means of Excellence competition. One of the resources that belong to the Organization's human resources, who need to be trained and developed through training and development (Hitt et al., 1997).

According to Mathis and Jackson (2002), training is the process whereby individuals or employees of certain skills to help achieve the achievement of the objectives of the organization. The training provides specific knowledge of the employees, which is assessed on its own, and the attitude survey (Schuler & Jackson, 1996).

While the individual analysis, which relates to the existence of a gap between the ability of employees with the needs or demands of the job. The difference between knowledge, skills, and attitudes that have been owned by employees with the needs of the job, is one of the reasons is the need for training (As'ad, 2000). Individuals are trained to meet certain qualifications that must be met in the work on a task or the requirements of a particular position. Approaches that can be used include measurement of output, the demand for Training is essentially a learning process (Dessler, 1997). There are several principles of learning to note that the purpose of this programmer can be achieved. First, participation. The learning process is expected to take place quickly and easily remembered longer due to participation. Second, reps. The information has been received by the participants will be stored in his brain and was re-elected through repetition. Thirdly, relevance. A program will be successful if the material is relevant to your needs. Fourth, diversion. Will occur when there is an application of the theory into real practice through simulation. Lastly, is the feedback. Training objectives can be achieved, if there is a change in behavior on self employee, the existence of new knowledge, and to achieve the competency or While Schuler & Jackson (1996), divided into two training methods, namely: (1) On the job training. This is a method of training while working, where participants learn the skills training in a real work environment. This method consists of a rotating Presidency, work instruction, internship, coaching, and temporary assignments; (2) Off the job training. In this method there are two kinds of simulation and presentation of information. Simulation methods include, programmed instruction, videotape, videodisks, interactive video training, communications training, case studies, role-playing, business games, laboratory training, and executive development programs. While the presentation of information is more appropriate for a job that requires a complicated or specialized skills, and is done in a separate place. Methods that can be used is formal courses, simulations, assessment Center, role playing and sensitivity training, wilderness travel, self study, and guided reading. new skills (Siagian, 1997).

Various studies related to variable compensation, training, and discipline work against employee achievements have been widely performed. Results of research conducted by the Dawn S Carlson; Nancy Upton; Samuel Seaman (2006). "The impact of human Resource Practices and compensation Design on performance: An Analysis of Family-Owned Smash". Results of the study mentions that training and development is associated with positive performance appraisals

## **2. Theoretical Overview**

### *2.1 Employee Training*

Understanding training according to Barry Chusway (1997, p. 114) States: "Training is the process of teaching skills and provide the necessary knowledge and attitudes so that they can carry out their responsibilities in accordance with the standards".

Simamora (2006, p. 273) argues that training (training) is a learning process that involves acquisition of skills, concepts, rules, or attitudes to improve the performance of employees. In line with the opinion, Handoko (2010, p. 104) exercise (training) is intended to improve the mastery of a wide range of skills and techniques for the implementation of specific, detailed work and routine.

Where as Siagian (1988, p. 175) States training is the process of teaching and learning by using certain techniques and methods in a concept it can be said that the exercise is intended to enhance the skills and ability to work a person or group of people. Usually that is already working on an organization's efficiency, effectiveness and productivity of his work is perceived need to be upgraded as a directional and a pretty pragmatic.

### *2.2 Job Discipline*

Malayu Hasibuan (2006, p. 444) that "Undisciplined work is awareness and the willingness of someone in adhering to all company regulations and social norms in force. And Veithzal Rivai (2011, p. 825) stated that "work is a Discipline tool used managers to communicate with employees so that they are willing to change behaviors as well as an effort to raise awareness and the willingness of a company to meet all regulations. While Keith Davis of Mangkunegara (2009, p. 129) posited that "Dicipline is management action to enforce organization standards". Based on the opinion of Keiht Davis, the discipline of work can be defined as the implementation of management to strengthen the Organization's guidelines. Sutrisno (2011, p. 86) suggested that the discipline indicates a condition or a respectful attitude in employees against the rules and statutes of the company. Thus when the regulations or statutes that exist in that company are ignored, or frequently violated, then the employee has poor work discipline. On the contrary, if an employee is subject to the company's statutes, describe the conditions of good discipline.

Haiman (2006, p. 330) posited a "discipline is a condition that is orderly, with members of the organization who behave and respect the rules of the Organization as an acceptable behavior."

In line with these opinions, according to Sulistiani (2003, p. 236) is a procedure that corrects discipline or punish subordinates for violations of regulations or procedures, discipline is a form of restraint employees and regular execution and shows the level of seriousness of work teams within an organization. Both these opinions provide affirmation that discipline is a very important factor in the development of an employee's personality characteristics such as responsibility, confidence, persistence in working and self control as well as to maintain and develop an appropriate behavior in the works. While according to Moenir (2000, p. 97) Posited that "work in its execution discipline must be constantly monitored and supervised in addition it should already be good behavior of every employee in an organization".

### *2.3 Performance*

Mangkunegara (2009, p. 67), stated that the notion of performance (performance of work) is the result of the quality and quantity of work achieved by one employee in the performance of his duties in accordance with the responsibilities given to him. Other opinions expressed by Dharma (1998, p. 1), that the work achievement is something that is done or products/services produced or provided by a person or group of people.

Regina (2010, p. 22) says that the performance is the ratio of the work achieved by the employee with the standard that was specified. The performance also means the results achieved by someone, either quantity or quality in an organization in accordance with the responsibilities given to him.

Hasibuan (2001, p. 105) that the work achievement is a result of work accomplished person in carrying out the duties charged to him based assignments of know-how, experience and seriousness as well as time. And the barrel (2006, p. 24) the performance of an employee is a form of a person's success to reach a certain target or role stemming from the acts themselves. Someone said good performance in the work of the individual can go beyond the prescribed target or role before.

### *A Conceptual Model*

Based on theory and concepts, then the conceptual framework is described as follows,

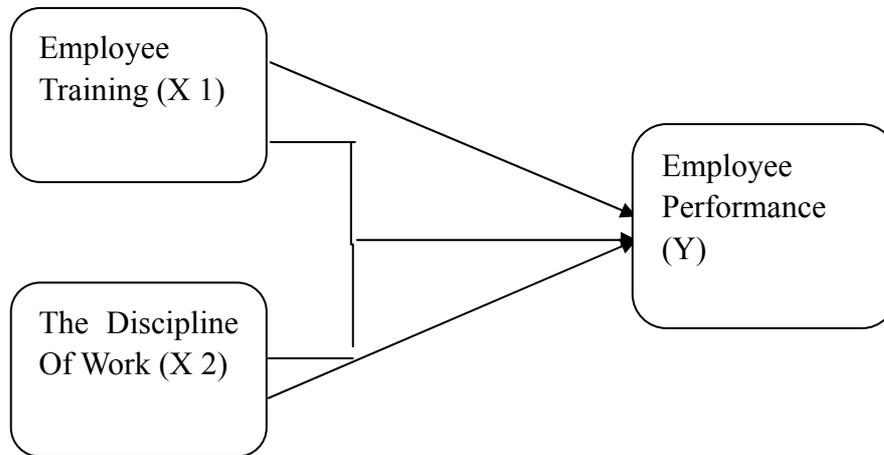


Figure 1. Conceptual framework

### 3. Research Methods

This research type is explanatory research and this research using a quantitative approach to the survey method. According Singarimbun (1995) a survey of the research method is the research that takes samples from a population and use the questionnaire as a data collection tool staple.

#### 3.1 Population

The population of the region is a generalization of an object or subject that has certain characteristics and quality set by the researchers to learn and then drawn the conclusion. (Sugiyono, 2011, p. 61). The population in this study are all employees of the SBU Merpati Maintenance Facility Surabaya total 147 people.

#### 3.2 Sample

According to Sutrisno Hadi (2000, p. 221) stated that "a" Sample is a portion of the population that its characteristics were about to allegedly (investigated) and is considered to be representative of the overall population (the number of) a little more of the population. The sample in this study are employees of SBU Pigeons Maintenance Facility Surabaya total 107 people.

#### 3.3 Sampling Technique

The technique used is the sample determination technique where random sampling with this sampling technique researchers randomly sampled. Where every Member of a population is given the same rights or portion to be used as a sample of the research. The process of sampling done by the employee name and the other in the name of the exit numbers were drawn in, then the person who made the research sample. Furthermore the names that are listed in the research sample group given questionnaires as a means of data collection.

#### 3.4 Research Variables

##### 3.4.1 The Independent Variables

Free (independent) variables are the variables that affect the variable can be defined as the cause (Arikunto, 2006, p. 119). As for the free variables in the study consisted of

##### a. employee training ( $X_1$ )

The perception of employees the opportunity to develop their skills and capabilities in improving its performance in SBU Pigeons Maintenance Facility in Surabaya.

Indicator variable training in this research are: 1. Instructor, 2. Participants, 3. Material, 4. the method, 5. The purpose of, 6. Target

##### b. the working Discipline ( $x_2$ )

The perception of employees will be awareness and willingness to obey all company regulations and social norms that apply in SBU Pigeons Maintenance Facility.

Indicator variable work discipline in this research are: 1. Adherence to the regulations, 2. Compliance with the

limited, 3. Adherence to the working hours, 4. Compliance with the uniform-clad 5. Compliance in the use and maintenance of facilities and infrastructure Office, 6. Working according to the procedure

### *c. performance of employees (Y)*

Good work results and timely achieved by employees at SBU Merpati Maintenance Facility in Surabaya.

The indicator variable is the performance of the employees in this study are:

1) quality 2) Quantity 3) Timeliness 4) The effectiveness 5) Independence.

### *3.5 Research Instrument*

According to Sugiyono (2012, p. 142) method or questionnaire question form is the data collection technique is done by giving a set of questions or written statement to the respondent to be answered. Data obtained from the respondents who were employees of the SBU Merpati Maintenance Facility (MMF) taken by means of disseminating the questionnaire by providing or distributing a list of questions to be answered by the respondent which was later made into a sample of research.

## **4. Results of the Research and the Discussion**

### *4.1 Characteristics of Respondents*

Characteristics of respondents most respondents are men with a total of 95 respondents (89%), while for women amounted to 12 respondents (11%). Data characteristics of respondents based on the range at most ages 25 years with as many as 14 people (32%), followed by respondents aged up to 30 years as many as 28 people (26%) and as many as 37 people age 35 (34.2%) of the remaining above 35 years of age as much as 28% of respondents (26,39 Educational level of respondents researched is diverse ranging from upper level secondary school (SLTA) to graduate S-2. The uneven composition of education respondents with HIGH SCHOOL education at the level of dominance that amounted to 51 people (47.4%), the diploma was 28 men (26.3%) and Bachelor S-1 with the number of respondents (26.3 percent) 28.

### *Test Results F*

Regression test results describes the results of testing simultaneously influence of free variables of the third employee achievements. On the test F retrieved value  $F = \text{count } 31.740$  (bigger than F table) and the coefficient of determination of  $0.000 < 0.05$  ( $0,000 < 0.05$ ). The results of this test tells us that simultaneously retrieved the existence of significant influence from the free variables of the third employee achievement with contributions amounting to 31.740%.

### *4.2 The T-Test Results*

Testing of the hypothesis that read "training and disciplines simultaneously affect the work performance of employees in Surabaya on Facility Maintenance Pigeon PT. Merpati Nusantara Airlines (Persero). Testing this hypothesis using t-test, which aims to see the relationship in partial.

*The test results based on test-t can be explained as follows:*

1) Hypothesis testing of the acquired t calculate variable = value 5.185 Training sig. 0000 so that ( $0000 < 0.05$ ) then the hypothesis received significantly which means Training has an impact on Employee Performance

2) Hypothesis testing of acquired a work discipline t calculate = sig-value 2,285.0024 so ( $0.024 < 0.05$ ) then the hypothesis received significantly which means discipline work has an impact on Employee Performance.

Then it can be inferred the hypothesis stating that "training and disciplines simultaneously affect the work performance of employees in Surabaya on Facility Maintenance Pigeon PT. Merpati Nusantara Airlines (Persero). Received significantly.

### *4.3 Results of Hypothesis Testing*

Testing of the hypothesis that read "training effect dominant performance against Pigeons Maintenance Facility in PT Surabaya.Merpati Nusantara Airlines (Persero). To find out the free variables which affect the most dominant variable, namely by looking at table 5.10 beta Coefficients Component in a column that has the largest number. Where is the beta Coefficients Component for a variable training of 0.476 while for variable work discipline of 0.210 so ( $0.476 > 0.210$ ).

Thus it can be concluded that the dominant influence on performance Training employees Pigeons Maintenance Facility in PT Surabaya.Merpati Nusantara Airlines (Persero).

#### 4.4 Discussion of the Results of Research

Training and discipline work simultaneously affect the performance of employees in Maintenance Facility in Surabaya on Pigeon PT. Merpati Nusantara Airlines (Persero). Test results obtained  $F = \text{count value } 31.740 \text{ sig.} = 0.000$ .

This is because through training employees will gain increased knowledge, skill, attitude, behavior change and the correction of the deficiencies of the performance needed to improve performance and productivity, in addition it takes also a work discipline in an effort to improve the performance of employees in a company because by issuing regulations that must be made by each employee in order to keep the employees remain in the corridors of the rules that have been established by the company in the achievement of the business objectives of the company.

Training and discipline work simultaneously affect the performance of employees in Maintenance Facility in Surabaya on Pigeon PT. Merpati Nusantara Airlines (Persero). Hypothesis testing using test results— $t$  obtained  $t$  calculate variable = value 5.185 Training sig. 0.000 which means Training has an impact on Employee Performance.

This is in line with the opinion of Mangkuprawiran (2004, p. 135) stating that “training is a process of teaching knowledge and skills in a manner so that employees are increasingly skilled and able to perform his responsibilities with the better in accordance with the standard through employee training assisted existing work, can improve the employee’s career, and helped develop his responsibilities in the future”.

From the opinion constitute a training Exercise meant to get a workforce that has the knowledge, skills, abilities and attitudes both in good position to fill jobs that are available with high productivity, which is capable of producing good work. The need for individual workers vary greatly, for it training need to be prepared and implemented in accordance with the areas of its work, thus the job at hand will be able to work smoothly in accordance with the correct procedures.

Results of hypothesis testing using the test- $t$   $t$  count = 2.285 working discipline with a value of 0.024 meaning. GIS discipline work has an impact on Employee Performance.

This is in line with the opinion Rivai (2011, p. 825) that: “the discipline of work is a device used managers to communicate with employees so that they are willing to change behaviors as well as an effort to raise awareness and a willingness to meet all regulations of the company”.

From the opinions constitute Discipline Work is work that is important because with uphold discipline, then the employee can perform the work in accordance with the procedures and rules that have been set so that his work (performance) will be increased and will have an impact on the compan’s goals can be achieved optimally.

A dominant influence on performance training employees Pigeons Maintenance Facility in PT Surabaya. Merpati Nusantara Airlines (Persero). This is due to reach company goals each company should run a training program that will provide opportunities for employees to develop new skills and ability in working for now and for the future. Increased knowledge, skill, attitude change, the behavior of employees will improve performance and productivity.

## 5. Conclusions and Suggestions

### 5.1 Conclusion

Based on the study and analysis of statistical data obtained in order to test the hypothesis presented in this study, the author eventually concludes the following things:

1) The training and discipline of working simultaneously affect the performance of the employees at SBU Pigeons Maintenance Facility (MMF) in Surabaya, Indonesia on PT. Merpati Nusantara Airlines (Persero).  $F$  test results obtained with the values  $F$  calculate = 31.740 sig. = 0.000.

2) The training and discipline of working in a partial influence on the performance of employees at SBU Pigeons Maintenance Facility (MMF) in Surabaya, Indonesia on PT. Merpati Nusantara Airlines (Persero). From hypothesis testing retrieved  $t$  calculate variable = value 5.185 Training sig. 0000 and work discipline  $t$  calculate = sig-value 2,285.0024.

3) A dominant influence on performance Training employees of the SBU Merpati Maintenance Facility (MMF) in Surabaya, Indonesia on PT. Merpati Nusantara Airlines (Persero). Beta Coefficients component for a variable training of 0.476 while for variable work discipline of 0.210.

### 5.2 Advice

As for the suggestions put forward in this study researchers are as follows:

- 1) Future direction of the company expected more planning anything that required employees to achieve company goals. Recalling the duties of the employees in the SBU Pigeons Maintenance Facility (MMF) in Surabaya is very important and it takes skill and precision in carrying out its work.
- 2) By providing training on all of its employees, because the training will provide the opportunity for employees in adding knowledge and develop skills for training employees is very influential to the performance of the employees of the SBU Merpati Maintenance Facility (MMF) in Surabaya.
- 3) A good leader must be able to provide a minimal model or a good example to his subordinates about work discipline in accordance with the regulations and the applicable code of conduct as well as improving discipline with more expresses more penalties as well as add rules that bind to more responsible employees in work.
- 4) For the next researcher, need to add other variables and not only limited to two variables only, because there is the possibility of other variables are more significant influence on performance.

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