

## **Effect of Work Ability and Work Motivation on Employee Performance in PT. Lion Mentari Airlines in Makassar**

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### **ABSTRACT**

*This study aims to determine and analyze the influence of work ability on employee performance at PT. Lion Mentari Airlines in Makassar and to know and analyze the influence of work motivation on employee performance at PT. Lion Mentari Airlines in Makassar. The analytical method used in this study is a multiple regression analysis method. Research data was obtained from employees of PT. Lion Mentari Airlines in Makassar. The research approach is an explanatory causal approach. The results showed that based on the results of multiple regression tests, the effect of work ability variables had a positive and significant effect on employee performance at PT. Lion Mentari Airlines in Makassar, meaning that employee performance can be increased if influenced by employee work ability and the influence of work motivation variables have a positive and significant effect on employee performance at PT. Lion Mentari Airlines in Makassar, meaning that employee performance can increase if influenced by employee work motivation.*

**Keywords:** *Work Ability, Work Motivation and Employee Performance*

### **INTRODUCTION**

In theory there are many factors related to employee performance. These factors can be sourced from the organization, from the employees themselves as well as from factors outside employees and outside the organization. Factors that are sourced from the employees themselves, one of which is the ability to carry out the work. If you

have the required work skills, it is almost certain that the person will be reliable in work (Mulyasa, 2013: 72). Work ability is an individual's capacity to do various tasks in a job (Robbins, 2013: 398).

Employee performance for a company is very important as a measuring tool for success in running a business. Because the higher the performance of employees in the

company, the profit achieved by the company is also higher. Likewise with Lion Air which is part of the Lion Air Group which also houses other airlines such as Wings Air, Batik Air, Lion Bizjet, Malindo Air based in Malaysia, and Thai Lion Air based in Thailand. Aggressive and innovative business expansion has made Lion Air Group now have complete facilities and facilities to support its aviation business such as training, education, offices and residences for ground crew and flight crew, as well as aircraft maintenance and maintenance centers, Batam Aero Technic. To continue to expand its business network, Lion Air Group also opened a business in shipping packages and documents, namely Lion Parcel and hospitality, namely Lion Hotels and Plaza located in Manado.

In order to improve employee performance, PT. Lion Mentari Airlines must also be able to increase the motivation of employees to work because motivation can affect someone or give encouragement to someone to do something. Factors that can increase employee motivation can be individual, such as needs, attitudes and abilities, while

the organizational characteristics include salary payments, supervision, praise, and the work itself. Work motivation is something that gives rise to encouragement or enthusiasm for work or in other words a motivator of work motivation (Martoyo, 2014: 123). With encouragement intended to be able to provide natural urges to satisfy the needs of life, and is a tendency to maintain life.

Motivation can be placed as a fundamental part of management, in this case motivation plays an important role because everything can be aimed at influencing human potential and power by creating, living high levels of desire and increasing enthusiasm for togetherness in carrying out their duties and responsibilities to achieve goals company. Motivation is a force that encourages an employee who raises and directs behavior. Employee performance is one of the most dominant factors in improving company performance. How great and sophisticated equipment and technology and great capital, but if the human element does not have the ability to work effectively and

efficiently, company goals will not be achieved.

## LITERATURE REVIEW

### Work Ability

#### 1. Definition of Work Ability

Employee's work ability is an expertise that employees have in doing their work. If employees get the opportunity to develop their talents, and using them appropriately will affect the development of the company. In addition, with sufficient ability to help employees carry out their work now and in the future. According to Robbins and Judge (2011: 57) explains that: ability is the capacity of an individual to perform various tasks in a job. Ability is a recent assessment of what a person can do.

Work ability is an individual's capacity to do various tasks in a job (Robbins, 2013: 398). One factor that is very important and influences the success of employees in carrying out a job is the ability to work. Ability is the potential that exists in a person to do so that allows someone to be able to do work or not be able to do the job. In the operational function, management of work capability is a function of

development, because in this function the development of employee work skills is very much considered. Work ability is basically very influential on the quality or weight of work results achieved by an employee. This is understandable because in the ability to work there are various potential skills, skills, and other potentials that support which are reflected in physical and psychological conditions (Farlen, 2011).

#### 2. How to Improve Work Ability

A person's ability will be determined by the high level of education and experience. Because these two elements are knowledge and skills can be obtained. So the higher the level of education a person is supported by the extensive experience shows that the person has a high level of satisfaction. In addition to the level of education and experience to improve one's ability can be pursued through education and training, because with education and training will increase one's knowledge to do something can be faster and better.

With these exercises that allow employees to gain more and

more skills, thereby increasing their knowledge to transfer and improve work skills. According to Soeroto (2012: 147) to improve employee work skills there are three components that include :

1. Efforts to develop and maintain spiritual and physical growth and efforts to maintain health. If someone has strong physical and psychological growth, he will have great potential and opportunities to develop and develop his work ability.
2. Efforts are not only limited to the ability of the ratio and physical to solve the problems faced in the short term, will still include resilience, physical and mental resilience in overcoming various difficulties and pressures in the work so that it is finished and achieve results.
3. Efforts to make someone after having the ability to work is to employ him to make every organization that has the ability to be used to provide welfare to the community. Through the

improvement of work ability, it is expected that all employees in the company can work as well and to the maximum extent as possible in accordance with the capabilities within them so as to obtain positive work that can support the creation of organizational goals.

All the abilities of an individual are essentially composed of two factors (Robbins, 2013: 399), namely:

1. Intellectual ability

Intellectual ability is the ability needed to carry out mental activities.

2. Physical ability

Ability needed to perform tasks that demand stamina, dexterity, perfect strength and skill.

The main dilemma faced by employers in companies is that those who use perfect mental ability tests for selection, promotion, training and personal decisions are that they have a negative impact on racial or ethnic groups. The likelihood of higher employee work is achieved if management has ensured capability and then ensures that employees in

their work have the ability (Robbins, 2013:402).

### 3. Indicator of Work Ability

Work ability is one element in maturity related to knowledge or skills that can be obtained from education, training and an experience. To find out whether an employee is capable or not in carrying out his work. Indicators of work ability (Robbins, 2013: 405) are:

a. Job Ability

Employee work ability is a condition where an employee feels able to complete the work given to him.

b. Education

Education is an activity to increase one's knowledge including increasing mastery of theory and the skill of deciding on issues related to achieving goals.

c. Years of service

Working period is the time needed by an employee to work for a company or organization.

Looking at some of the indicators, of course every company will always try to improve the work

capabilities of its employees. The higher the level of work ability possessed by an employee, the higher the performance of employees in the company

### Work Motivation

#### 1. Definition of Work Motivation

Siagian (2012: 102), motivation is the driving force for someone to contribute as much as possible for the success of the organization in achieving its goals. It can be interpreted that an encouragement to someone will contribute to the organization as much as possible in achieving the goal. According to Robbins (2013: 166) says motivation is a willingness to issue a high level of effort for organizational goals that are conditioned by the ability of the effort to meet several individual needs in the company.

Hasibuan (2013: 92) states motivation is an impulse that arises in a person to take action because he wants to achieve the goals he wants. Or work motivation is the provision of driving force that creates excitement for someone's work so they want to work together, work effectively and integrated with all the

efforts to achieve satisfaction. From these opinions can be seen similarities about motivation. So it can be concluded that motivation is the impulse that is in a person to do an action to achieve the desired goal.

Motivating employees effectively is one of the most important functions of a manager. There is evidence to suggest that organizations that face challenges in retaining employees because of limited opportunities for the progress of the organization and the competitive labor market today. The loss of employees is the loss of skills, knowledge and experience that can make a significant economic impact and costs for the company and have an impact on customer needs. Managers who can motivate employees will help the organization improve employee retention.

## 2. Work Motivation Theory

Motivation is the willingness to do high-level business to achieve organizational goals that are conditioned by the ability of the business to satisfy the needs of a number of individuals. The following is the theory of motivation (Robbins and Judge, 2011: 121), as follows:

- a. Maslow Theory. One of the most widely used motivational theories is the "Hierarchy of Needs" theory put forward by Abraham Maslow. Maslow views human needs based on a hierarchy of needs from the lowest needs to the highest needs.
- b. Herzberg's Two Factor Theory. Herzberg claimed to have found an explanation of two motivational factors, namely: Hygiene Factors and Motivation Factors
- c. Alderfer's ERG Needs Theory. ERG Alderfer's theory (Existence, Relatedness, Growth) is a motivation theory proposed by Clayton P. Alderfer. Alderfer's theory found 3 basic human needs: State Needs, Relationship Needs and Growth Needs.
- d. Expansion Motivation Theory. This motivation theory is expressed by Vroom. Vroom argues that people will be motivated to do certain things in order to achieve goals if they believe that their actions will lead to achieving these goals

- e. Classical Motivation Theory. This motivation theory was expressed by Frederick Taylor who stated that workers / employees were only motivated solely by money. This concept states that a person will decrease his working spirit if the wages received are too little or not comparable to the work to be done.
- f. Theory X and Y. This theory was put forward by Douglas McGregor. He distinguishes 2 types of workers namely X and Y.

### **3. Factors Affecting Work Motivation**

Motivation is a desire in a person that causes the person to take action. McClelland (1961) in Winardi, (2012: 10), says that work motivation is influenced by two factors, namely:

- a. Intrinsic Factors  
Intrinsic factors are factors that come from within the individual. Intrinsic factors that influence work motivation are: The probability of success achieved, Self-efficacy,

Value, Fear of failure and other factors.

- b. Extrinsic Factor  
Extrinsic factors are factors that influence the motivation of someone who comes from outside the individual. Extrinsic factors refer to situations and opportunities. This extrinsic factor can be in the form of leadership relations with subordinates, relationships between colleagues, coaching and training systems, welfare systems, physical environment of the workplace.

### **Employee Performance**

#### **1. Definition Employee Performance**

Wibowo (2011:2) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Mangkunegara (2009: 67) suggests that the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by an employee). The definition of performance (work performance) is the work quality and quantity

achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Pabundu (2008: 121) defines performance as the results of the work/ activity function of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain time period.

Understanding performance or work performance according to Hasibuan (2013: 23) is a work result achieved by a person in carrying out tasks that are charged to him based on skills, experience and sincerity and time. Furthermore, it was emphasized that this work performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanation of the delegation of duties and the role of the level of motivation of employees. The higher the three factors above, the greater the work performance of the employee concerned. The same thing was stated by Rivai (2013: 145) that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities,

such as work standards, targets or predetermined targets or criteria that have been agreed upon.

## **2. Target and Factors of Employee Performance**

The set performance targets are specifically in the field of projects, processes, routine and core activities that will be the responsibility of employees (Hariandja, 2008: 6). Performance targets are employee performance, so that accurate information about the performance is obtained, whether satisfactory or not. The lower level units may have been the targets they set, and on the contrary those at the top might not have met the targets.

The importance of assessment for work requires that performance appraisal must be truly objective, that is measuring for the work of the real employee (Brahmasari, 2010: 59). This means that the implementation of the assessment must reflect the implementation of the actual work or evaluate the behavior that reflects the successful implementation of the work. Having a standard means having dimensions that show the work behavior being assessed, which is generally translated from the work target, for

example the performance results in the form of goods produced, quality or quantity, attendance at work, compliance with regulations and achievement factors.

Brahmasari (2010: 68), suggested several factors to measure performance include:

a. Discipline

All organizations or companies must have work standards or behaviors that must be done in relation to work, both written and unwritten, and want employees to comply so as to improve employee performance in improving work productivity.

b. Development

Training and development is a planned effort from the organization to improve employee knowledge, skills and abilities. The most common form of training for all levels in the organization is workplace training (on the job training. Malthis and Jackson, 2012: 25). Training (training) will be more oriented to the development of employees, it is more

emphasized to do specific work and development is more emphasized to do employee work in the future.

c. Productivity

As is well known that the goal of human resource management is to increase human resource support in achieving organizational goals through increasing the productivity of employees. An employee / workforce who has a high level of productivity certainly improves the progress of the company both in the level of service or profit achieved and will affect the improvement of employee performance. While employees who are not productive will certainly hamper the progress of the company. Productivity here is able to issue all abilities and expertise in their fields so that they are able to carry out their tasks efficiently and on target.

d. Salary increase

Salary is an important element in increasing work motivation because salary is a tool to influence various employee needs. Therefore, the company or organization must plan the right salary in the sense of having internal justice. Salary is a remuneration in the form of money received by an employee as a consequence of the position in the job.

### Previous Research

Research on the effect of work ability and work motivation on employee performance has been carried out by previous researchers, including:

1. Princess (2016)

The results in this study indicate a significant influence between work motivation on employee performance. Of these two variables, the work ability variable that has the result of  $t$  count (1,189) <  $t$  table (2,007) so that  $H_0$  is accepted and  $H_a$  is rejected. With the acceptance of  $H_0$ , it means that work ability has no

significant influence on employee performance. Whereas in the  $F$  test obtained the calculated  $F$  value of 16,982  $\geq$   $F$  table value (3,175) so that  $H_0$  is rejected and  $H_a$  is accepted. By rejecting  $H_0$  which means simultaneously there is a significant influence of independent variables (work ability, work motivation) on the dependent variable (employee performance).

2. Muliharta (2015)

The results showed (1) there was a significant effect of work ability on the performance of Puri Bagus Lovina hotel employees, (2) there was a significant influence of work motivation on employee performance at Puri Bagus Lovina Hotel, and (3) there was a simultaneous influence work and work motivation on the performance of Puri Bagus Lovina hotel employees.

3. Kristiani, et al., (2013)

The results of the study showed that work ability variables had a positive and

significant effect on employee performance by 41.9 percent. Work motivation variables have a positive and significant effect on employee performance by 50.2 percent. Variables of work ability and work motivation have a positive and significant effect on employee performance by 53.5 percent. This study concludes that work ability and work motivation have a positive and significant effect on employee performance. PT. Indonesia Power UBP Semarang should conduct training to improve skills, especially in terms of mastery of work equipment and computer systems, understanding of company policies, understanding of company goals and the ability to empathize. Provide employees with better motivation to create feelings that exist in employees that they have a role in the company.

## ANALYSIS METHOD

Data analysis method used in this study, is an analysis with this statistical tool used to determine the effect of independent variables (X) which consists of work ability and work motivation variables on the dependent variable (Y), namely the performance of employees Sugiyono (2013: 103), for testing the hypothesis in this study used the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Hypothesis testing is done in a way (Ghozali, 2011: 156) :

a. Simultaneous Regression Test (Test Statistics F)

Statistical test F is carried out with the aim to test whether all independent variables have a joint influence on the dependent variable.

b. Test Statistics t

Statistical test t basically shows the effect of independent variables individually in explaining the variation of the dependent variable. To find out whether or not the influence of each independent variable individually on the dependent variable is used a significant level of 5%.

c. Determination Coefficient Test (R<sup>2</sup>)

R<sup>2</sup> value is used to measure how far the ability of the model in explaining the variation of the dependent variable. In this study, adjusted R<sup>2</sup> is used between zero and one. Adjusted R<sup>2</sup> values can rise or fall if an independent variable is added to the model

Based on the unstandardized coefficients B value in table 8 it is known that each variable can be entered into multiple regression models with the equation, as follows:

$$Y = 0,851 + 0,285X_1 + 0,523X_2$$

These multiple regression equations can be interpreted as follows:

- a. b<sub>0</sub> = 0.851 is a constant number indicating that employee performance is not determined by the variable work ability and work motivation.
- b. b<sub>1</sub> = 0.285 shows that if the work ability variable is increased by 1% then the employee's performance at PT. Mentari Airlines Lion in Makassar will experience an increase of 28.5%.
- c. b<sub>2</sub> = 0.523 shows that if the work motivation variable is increased by 1% then the employee's performance at PT. Mentari Airlines Lion in Makassar will increase by 52.3%.

**RESEARCH RESULT**

**1. Multiple Regression Analysis**

The analysis model used in this study is multiple regression analysis. This analysis is used to determine the direction and magnitude of the influence of work ability and work motivation on employee performance at PT. Lion Mentari Airlines in Makassar. Based on the results of the data processing, the multiple regression equation in the table is obtained as follows:

Table 1. Multiple Regression Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.851	.342		2.490	.015
Work Ability	.285	.104	.261	2.738	.008
Work Motivation	.523	.086	.579	6.073	.000

a. Dependent Variable: Performance Employee

The results of the multiple regression equation shows the

direction of influence of each independent variable, namely work ability and work motivation on the dependent variable, namely employee performance at PT. Mentari Airlines Lion in Makassar which is shown by each independent variable coefficient. Regression coefficients of independent variables, namely work ability and positive work motivation means having a direct influence on employee performance.

**2. Hypothesis Test**

To test the hypothesis in this study, multiple regression analysis was used, consisting of:

**a. Simultaneous Test (F Test)**

F test is to test whether each independent variable has a significant effect on the dependent variable together with  $\alpha = 0.05$  and accept or reject the hypothesis.

Table 2. Simultaneous Test Result

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.046	2	8.023	64.980	.000 <sup>b</sup>
Residual	10.124	82	.123		
Total	26.170	84			

a. Dependent Variable: Performance Employee  
 b. Predictors: (Constant), Work Motivation, Work Ability

Based on the table above, it can be seen that the F ratio is 64.980 with a significant value = 0.000 < 0.05 ( $\alpha = 5\%$ ). This means that work ability and work motivation variables have a positive and significant effect on employee performance variables at PT. Lion Mentari Airlines in Makassar.

**b. Determination Coefficient Test**

The determination coefficient is used to determine the closeness of the relationship between the independent variable and the dependent variable. R2 values are located between 0 and 1 ( $0 \leq R^2 \leq 1$ ). From the results of the analysis, the correlation coefficient (R) shows that there is a relationship between variable X and variable Y.

Table 3. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.613	.604	.35138

a. Predictors: (Constant), Work Motivation, Work Ability

Correlation coefficient (R) of 0.783 means that there is a positive and unidirectional relationship between variables X (work ability and work motivation) with variable Y (financial performance) of 78.3%. Value of  $R^2 = 0.613$ . This means, the effect of variable X (work ability and work motivation) on variable Y (employee performance) at PT. Mentari Airlines Lion in Makassar is 61.3% and the influence of other variables is 38.7% which is not included in the model.

**c. Partial Test (t test)**

The t-test is to test whether each independent variable has a significant effect on the dependent variable partially with  $\alpha = 0.05$ . Partially, the analysis variables have different effects and probability values and can be explained as follows:

1. Work ability variable (X1) with a value of t count of 2.738 with a significant level of 0.008

(sig <0.05) means that there is a positive and significant influence between work ability (X1) on employee performance (Y) at PT. Lion Mentari Airlines in Makassar.

2. Work motivation variable (X2) with t count value of 6.073 with a significant level of 0.000 (sig <0.05) means that there is a positive and significant influence between work motivation (X2) on employee performance (Y) at PT. Lion Mentari Airlines in Makassar and is a dominant variable influencing employee performance, this can be seen from the t-value that is greater than the t-value of the work ability variable.

## **DISCUSSION**

### **1. Effect of Work Ability on Employee Performance**

Work ability is as an individual characteristic such as intelligence, manual skills, traits

which are a person's potential strength to do and are stable. Thus the ability to show the potential of people to carry out tasks or jobs. Ability is closely related to the physical and mental abilities that people have to carry out work. Currently PT. Mentari Airlines Lion in Makassar is required to have certain qualifications, because not everyone has the required skills to complete the work. So that the low performance of employees is due to the low ability of employees. Based on the results of multiple regression tests, the effect of work ability variables have a positive and significant effect on employee performance at PT. Lion Mentari Airlines in Makassar, meaning that employee performance can be increased if influenced by employee work ability.

If the work ability has increased one unit, the employee's performance will also increase. This shows that work ability has a significant influence on employee performance at PT. Lion Mentari Airlines in Makassar. So it can be concluded

that the ability to work is one of the determinants of the performance of employees of PT. Lion Mentari Airlines in Makassar. When the employee's work ability has decreased, it will have an impact on the decline in employee performance if the employee has the ability to take formal education, non-formal education, the level of work experience that is owned, the level of desire (will), then it will be able to drive its performance. This is consistent with the statement that employees at PT. Mentari Airlines Lion in Makassar is responsive in doing their work. When employees are responsive in doing the work they are charged, it will have an impact on the performance produced in accordance with company standards. So that the influence of work ability on employee performance can be accepted.

## **2. Effect of Work Motivation on Employee Performance**

Work motivation is a process that helps determine the intensity of the direction and

perseverance of individuals in an effort to achieve goals. Motivation is generally related to efforts towards the target, but the focus in this case is the organization's goal to reflect a single interest in work-related behavior. Motivation is closely related to the emergence of a tendency to make something to achieve goals. There is a strong relationship between motivation needs, actions or behavior, goals and satisfaction, because every change is always thanks to the motive motivation. Motivation arises because of a need and therefore the action is directed towards achieving certain goals. If the goal has been achieved then it will achieve satisfaction and the tendency to be repeated again so that it is stronger and more stable. Based on the results of multiple regression tests, the effect of work motivation variables have a positive and significant effect on employee performance at PT. Lion Mentari Airlines in Makassar, meaning that employee performance can increase if influenced by employee work motivation.

If work motivation has increased one unit, the employee's performance will also increase. This shows that work motivation has a significant influence on employee performance at PT. Lion Mentari Airlines in Makassar. So it can be concluded that work motivation is one of the determinants of the performance of employees of PT. Lion Mentari Airlines in Makassar. When employees are not motivated by the company, employees will not be passionate about working and have an impact on employee performance. Work motivation influences employee performance. This is based on the explanation that there is a relationship between motivation and performance, meaning that leaders, managers, employees who have high motivation will have high performance. This is consistent with the statement that employees like work in teams rather than individuals. So that the effect of work motivation on employee performance can be accepted.

## CONCLUSION

From the results of the research and discussion that has been raised, the conclusions that can be drawn by the researcher are as follows:

1. Work ability has a positive and significant effect on employee performance at PT. Mentari Lion Airlines in Makassar, and the proposed hypothesis can be accepted.
2. Work motivation has a positive and significant effect on employee performance at PT. Mentari Lion Airlines in Makassar, and the proposed hypothesis can be accepted.

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