
IMPORTANCE AND PERFORMANCE ANALYSIS OF WORKPLACE ENVIRONMENT IN GRAHA PENA (MANADO POST)*ANALISA TINGKAT KEPENTINGAN DAN PERFORMA LINGKUNGAN TEMPAT KERJA DI GRAHA PENA (MANADO POST)*

By:

Dion Berio Tangkudung¹**Frederik G. Worang²****Merinda Pandowo³**

¹²³Faculty of Economics and Business, International Business Administration, Management Program
University of Sam Ratulangi Manado

E-mail:

¹dionberio@gmail.com²fworang@gmail.com³iinpan@yahoo.com

Abstract: Workplace environment is an important thing in organizations and give a big influence on employee's performance. With a proper workplace environment like the facilities inside the office, employees are motivated and tend to improve the performance. This study came up in order to know how important workplace environment in Graha Pena and how is the performance of workplace environment in Graha Pena since those two factor are very important in terms of increasing or decreasing employees performance and comfort in working area. The study is using quantitative approach with Importance and Performance analysis with characteristic of respondent based on gender, age and educational background and the attributes are Indoor air quality, lighting, noise, furniture and tools and office environment. The result show lighting ,office environment and tools are the most important attribute in Graha Pena Manado post because they located at quadrant II which means it is in excellent level and quality even so, every aspect needs to be maintain in a good condition so that Graha Pena could be consistent in holding on to their success company.

Keywords: *workplace environment, indoor air quality, lighting, noise, furniture and tools, office environment, importance and performance analysis*

Abstrak: *Lingkungan tempat kerja adalah hal yang penting dalam organisasi pekerjaan dan memberikan dampak besar dalam performa pegawai. Dengan lingkungan tempat kerja yang baik seperti fasilitas didalam kantor, pegawai termotivasi dan cenderung meningkat dalam hal performa. Penelitian ini bertujuan untuk mengetahui seberapa penting lingkungan tempat kerja di Graha Pena Manado Post dan bagaimana performa dari lingkungan tempat kerja Graha Pena Manado Post oleh karena dua factor ini sangat penting dalam meningkatkan ataupun menurunkan performa pegawai dan kenyamanan pegawai di area tempat kerja. Penelitian ini menggunakan studi kuantitatif dengan analisa tingkat kepentingan dan performa dengan karakteristik responden berdasarkan umur, jenis kelamin dan latar belakang pendidikan juga atributnya adalah kualitas udara didalam ruangan, penerangan, suara, perabotan dan alat juga terakhir lingkungan tempat kerja itu sendiri. Hasil menunjukkan penerangan, lingkungan tempat kerja dan peralatan kerja adalah hal yang paling penting dalam atribut di Graha Pena Manado Post karena terletak di kuadran II yang ada di tingkat luar biasa namun setiap aspek harus dipertahankan agar Graha Pena konsisten dalam mempertahankan kesuksesan perusahaan.*

Kata Kunci: *Lingkungan tempat kerja, kualitas udara dalam ruangan, penerangan, suara, perabotan dan alat, lingkungan kantor, analisa tingkat kepentingan dan performa*

INTRODUCTION**Research Background**

Workplace environment is important thing in organizations and have a big influence on employee's performance. With a proper workplace environment like the facilities inside their office, employees are motivated and tend to improve their performance. Current development of the print media is supported by the development of increasingly sophisticated technology. So as to bring change in the form, format, structure, texture and the model of the ad, but the development of technology does not affect or change the contents of an advertisement that appeared in the media. Making the current print media with advanced technology is to use a computer to design advertising a product by using graphics and printed by the printer. With the existence of online media, role of technology play big effect in development of journalism especially in print media. The main reason print media collapse is because the development of new media which is the internet itself. Many people start to dominantly visit online media to get the information. With the development of technology, print media also make a good progress. Not just good impact, but bad impact could show up in print media. Print media Industry in Indonesia is facing a heavy challenge because of the downfall income from advertisement. That's why people tend to switch to news based on web because online newspaper cheaper and also serve the real information. Compare to newspaper, information that gathered can be read for at least a day after the event.

Manado Post is the biggest network media in North Sulawesi that lead the local newspaper marketing in Manado City and the surrounding area (Gorontalo, Sulawesi, and North Maluku) as leading media. Since 1986 Manado Post keep provide the information to people in form of trustable, in this case Manado Post present manadopostonline.com, news complete with national and international real time news with other entertainment news that also interesting.

Research Objective

To explain about :

1. The importance of workplace environment in Graha Pena
2. The performance of workplace environment in Graha Pena

THEORETICAL FRAMEWORK**Human Resource Management**

Human Resource Management understands in form of the flow by hiring and selecting employees so that we know their performance in every kind of aspect that the industries want to reach or know.

According Robert L. Mathis and John H. Jackson (2011: p.5) Human Resources is the collective value of the skills, knowledge, life experience, and motivation of the organization's workforce.

Human resource management according to Robert L. Mathis and John H. Jackson (2011: p.4) are designing a management system to ensure that human talent is used effectively and efficiently to achieve organizational goals. The essence of Human Resource Management is a course of action to manage relationships between people with relationship work tasks to achieve goals within an organization. Human resource management according to Dessler *et al.*, (1999: p.7) is policies and practices in moving the resources aspect or aspects related to management positions in human resources that includes the recruitment, screening, training, awards, and judgments.

Employee Performance

Employee performance understands in way of how the person executes their job and responsibility well in way that employee should reach and accomplished.

Employee performance is the most important dependent variable (Borman, 2004). Employee's performance could go up when employees have willingness and have an openness behavior in doing their tasks that is related

to performance. Because employees who are willing to work and being opened in doing their jobs could lead to positive performance which is good for the company's stability (Sinha, 2001).

On the opposite, employees performance is all about social status which is stated by Howell and Hall-Merenda (1999) supported by Greenbert and Baron (2000) with the same point of view about social status that can lead to positive result on employee performance if the employees can combine their performance along with their skills.

There are a certain factors that can be essence factors on excellence employee performance which include: physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge skills and attitudes. In additional, it is important for employees to set up standard performances in order to achieve the goals or target which must be applied to all employees in doing their tasks.

The first behavior is task performance which has seven criteria and can be analyzed from the result of job analysis to measure employees' behavior and task. Meanwhile, for contextual performance, it was taken a research study with twenty five contextual studies generated. The findings even had been used in the city (Van Scotter and Motowidlo, 1996).

There is a system required to monitor the whole employees' performance to result an effective performance which is called employees' review system. This system take some steps in generating magnificent performance from the employees which include: on the job coaching, performance appraisals, counseling session, interviews and also the performance plans which show the improvement of employees' performance (Stark and Flaherty, 1999).

Employee performance is mostly defines as a combination of one person's ability and motivation, and majority of managers face the motivation issue for their employees in order to get them performed well (Moorhead and Griffin, 1998).

Workplace Environment

Workplace Environment is the key element of the quality of the work and the level of productivity to increase or even decrease depends on the workplace environment itself. Kohun (1992) stated that work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work. Workplace environment play an important role towards the employee performance. The factors of workplace environment give an immense impact to the employee's either towards the negative outcomes or positive outcomes (Chandrasekar, 2011).

Naharuddin and Sadegi (2013) also stated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance which will leads to the increasing number of productivity at the workplace.

The physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality (Sarode and Shirsath, 2014). According to Burri and Helander (1991), there are some positive affects when applying a proper workplace environment strategy such as the machine design, job design, environment and facilities design. Chandrasekar (2011) had stated the quality of the employees' workplace environment has most impacts on their level of motivation and subsequent performance. Employees' performance level is depending on the quality of the employees' factors workplace environment which are the job aid, supervisor support and also the physical workplace environment. The connection or relationship between the work, workplace, tools of work had becomes the most important aspects in their work itself.

Previous Research

On the first article from Mathews and Khann (2016), it studied about Impact of Work Environment on Performance of Employees in Manufacturing Sector in India: Literature Review. This research has been

observed that the workplace environment affects the performance of employees that the quality and quantity of work generated by employees are influenced by the work environment while poor environment can cause inefficient worker productivity as well as reduce their job satisfaction looking from the element of lighting, noise, color, air quality and unsuitable furniture.

The second article talks about the Impact of Office Design on Employees Productivity: A Case Study of Banking Organizations of Abbottabad, Pakistan and Hameed & Amjad (2009), defined that increased personal control and comfort needs of employee triggered the concern among the organizations to provide them with an environment and office design, which fulfills the employees' needs and helps to boost their productivity. Their research study main objective of this study is to find out the relationship between office design and productivity. After all, they decided 31 bank branches of 13 banks were contacted and studied. Their research findings of this study show that office design is very vital in terms of increasing employees' productivity. Comfortable and ergonomic office design motivates the employees and increases their performance substantially. The similarity of this journal placed on the research with furniture variable since I also put furniture as the base of my research. The third article is by Rasha Mahmoud Ali El-Zeiny (2012) with the research about "The Interior Design of Workplace and Its Impact on Employees Performance: A Case Study of the Private Sector Corporation in Egypt". El-Zeiny (2012) said that today's competitive business environment; corporations can no longer afford to waste the potential of their workforce. He mentioned about important factors in the employees' workplace that influence significantly on their level of motivation and performance. His research objective of the study is to understand the relationship between the employees' performance and their physical work environment. He took the private sector corporations of Egypt have been chosen as the population for the study. About took 129 employees from six corporations in Cairo as a sample of his research study. This study result show that office design has a substantial impact on the employees' performance. The similarity I think it is obvious about the employee's productivity where that is the exact purpose of what I am doing. To find are there any real feedback when the furniture and other variable improved with the new and more comfortable one.

Conceptual Framework

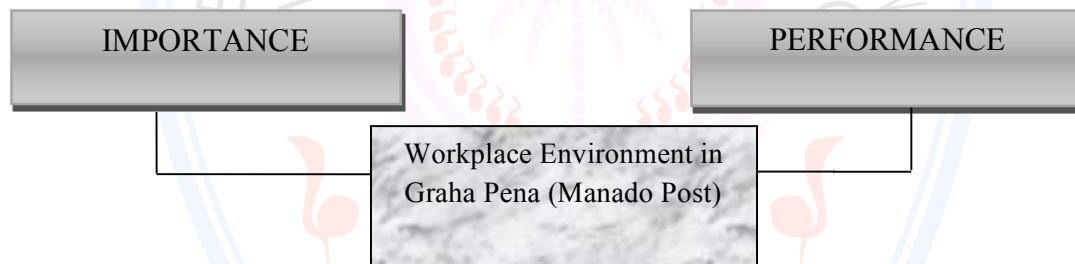


Figure 1. Conceptual Framework

RESEARCH METHOD

Type of Research

This research is the descriptive study with a quantitative approach. Descriptive research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form, such as scores on a test or the number of times a person chooses to use a-certain feature of a multimedia program, or it can describe categories of information such as gender or patterns of interaction when using technology in a group situation.

Place and Time of Research

This research will be done in Graha Pena (Manado Post Office) for approximately 2 months, May – June 2017.

Research Procedure

To conduct this research there are several steps that need to be accomplished, first is study about Workplace Environment theories and look forward about the elements. The survey was created using suitable questions modified from related research and individual questions formed by the researcher. The survey will be comprised of several questions. In the questionnaire, Likert scale was used to determine if the respondent agreed or disagreed in a statement. After the questions are stated, settled and also validated, researcher will spread the questionnaire to the employees. Excel 2007 will be used to process the data from questionnaire. The result from Excel will be used to create the IPA graphic and to analyze the output. The result will be provided by all the respondents' perception, understanding, and perspective of Workplace Environment in Graha Pena through questionnaire or data collected. The researcher analyzes the data and writes the result.

Data Collection Method

Some data are needed in order to define the solution of this research problem. Data collected in this research is derived from two ways, primary and secondary data. Primary data are the information and originated for the purpose of the research.

Data Analysis Method

Validity and Reliability

Validity test is the measurement tool that is used to get the data is valid. Validity is extent to which a construct measures what it is supposed to measure. An easy measure of validity would be to compare observed measurement with the true measurement (Hair *et al.*, 2013). Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items measuring a concept hang together as a set. Reliability refers to the extent to which a scale produces consistent result if repeated measurements are made.

Importance and Performance Analysis

Importance Performance Analysis (IPA) according to Supranto (2001), method for analyzing the level of satisfaction with the performance of a company based on the results of the assessment and valuation of the appearance of work will produce calculation about the level of implementation in a company. The Importance-Performance Analysis conceptually rests on multi-attribute models. Importance Performance Matrix is divided into four quadrants based on the importance-performance measurement result as shown in the figure below:

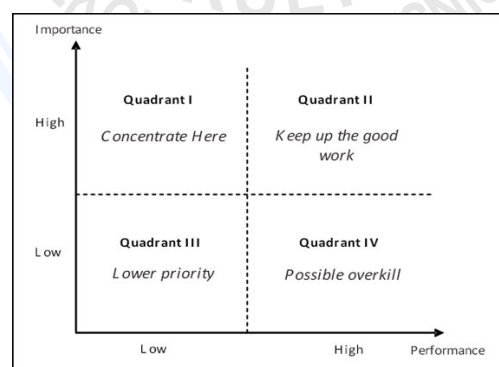


Figure 2 IPA Framework

Source: Martila and James (1997) *The Importance and Performance*

RESULT AND DISCUSSION**Validity Test Result****Table 1 Correlations**

		Avr_Importance	Avr_Performance	Total_Avr_Imp_Perf
Avr_Importance	Pearson Correlation	1	,448**	,817**
	Sig. (2-tailed)		,000	,000
	N	90	90	90
Avr_Performance	Pearson Correlation	,448**	1	,881**
	Sig. (2-tailed)	,000		,000
	N	90	90	90
Total_Avr_Imp_Perf	Pearson Correlation	,817**	,881**	1
	Sig. (2-tailed)	,000	,000	
	N	90	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed, 2017

Table 3 shows that the pearson correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

Reliability Test Result**Table 2 Reliability Statistics**

Cronbach's	
Alpha	N of Items
,864	3

Source: Data Processed, 2017

Table 4 shows that Alpha Cronbach is 0.864 which is above the acceptance limit of 0.6; therefore, the research instrument is reliable.

Importance Performance Analysis of Workplace Environment

The results of analysis in this chapter attempts to answer the problem contained in this research. There are five attributes on measuring the level of importance and performance analysis, which are: (1) Indoor Air Quality, (2) Lighting, (3) Noise, (4) Furniture and Tools, and (5) Office Environment. Data is based on questionnaires that are collected from respondents and is tabulated with Microsoft Excel. Table 4.3 is the result based on average value of importance and performance that set the visual merchandise in four quadrants as shown in Table 5 below.

Table 3 Attributes, Importance Mean, Performance Mean, Quadrant

Attributes	Importance Mean (Y)	Performance Mean (X)	Quadrant
Indoor Air Quality	3.89	4.03	IV
Lighting	4.09	4.02	II
Noise	3.69	3.80	III

Furniture and Tools	4.03	3.98	II
Office Environment	4.06	3.99	II
Average Value	3.95	3.96	

Source: Data Processed, 2017

Table 5 shows that the importance of Lighting has the highest mean ($\bar{x} = 4.09$), followed by the importance of Office Environment ($\bar{x} = 4.06$). The importance of Furniture and Tools is ($\bar{x} = 4.03$), importance of Indoor Air Quality ($\bar{x} = 3.89$), and the lowest is the importance Noise ($\bar{x} = 3.69$). Meanwhile the performance of Indoor Air Quality has the highest mean ($\bar{x} = 4.03$), followed by the performance of Lighting ($\bar{x} = 4.02$), the performance of Office Environment ($\bar{x} = 3.99$), the performance of Furniture and Tools ($\bar{x} = 3.98$), and the lowest is the performance of Noise ($\bar{x} = 3.80$). After getting the point of the quadrant division axis in $\bar{x} = 4.24$ (performance) and $\bar{y} = 4.0$ (importance), the next step is to plot the point (\bar{x} and \bar{y}) of each attributes into Cartesians graph as shown in the Figure 6



Figure 2 Data plotting of Visual Merchandise in Four Quadrants

Source: Data Processed, 2017

In the Figure 3 shows, there is attributes that located in Quadrant I. This Quadrant labelled as ‘concentrate here’ this means that attribute in here is perceived to be very important to the customers but the performance levels are assessed lower. Office Environment, Furniture and Tools, and Lighting are located in Quadrant II, which is “keep up the good work”. Attributes that located in Quadrant II means that it has a high importance to the customer and the company has achieves high performance according to the customer. In short, attributes that are located in this quadrant means that the customer is already satisfied with company performance.

The next quadrant is Quadrant III or labelled as “low priority” and the attribute that are located in this quadrant is Noise. Attribute located in this quadrant has a low importance to the customers and the company has low performance in those attributes. So, the attribute located in this quadrant is not a priority to the company. The last one is Quadrant IV, which labelled as “possible overkill”. None of this research attributes that are located in this Quadrant, means that it has low importance to the customers but the performance of the company in these attributes is high.

Discussion**Quadrant I**

This part summarizes the result of analysis as shown in Figure 3. The figure shows that there are four quadrant. There is none attribute that located in Quadrant I.

Quadrant II

Lighting, Furniture and Tools, and Office Environment are attributes located in Quadrant II. It means that, the importance is high and the performance is high. This quadrant labelled as “keep up the good work”. The assessed performance of Lighting, Furniture and Tools, and Office Environment shows that the performance of these attributes is high and it means that the employees finds that lighting, Furniture and Tools, and Office Environment has perform well and have good impression the employees. Companies with Workplace Environment in Graha Pena are much enough, but just some of them has a good lighting, furniture and tools and interesting office environment.

Lighting is the act of igniting or illuminating. The consideration of lighting is crucial for the job tasks’ inside the offices to help the employees with their job visual activities, (Bachner, 2000). Lighting appears to have a excellent condition inside Graha Pena and it is very important for employees to work on because the effect of lighting considered to affect the employees performance to be good and better.

Office environment is the combination of conditions that affects a person, piece of equipment or system in a building, such as lighting, noise, temperature and relative humidity. As shown in Quadran II that office environment also play an important role in this research even lighting is higher than office environment, but it still pretty close with the importance of lighting and performance looking at the side of having a good companion or partner of work will balance the way of employees thinking and work with having a good mood because it really affect employees performance itself.

Furniture and tools are another important concern in designing an appropriate office that managers must pay attention at such as adjustable office furniture for desks and chairs, which can support the employees’ productivity and generate well performance by the employees who have to work full time without any obstacles (Burke, 2000). Since furniture and tools still located in quadran II, it means these two object considered to be very important and in Manado Post, the performance play a good job on making employees and workers have a higher standard and increase the maximum performance on their job.

According to the result, the employees are satisfied enough with the performance of these indicators which is high performance. Seen from this fact, the result indicates that existing ways of Lighting, Furniture and Tools and Office Environment have strengths and should continue being maintained. The management do not need to do much, just keep up the good work.

Quadrant III

Noise is an attribute that located in Quadrant III, which is labelled as “low priority”. The employees find that this attribute to be low importance for them. While the performance of the company also assessed low. Noise is unwanted sound judged to be unpleasant, loud or disruptive to hearing. As the result of this study show that noise is not too important in Manado Post office consider that there is no additional sound to be play inside and outside the office. The noise is not available because Graha Pena have a closed room or we could say private office.

Quadrant IV

Quadrant IV or called as possible overkill, which is the employees thinks that not so important and the company is paying too much attention in these attributes. The result shows that there is one of five attributes mentioned before that located in this quadrant which is indoor air quality. According to Keeling and Kallaus (1996) and Quible (1996) stated that: “The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness. Research in environment field has demonstrated the negative effects of hotness and coldness and extreme temperature with the decrements in performance (Ellis, 1982, Lemy *et al*, 2013). Result

from this research shows that indoor air quality is not important to the employees but the company was consider enough in that attribute. It means that, so far the company did not spend the resources/money for unnecessary thing.

CONCLUSION AND RECOMMENDATION

Conclusion

The importance of Lighting, office environment, and furniture and tools are the most important attribute in Graha Pena because on the result above the attributes located in quadrant II which means the importance of the attributes placed in excellent level and quality and it such a great news because whether lighting, office environment, and furniture and tools in Manado Post will have no doubt in terms of employees to be stressed out or downgrade their performance through these three attributes. When it comes to noise which in this case form as the disturbing sound or uncomfortable sound located in quadrant III means that the importance is low and it is a great news because when the less the noise employees get, the better they focus on their job desk and importance. Approaching to Quadrant IV came out that Indoor Air Quality has the lowest level of all attributes which indicate that employees did not get too much attention about the Indoor Air Quality.

Looking at the performance of lighting, environment, and furniture and tools giving the best result from other two attributes that located in quadrant II because through that we know that these three attributes show the excellent level performance and noise in quadrant III which is important based on employees result but not as important as other three attributes in quadrant II and last Indoor Air Quality is not in the category of having a big role both in importance and performance since workers do not give big attention as much as the other attributes.

Recommendations

This study was done with hope that it can be a contribution to Manado Post group. These are the recommendations as listed that hopefully can be useful as suggestion:

1. Lighting, environment, and furniture and tools are the attributes that do not need to have quick repair because it already in excellent range so there is nothing wrong in those aspect and just keep up the good work.
2. The noise can be pretty disturbing if the worker and all the parties do not pay attention closely with small things like re-check and controlling the room situation in Manado Post office.
3. Last Indoor Air Quality may not have the most attention that office should have but just to make sure that everything is working well, feel free to recheck and have workers own attention on take care their own healthiness.

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