

# ANALYSIS OF THE EFFECT OF BUSINESS ORIENTATION, BUSINESS ENVIRONMENT AND MANAGEMENT CAPABILITY OF BUSINESS PERFORMANCE IN CULINARY UMKM

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**Abstract:** *This study aims to determine and analyze the influence of Entrepreneurship Orientation, Business Environment and Management Capabilities on Business Performance at Culinary UMKM in Asia Mega Mas. The sample of this study was 37 respondents with the Saturated Sampling Method. The analytical method used is descriptive analysis and multiple linear analysis. The results showed that the Entrepreneurship Orientation, Business Environment and Management Capability together had a significant effect on business performance at Culinary UMKM in Asia Mega Mas. From the determination coefficient results obtained Adjusted R Square (R<sup>2</sup>) of 0.722 means that 72.2% of the business performance of traders in Asia Mega Mas Medan can be explained by entrepreneurial orientation, business environment, and management capabilities while the remaining 27.8% can be explained by factors other than those examined in this study such as self-efficacy, motivation, personal independence and so forth.*

**Key Words:** *Entrepreneurship Orientation, Business Environment, Management Capabilities, Business Performance.*

## 1. INTRODUCTION:

Global business pressure and competition affects the Small and Medium Business Unit, as well as globalization, technological upgrading, demographic and social change, the ability to innovate, financial support, and entrepreneurship. But, in reality, the demands of the current business environment, it turns out that it is still difficult to meet Small and Medium Enterprises (Kuncoro, 2006) states that Small and Medium Enterprises in Indonesia are difficult to develop in the market quality because they face several internal problems, namely the low quality of resources people such as lack of skilled human resources, lack of entrepreneurial orientation, lack of mastery of technology and management, lack of information.

The fact shows that although it has a number of advantages that enable small and medium businesses to survive the storm of crisis, not all small businesses can escape the adverse effects of the economic crisis (Handoyo, 2001). This is due to the fact that UKM have a dynamic and uncertain business environment (such as competitors, customers, suppliers, regulators and business associations), and the intensity of competition is quite high. It is undeniable that this has become a trigger that has led to the emergence of performance and productivity gaps between UKM and large-scale businesses. The cause of the weak performance and productivity of UKM is thought to be strong because of the weak entrepreneurial character and the lack of optimal managerial role in managing businesses in the rapidly changing business environment as it is today (Hanifah, 2011).

Business performance refers to the success felt by business actors (Kader, et.al, 2009) business performance is the result that has been achieved from what has been done by the owner and / or manager in running the business. Business performance as a successful new product and market development, where business performance can be measured through sales growth and market share. Performance will generate added value for both the business and the business actor as the owner is not able to survive, and there is also a new growth.

Business performance affects how much employees contribute to the company. Performance is the result or overall level of success of a person during a certain period. Performance affects the results or goals of the company if performance is poor, company goals cannot be achieved otherwise if employee performance is good the company's goals will be achieved in accordance with company planning. According to Mangkunegara (2007) business performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Many things that greatly affect the performance of an employee's business include originating from within the employee itself such as entrepreneurial orientation, business environment and management capabilities.

Entrepreneurial orientation is a company orientation that has principles in the effort to identify and exploit opportunities (Lumpkin & Dess, 1996). Entrepreneurial orientation as an orientation to be the first in terms of innovation in the market, have an attitude to take risks, and be proactive towards changes in the market. Companies that have a strong entrepreneurial orientation will have the ability to innovate more strongly than other companies. Meanwhile, companies that have a strong entrepreneurial orientation will be more willing to take risks, and not just stick to past strategies.

In a dynamic environment, entrepreneurial orientation is clearly very important for the survival of the company. Daring to take risks is an entrepreneurial attitude that involves his willingness to tie up resources and dare to face challenges by exploiting or engaging in business strategies where the outcome is likely to be uncertain (Keh et al. 2002). Proactivity reflects the willingness of entrepreneurs to dominate competitors through a combination of aggressive and proactive moves, such as introducing new production or services over competition and activities to anticipate future demands to create change and shape the environment. Innovative refers to an entrepreneur's attitude to be involved creatively in the process of experimenting with new ideas that make it possible to produce new production methods so as to produce new products or services, both for the current market and for new markets. A high entrepreneurial orientation is closely related to the main drivers of profit so that an entrepreneur has the opportunity to take advantage and the emergence of these opportunities, which in turn has a positive effect on business performance (Wiklund, 1999).

The business environment is also an important factor in an organization. The business environment is one of the resources that most determines the success of a company. According to Sutrisno (2009) the business environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work. The business environment includes workplaces, facilities and job aids, cleanliness, lighting, tranquility, as well as working relationships between people who are there. Every employee wants to have a comfortable environment so that the work done can run well. If the work environment is not comfortable then the work will be disrupted and make the work done does not reach the target. Employees can carry out their duties and work is influenced by many factors, so there are employees who perform well and there are employees who perform poorly. Working conditions such as facilities when he works really support employees to improve their performance. The business environment also influences the performance of UMKM, there are three types of business environments namely remote environments such as economic, social, political, technological and ecological; industrial environment such as entry barriers, supplier strength, buyer strength, substitute goods, and competition; and operating environments such as creditors, creditors, consumers, labor, and suppliers. These environmental factors can also affect the performance of an UMKM.

With regard to environmental aspects, Wilkinson (2002) states that micro and small businesses will grow if the environmental rules / policies supporting the macroeconomic environment are well managed, stable, and predictable; reliable and easily accessible information, and social environment that supports the success of the business performance.

One aspect that can support employee business performance in achieving work success is management ability. Management ability is a way to plan, organize, direct or do assignments and conduct supervision for the company. With adequate management capabilities employees are expected to be able to overcome all work problems so that work assignments can be completed better. Ability (abilities) someone will participate determine the behavior and results. According to Robbins and Judge (2008), management ability is the capacity possessed by individuals in completing various tasks in a job. There are 4 important components in management capabilities that are planning, organizing, directing and controlling.

Planning in a company and organization is an important thing that must be done so that these programs can support the implementation of the objectives of the company or organization which of course is determined how a manager arranges a plan. Organization is a theory that studies performance in an organization, one study of organizational theory, including discussing how an organization performs its function and actualizes the vision and mission of the organization. In addition, it is studied how an organization influences and is influenced by the people within it and the work environment of the organization.

Direction is to integrate the efforts of members of a group in such a way that with the completion of the tasks assigned to them, they fulfill individual and group goals. According to Terry (2008) supervision is part of the management function that seeks so that the plans that have been set can be achieved effectively and efficiently. Other management functions such as planning, organizing, implementing will not be able to run properly if the supervisory function is not carried out properly. also the case with the evaluation function of achieving management objectives will be successful if the oversight function has been done well.

Culinary business is a service marketing business, which in addition to selling food and beverage products, also offers services and services to customers, as one of the competitive advantages compared to competitors. Quality of service according to Lupiyoadi and Hamdani (2009). Medan culinary tourism there are culinary attractions that are

no less unique, one of them is in Asia Mega Mas Medan, a culinary tourism location in the middle of Medan that presents a variety of typical Chinese food preparations. In addition to Chinese special foods, there are various kinds of archipelago special foods such as satay, bandrek, martabak juice, pull tea, noodles, and so forth.

**2. LITERATURE REVIEW:**

**A. Entrepreneurship Orientation**

Entrepreneurial Orientation is a company orientation that has principles on efforts to identify and exploit opportunities (Lumpkin & Dess, 1996). Entrepreneurial orientation as an orientation to be the first in terms of innovation in the market and have an attitude to take risks, and proactive to changes in the market. Meanwhile, companies that have a strong entrepreneurial orientation will be more willing to take risks, and not just stick to past strategies.

**B. Business Environment**

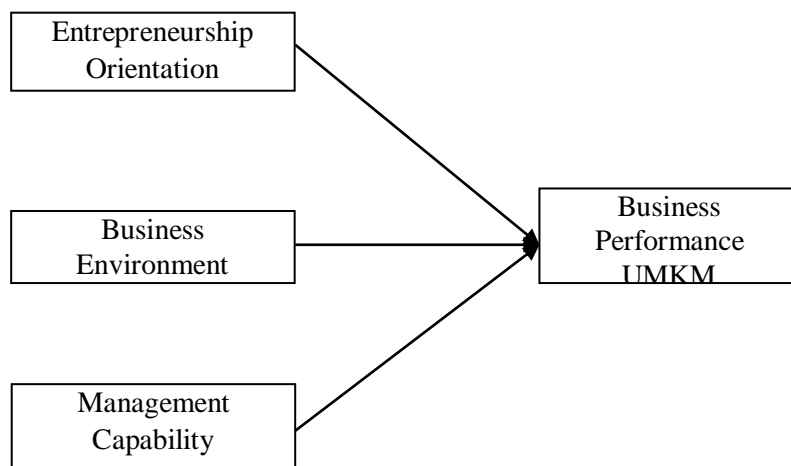
Business environment is the overall work facilities and infrastructure available around employees who are doing work that can affect the implementation of work. The business environment includes workplaces, facilities and job aids, cleanliness, lighting, tranquility, as well as working relationships between people who are there. Every employee wants to have a comfortable environment so that the work done can run well. If the work environment is not comfortable then the work will be disrupted and make the work done does not reach the target. employees can carry out their duties and work is influenced by many factors, so there are employees who perform well and there are employees who perform poorly (Sutrisno, 2009).

**C. Management Capabilities**

Management Capability is a way of planning, organizing, directing or conducting assignments and supervising the company. With adequate management capabilities, employees are expected to be able to overcome all work problems so that work tasks can be completed better. Ability (abilities) someone will participate determine the behavior and results. Management ability is the capacity possessed by individuals in completing various tasks in a job (Robbins and Judge, 2008).

**D. Business Performance**

Business Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Many things that greatly affect the performance of an employee's business include originating from within the employee itself such as entrepreneurial orientation, business environment and management capabilities (Mangkunegara, 2007). Business Performance is the result that has been achieved from what has been done by the owner and / or manager in running the business. Business performance as a successful new product and market development, where business performance can be measured through sales growth and market share. Performance will generate added value for both the business and the business actor as the owner is not able to survive, and there is also a new growth. Performance is the result or overall level of success of a person during a certain period. Performance affects the results or goals of the company if performance is poor, company goals cannot be achieved otherwise if employee performance is good the company's goals will be achieved in accordance with company planning



**Figure 1. Conceptual Framework**

## 2.1 Hypothesis

- Entrepreneurship Orientation has a positive and significant effect on business performance in UKM in the Mega Mas Medan complex.
- The Business Environment has a positive and significant effect on business performance of UKM in the Medan Mega Mas Asia complex.
- Management Capability has a positive and significant effect on business performance in UKM in the Medan Mega Mas complex.
- Simultaneously Entrepreneurship Orientation, Business Environment and Management Capability have a positive and significant effect on business performance of UKM in the Mega Mas Medan complex.

## 3. RESEARCH METHODS:

This type of research is a causal associative research (causal research). According to Sugiyono (2012), associative research is research that is causal (explaining the relationship between two or more variables) and a causal relationship, there are independent variables (influencing variables) and dependent (influenced). This research was conducted at culinary traders in the Mega Mas Medan complex in Medan where the research phase was carried out for six months, namely in November 2019 - April 2020.

Population is a generalization area that consists of objects or subjects that have certain characteristics and qualities determined by a researcher to be studied and then conclusions are drawn (Sugiyono, 2012). The population in this study were all traders, amounting to 37 respondents. Sampling in this study using the saturated sampling method. Saturated sampling is a sampling technique when all members of a population are used as a sample. Another term for saturated samples is the census, where all members of the population are sampled (Sugiyono, 2012). So, the sample in this study was 37 respondents.

The data used in this study are primary data in the form of interviews used as data collection techniques using tools in the form of a set of questionnaires that have been prepared in advance to find problems that must be examined. Interviews were conducted with the parties concerned, namely culinary owners in Asia Mega Mas Medan. Observation is data collection by conducting direct observations at the research location, in this case in some culinary in the Asia Mega Mas Medan complex to complete the necessary research notes. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. (Sugiyono, 2012).

## 4. RESEARCH RESULT:

### The Effect of Entrepreneurship Orientation on Business Performance

Entrepreneurial orientation refers to the processes, practices, and decision-making that lead to new inputs and have three aspects of entrepreneurship, which are always innovative, acting proactively and taking risks (Lumpkin and Dess, 1996). Miller (1983) describes entrepreneurial orientation as one who is involved in product-market innovation, doing a little risky business, and first came up with 'proactive' innovation, as well as giving a blow to beating competitors. In his view, Miller (1983) states that entrepreneurial orientation can be determined based on three dimensions, namely proactive, innovative and risk-taking.

Based on the partial test of entrepreneurship orientation variables significantly influence the performance of traders in the Mega Mas Medan complex. Statements on entrepreneurship orientation variables tend to get agreed responses by respondents. The statement that gets the dominant agreement in this variable is "My product is marketed through social media" This shows that the majority of respondents marketing their business through social media. In this age of sophisticated technological developments, information is very easy to obtain. If it can be utilized properly, especially in promoting a business of goods / services, it is very effective and efficient. Said to be effective because most people have accessed the internet so that information about the goods / services that we offer can be known directly by the public, then he said efficient because the cost of promotion via the internet (social media) is relatively cheaper than promotion with other media such as print media , banner banner and others. Entrepreneurs are required to have a high entrepreneurial orientation both in proactive, innovative and decision making so that entrepreneurial performance can be raised. The results of this study are supported by Rita Indah (2014), and Mahmud (2011) who state that entrepreneurial orientation has a positive and significant effect on business performance.

### Effect of Business Environment on Business Performance

The external environment refers to factors and forces that are outside the organization but affect organizational performance. In this concept, business as an organizational system becomes a unity with other systems, namely the environment that surrounds it. The external environment is anything that comes from outside the organization itself that has an influence on the organization (Supriyono, 2000). The external environment is defined by

Duncan in Ronie Ferdianto (2000) as a link between physical and social factors outside the organization that are considered by an organization in making decisions.

Based on the partial test the business environment variable has a significant effect on the performance of traders in the Mega Mas Asia complex Medan. The statement on the business environment variable tends to get agreed responses by respondents. The statement that gets dominant agreement in this variable is "Ease of access to credit obtained in support of your business activities", this shows that the majority of respondents stated that the business environment was sufficient to support them in carrying out their business especially in the youth of getting credit / business capital from banks. The ease of getting capital / credit from banks to start a business or develop a business is inseparable from government support where the government creates programs that can improve microbusinesses in Indonesia. Wulandari (2009), and Andreas (2004) which stated the business environment had a positive and significant effect on business performance.

### **Effect of Management Capabilities on Business Performance**

Management capability is a set of expertise and competency both administratively and operationally within a certain period of time. management capability, namely the ability to utilize and mobilize resources so that they can be driven and directed towards the achievement of goals through the activities of others (Tangkilisan, 2005). Management capability is the ability to manage businesses such as planning, organizing, motivating, monitoring and evaluating (Mulyanto, 2007). Based on some of the above understanding, it can be concluded that Management Capability is an skill in utilizing the resources owned to obtain effectiveness. Based on the partial test of management ability variables significantly influence the performance of traders in the Mega Mas Medan complex. Statements on management ability variables tend to get agreed responses by respondents. The statement that gets the dominant agreement in this variable is "I am able to reach the target" This shows that the majority of respondents said they already have relatively good management skills, especially in achieving the target. In achieving the target, collaboration and coordination are needed that are well established, this is where the ability of entrepreneur management is expected to be better so that performance can be improved. The results of this study were supported by Anna Ariati (2011), and Andreas (2004) who stated that management capabilities had a positive and significant effect on business performance.

### **The Effect of Entrepreneurship Orientation, Business Environment, and Management Capabilities on Business Performance**

Based on the F Test (Simultaneous) it can be seen that the Entrepreneurship Orientation, Business Environment, and Management Capability together have a significant effect on business performance. This is because the significant value of the variable (0,000) <significant research (0.05) and the calculated F value (39.049)> F table (2.83).

### **5. CONCLUSIONS:**

- Based on the (F-Test) it is known that the entrepreneurial orientation, business environment and management capability variables simultaneously have a significant effect on the business performance of the Asia Mega Mas complex traders.
- Based on (t-test) partially entrepreneurial orientation, business environment and management capability variables have a positive and significant effect on business performance. The business environment variable is the dominant variable in this study in order to improve the business performance of Asia Mega Mas Medan complex traders.
- Based on the calculation of the determinant coefficient (R) shows that the relationship between the variables of entrepreneurial orientation, business environment and management ability have a close relationship to the business performance of traders in the Asia Mega Mas Medan complex.

### **6. RECOMMENDATIONS**

• Entrepreneurship Orientation Variables, According to the results of a research questionnaire regarding the entrepreneurial orientation variables, it appears that most respondents already have a good entrepreneurial orientation. However, there are some respondents who tend to say they do not have a good entrepreneurial orientation due to the lack of ability to see the phenomenon that occurs so that business opportunities cannot be fully utilized by respondents. It is expected that traders in the Mega Mas Medan complex in Asia will increase entrepreneurial orientation, especially in being able to see business opportunities that are present so that business performance is expected to be improved.

- Business Environment Variables, According to the results of a research questionnaire regarding business environment variables, it appears that most respondents stated that the business environment was relatively good for them in running a business. However, there were some respondents who stated that the business environment did not support them in running a business such as unstable economic conditions that resulted in rising prices of basic goods and decreased purchasing power. Then it was expected for traders in the Asia Mega Mas Medan complex to be able to utilize a good business environment. such as the ease of getting capital / business credit, and minimize the threat of unstable economic conditions so that business performance can be improved.
- Management Capability Variables, According to the results of a research questionnaire regarding management Capability variables, it can be seen that some respondents tend to agree, which means that most respondents already have relatively good management skills in running a business and management capabilities are important factors that must be possessed by an entrepreneur. However, there are some respondents who stated that their management capabilities are still not as good as its competitors, especially in the sensitivity of respondents to environmental changes related to business, it is expected to the respondents namely traders in the Asia Mega Mas Medan complex to increase awareness of changes that occur so that the management process consisting of planning, organizing, controlling, and controlling can be done effectively and efficiently so that it is expected to improve business performance.
- For Researchers Furthermore, this study uses three independent variables to measure business performance so it is recommended that future researchers pay attention to these variables by developing more appropriate indicators or adding other variables such as entrepreneurial knowledge, self-efficacy and other more relevant variables that have influence on the business performance of traders in the Mega Mas Medan complex.

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