

Identification of Work Motivation and Work Performance Priority Factors to Optimizing the Use of Local Workers in Timor Leste

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Abstract Human resources (HR) is one of the important factors in the process of implementing construction projects. In a construction project there are several levels of human resources, starting from the project manager to the lowest level, namely labor. The characteristics of HR itself must be planned with good and correct HR management. Timor-Leste is one of the developing countries in Southeast Asia which is still very much in need of the role of quality human resources. The construction workforce used to date is still very dependent on neighboring countries. This dependence is caused by the lack of motivation of the work of the construction workers and the work performance that the local workforce had previously achieved. The purpose of this study was to determine the motivational factors and work performance of construction workers, as well as solutions to increase the motivation and work performance of construction workers and to increase the use of local labor in the State of Timor Leste. Data collection is done through a questionnaire survey of respondents from the staff of companies recruiting foreign workers or companies that have brought in foreign construction workers. The results of the study indicate that there are 5 factors of each work motivation and work performance of construction workers. Job performance factors are technical ability, work experience, work quality, quantity of work, craft, while work motivation factors are the reward system received, needs (biological and psychological), interests, hopes for the future and controlled by punishment.

Keywords work motivation, work achievement, human resource management

1. Introduction

In the current era of globalization, the problem of human resources (workforce) in a company demands more attention, because no matter how sophisticated technology is used in a company and for any amount of capital that the company plays, labor remains the most important asset in company life because without workers, equipment and capital might not be able to be used optimally. Labor is one of the main elements in a work system, so labor is still very much needed by every company.

Timor Leste is a country located in the eastern part of Timor Island, Southeast Asia. The island of Timor, which is located north of the Australian continent, is owned by two countries, namely the Republic of Indonesia and the Democratic Republic of East Timor. Before independence, East Timor was one of the Provinces in the Republic of Indonesia with the name of the Province of East Timor. East Timor was officially independent from Indonesia on 20 May 2002 and determined the City of Dili as its capital.

Timor-Leste is one of the developing countries in Southeast Asia which is still very much in need of the role of quality human resources. The construction workforce used to date is still very dependent on neighboring countries such as Indonesia, the Philippines, Malaysia and Singapore. This dependence is caused by the lack of motivation of the construction workforce and the achievements that have previously been achieved by the local workforce. This causes contractors (labor recruitment companies) in the country of Timor Leste to tend to bring



in workers from neighboring countries. Although in reality, there is no difference in skills and job behavior (ability to complete a job) that is owned by local labor with the labor brought in.

According to Uno [1], motivation can be interpreted as an internal and external drive in a person that is indicated by the desire and interest, encouragement and needs, hopes and ideals, appreciation and respect. As according to Wibowo [2] suggests that motivation is an impetus to a series of processes of human behavior on achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose.

Job performance is one indicator that is no less important in human resource management. According to Hasibuan [3], work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity as well as time.

This research was conducted to find out what are the work motivation factors and work performance of construction workers in the State of Timor Leste in increasing the use of local labor. This research was conducted on the XYZ construction project in the State of Timor Leste.

2. Research Problem

Based on the background above, the main problem in this research is what are the priority factors and solutions to increase work motivation and work performance, and how to increase the use of local construction workers in the State of Timor Leste.

3. Literature Review

3.1. Human Resource Management

According to Robbins and Judge [4], management is the process of getting activities completed efficiently and effectively with other people (Management is a process to obtain comprehensive activities efficiently and effectively through other people).

3.2. Human Resource Development as a Company Asset

Human resource development is intended to improve human skills or abilities in carrying out various activities in the community. HR development is closely related to efforts to improve living standards. Many of us solve HR problems by emphasizing in terms of improving skills and abilities (to do a particular job), while issues of living standards, welfare and job satisfaction are often overlooked because they are considered to be increasing the ability of employees. Though this opinion is not necessarily true. Human resource development starts and starts in the family, then it is enhanced through formal education and training, which is eventually developed in the community, especially in the work environment. Parents provide instructions, advice, and straighten out their children's work habits. Likewise adults in the family live with rules and customs that are often imitated by younger people. This method has been going on since the beginning of human civilization and is still relevant for the present and future [5].

3.3. Construction Project

Construction projects according to Ervianto [6] are a series of activities which are only one time implemented and generally short term. In this series of activities, there is a process that manages project resources into a result of activities in the form of buildings.

3.4. Labor

According to Subri [7], labor is a population in working age (aged 15-64 years) or the population in a country that can produce goods and services if there is a demand for their workforce and if they want to participate in the activity.

3.5. Work Motivation

Motivation can be defined as a condition in someone who encourages, activates or moves and which directs behavior towards the goal [7]. Motivation comes from the word motif which means the drive or driving force that is in someone who causes someone to do an action or activity [9].



According to Siagian [10], motivation is the driving force that results in someone willing and willing to mobilize abilities in the form of expertise or skills and time to organize various activities that are their responsibility and adjust their obligations in order to achieve the objectives of various predetermined goals. In addition, according to Halim and Saidi [5], motivation is a drive from within humans that arises due to the stimulus (stimulus) from within the environment it faces, thus driving a person's strong will to take certain actions so that the expected goals can be achieved.

3.6. Prestasi Kerja

According to Husnan [11], work performance can be interpreted as meaning the importance of a job, the level of skills needed, progress and level of completion of a job. Hariandja [12] defines work performance as the work produced by employees or real behavior that is displayed in accordance with its role in the organization.

According to Wahyudi [13] in general the assessment of work performance can be interpreted as a periodic and systematic evaluation of the work performance or job specification of a workforce, including its potential for development. Job performance is a process of measuring levels and assessing the level of success of a person in achieving goals.

According to Mathis and Jackson [14], even though job satisfaction is interesting and important, the most fundamental thing is the influence of job satisfaction on organizations that will affect employee performance. According to Simamora [15], performance appraisal is a process used by organizations to evaluate the implementation of individual employee work.

4. Research Methodology

4.1. Research Design

This research was conducted based on the procedure proposed by Arikunto [16], namely as follows:

1. Research begins with the selection of problems.
2. Conduct a preliminary study with the intention to find information needed by researchers so that the problem becomes clear.
3. Formulate a problem so that research can be carried out as well as possible, and clearly where to start.
4. Formulate basic assumptions or something that is believed to be true by researchers who will serve as a reference for research.
5. Determine the hypothesis or transient truth that is determined by the researcher, but still has to be verified.
6. Choosing an approach and determining the type of research that will be used.
7. Determine the research data variables and sources.
8. Determine and compile research instruments.
9. Collect data using predetermined research instruments.
10. Analyze the data that has been collected.
11. Draw conclusions based on the results of data analysis.
12. Prepare reports.

4.2. Research Location

This research was conducted in the State of Timor Leste, in three different districts, namely, Baucau District (road construction project), Dili District (building construction project) and Manufahi / Same District (irrigation development project).

4.3. Respondent

Respondents in this study were divided into groups of practitioner respondents and expert respondents. Practitioner respondents are elements of the contractor (recruitment of workers) who have brought in workers from abroad, such as the project manager, site manager, and site engineer, while expert respondents are academics in the field of human resource management. For each contractor, 15 respondents were taken (road contractors numbered 15 respondents, 15 irrigation contractors and 15 building contractors), so the number of respondents in this study were 45 respondents.



4.4. Data Collection Techniques

Primary data collection is done by surveying questionnaires, while secondary data is obtained through company records and or documentation.

4.5. Research Variables

The variables that influence work motivation and the performance of construction workers based on literature studies and literature that have been validated by experts, can be seen in table 1 and table 2 below:

Table 1: Work Performance Variables

| Var | Description of Variable |
|-----|--|
| X1 | Ability factor, ability (knowledge + skill) |
| X2 | Motivation Factors: attitude (attitude), situation (situation) work and conditions that encourage employees to try to achieve work performance to the fullest. |
| X3 | Individual Factors: Effort, effort and Ability / task perception, that is, all behaviors and activities that individuals feel are necessary to complete a job. |
| X4 | Environmental factors: Environmental factors, namely physical conditions, equipment, time, material, supervision, organizational design, training and luck. |
| X5 | Technical capabilities: the knowledge, methods, techniques and equipment used. |
| X6 | Conceptual ability: essentially the individual understands his duties, functions and responsibilities as an employee. |
| X7 | Interpersonal relationship skills: Ability to work together with others, motivate employees, conduct negotiations, and others. |
| X8 | Quality of work: seen from the accuracy, accuracy and neatness of employees in carrying out work tasks, using and maintaining work tools, skills and skills. |
| X9 | Work quantity: seen from the output volume, the work target in quantity and other contributions such as completing additional work in the form of additional working hours (overtime). |
| X10 | Work relations: attitudes towards fellow employees and their superiors, and willingness to accept changes in work. |
| X11 | Leadership: the way or style of leaders in leading a company. |
| X12 | Carefully: employees' attention to work safety, both for themselves and others. |
| X13 | Diligence: the ability of employees to carry out tasks outside of their jobs or new assignments, thinking and acting skills before work and the level of discipline in carrying out their duties and abilities in issuing initiatives. |
| X14 | Loyalty: Employee loyalty to the company in this case can be seen from the employee's tenure. |
| X15 | Work reliability: reliability in carrying out tasks. |
| X16 | Initiative: The ability of employees to solve new things. |
| X17 | Attitudes of workers: Behavior towards the organization / institution or boss and also coworkers |
| X18 | Work quality: relating to timeliness, skills and personality in doing work. |
| X19 | Toughness: Relates to attendance, giving time off, and schedule delays in the workplace. |
| X20 | Support received. |
| X21 | Work experience (experience is the best of teacher). |

Table 2: Work Motivation Variables

| Var | Description of Variable |
|-----|---|
| X22 | Desire to have something (Desire to have) |
| X23 | The desire for power: wants to be elected chairman or head. |
| X24 | The desire for recognition (the desire for recognition): recognized and respected |
| X25 | Encouragement from within that arises due to the stimulation of the environment it faces. |
| X26 | Someone is motivated or not to do something, much depends on cognitive processes in the form of perception. A person's perception of himself will encourage and direct a person's behavior to act |
| X27 | Self-esteem and achievement, this factor encourages individuals to (motivate) to strive to become independent, strong, and obtain freedom and gain certain status in the community, and encourage individuals to achieve. |
| X28 | Hopes for the future. This expectation is objective information from the environment that affects one's subjective attitudes and feelings. Hope is the goal of behavior. |



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- X29 The type and nature of work, the drive to work on the type and nature of a particular job in accordance with the object of work available will direct the individual to determine the attitude or choice of work to be occupied.
- X30 Working groups where individuals join, work groups or organizations where individuals join can encourage or direct individual behavior in achieving certain behavioral goals.
- X31 The reward system is accepted, rewards are characteristics or qualities of satisfying objects needed by someone who can influence motivation or can change the direction of behavior from one object to another object that has a greater value of reward.
- X32 Needs, carry out activities because of the need for both biological and psychological factors
- X33 Expectancy, motivated by success and the expectation of success is a person's self-satisfaction, success and self-esteem increases and moves a person toward achieving goals.
- X34 Interest, interest is a feeling of being more like and feeling desirable for something without being told.
- X35 Family encouragement, family encouragement is one of the driving factors (reinforcing factors).
- X36 Environment, environment is the place where a person lives. The environment can affect someone so they can be motivated to do something.
- X37 Physiological (physiological) needs. The need to survive from death (eating, drinking, housing, clothing, which must be fulfilled by someone in their efforts to defend themselves from hunger, thirst, cold, heat, etc.)
- X38 The need for safety, after basic level needs are met, then someone tries to meet their higher needs, namely the need for security and safety.
- X39 Social relationship needs (affiliation), This need is a need to live together with other people. This need can only be fulfilled with the community, because only other people can fulfill it, not themselves.
- X40 The need for self-actualization (self-actualization), the need for self-actualization is the highest level of need. To fulfill this peak need, someone usually acts not based on the encouragement of others, but because of their own awareness and desire.
- X41 Expectancy theory, this theory states that the power that motivates a person to work actively in carrying out his work depends on the reciprocal relationship between what he wants and the needs of the work.
- X42 Justice (equity theory), the human ego always craves justice in giving gifts and punishments for each behavior that is relatively the same. Justice is the driving force that motivates one's work spirit.
- X43 Inauguration (reinforcement theory), based on the relationship of cause and effect behavior with the provision of compensation. For example, promotions depend on achievements that can always be maintained. group bonus depends on the production level of the group itself. The nature of the dependency is related to the relationship between behavior and events that follow that behavior.
- X44 Need for achievement, is the need to achieve success, which is measured by the standard of perfection in a person. This need is closely related to work, and directs behavior in efforts to achieve certain achievements.
- X45 Need for affiliation, is the need for warmth in relation to other people. This need directs behavior to establish close relations with other people.
- X46 Need for power, The need to master and influence others. This need causes the person concerned does not or does not care about the feelings of others
- X47 Have a level of responsibility, dare to take and bear risks, and have realistic goals
- X48 Have a comprehensive work plan and strive to realize goals
- X49 Make use of concrete feedback in all activities carried out
- X50 Existence. This need is a person's need to be fulfilled and the maintenance of the existence of a person in the midst of the community or company.
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- X51 Relatedness. Kinship is the relationship between a person and the surrounding social environment.
- X52 Growth, the need for growth and development is a need related to the development of one's own potential, such as the growth of personal creativity.
- X53 Basically it doesn't like work and as much as possible try to avoid it
- X54 Do not like work, they must be used, controlled, or threatened with punishment to achieve goals
- X55 Employees will avoid responsibility and seek formal orders
- X56 Some employees place security above all other factors related to work and show little ambition

4.6. Research Analysis Method

The method of data analysis is the most decisive step of a study because data analysis serves to conclude the results of the study. The analysis was carried out after questionnaire feedback and processed into numbers, then proceed with processing. The steps carried out can be seen in the following picture 1:

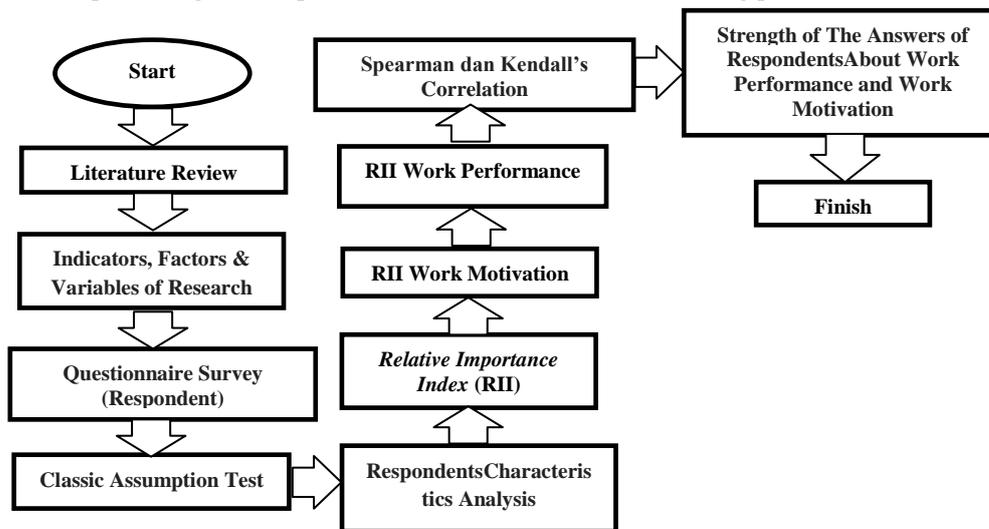


Figure 1: Research Analysis Method

4.7. Analysis Relative Importance Index (RII)

Relative Importance Index (RII) analysis is an analysis that allows a relative quantitative, where the higher the rating (rating) the higher the influence given by the variables owned [17]. The formula used is:

$$RII = \frac{\sum W}{A \times N}$$

Information:

RII = Relative Importance Index

W = Weight given for dominant causative factors (1,2,3,4 and 5)

A = The highest weight (in this study is 5)

N = Total number of respondents

In this study, the value of relative importance index (RII) is used to determine the priority factors of the Quality Supervisor's oversight function in improving project quality performance. Priority factors are determined from the highest rating of RII for each category of factors.

In this study, the priority factors of motivation and work performance of the Timor Leste State construction workers were determined through each of the top 5 variable values of motivation and work performance based on RII ratings.

4.8. Spearman dan Kendall's Correlations

Correlation analysis used is a statistical analysis of non-parametric correlations, with Spearman and Kendall tests. The correlation rank correlation coefficient method was discovered by Carl Spearman in 1904 [18]. In this



study, the Spearman and Kendall correlation test aims to determine the strength of the relationship between the RII ranking results from work motivation answers and rank RII from work performance answers. If there is a correlation, the research is considered to be quite accurate.

5. Analysis

5.1. Data Instrument Test

Based on the test of validity, reliability, and normality of the data that has been done, the conclusion is obtained:

1. All variable items meet the requirements of data validity.
2. All variable items meet the requirements of data reliability.
3. The data obtained is data that is not normally distributed, so the statistics used are non-parametric statistics.

5.2. Characteristics of Respondents

The characteristics of respondents were obtained from the results of respondents' answers in the information section of respondents' data from the total number of respondents. Characteristics of respondents are grouped according to gender, work experience, level of education, skills competency qualifications, and job positions in the company. The data are explained in the following table 3:

Table 3: Characteristics of Respondents Percentage

| Numb. | Characteristics of Respondents | | Frequency | | Percentage (%) | |
|-------|--------------------------------|---------------|-----------|----|----------------|--------|
| 1 | Gender | Man | 38 | 45 | 84.44 | 100.00 |
| | | Woman | 7 | | 15.56 | |
| 2 | Work Experience | < 5 years | 22 | 45 | 48.89 | 100.00 |
| | | 6 – 10 years | 18 | | 40.00 | |
| | | 11 – 15 years | 5 | | 11.11 | |
| | | > 16 years | 0 | | 0.00 | |
| 3 | Education | SMA | 0 | 45 | 0.00 | 100.00 |
| | | D3 | 6 | | 13.33 | |
| | | S1 | 35 | | 77.78 | |
| | | S2 | 4 | | 8.89 | |
| | | S3 | 0 | | 0.00 | |
| 4 | Areas of Expertise | Certified | 2 | 45 | 4.44 | 100.00 |
| | | Uncertified | 43 | | 95.56 | |
| 5 | Position | PM | 3 | 45 | 6.67 | 100.00 |
| | | SE | 13 | | 28.89 | |
| | | Supervisor | 23 | | 51.11 | |
| | | SM | 6 | | 13.33 | |

5.3. Relative Importance Index (RII)

Based on the analysis of relative importance index (RII), the priority factors of motivation and performance of Timor Leste construction workers are obtained, as shown in table 4 below:

Table 4: Relative Importance Index (RII)

| No | Factor | Variable | Percentage (%) |
|----|------------------|---|----------------|
| 1 | Work Performance | X5 Technical capabilities: the knowledge, methods, techniques and equipment used. | 73.78% |
| | | X21 Work experience | 73.78% |
| | | X8 Quality of work: seen from the accuracy, accuracy and neatness of employees in carrying out work tasks, using and maintaining work tools, skills and skills. | 73.33% |
| | | X9 Work quantity: seen from the output volume, the work target in quantity and other contributions such as completing additional work in the form of additional working hours (overtime). | 72.00% |
| | | X13 Diligence: the ability of employees to carry out tasks outside of | 71.56% |



| | | | | |
|---|-----------------|-----|--|--------|
| | | | their jobs or new assignments, thinking and acting skills before work and the level of discipline in carrying out their duties and abilities in issuing initiatives. | |
| 2 | Work Motivation | X31 | The reward system is accepted, rewards are characteristics or qualities of satisfying objects needed by someone who can influence motivation or can change the direction of behavior from one object to another object that has a greater value of reward. | 75.11% |
| | | X32 | Needs, carry out activities (activities) because of the need for both biological and psychological factors | 74.22% |
| | | X34 | Interest, interest is a feeling of being more like and feeling desirable for something without being told. | 74.22% |
| | | X28 | Hopes for the future. This expectation is objective information from the environment that affects one's subjective attitudes and feelings. Hope is the goal of behavior. | 73.78% |
| | | X54 | Do not like work, they must be used, controlled, or threatened with punishment to achieve goals | 73.78% |

5.4. Spearman and Kendall's Correlation

Based on the Spearman and Kendall correlation analysis, it is known that the attachment relationship between the two variables is based on ranks. Table 5 shows the results of Spearman and Kendall correlation analysis. From the output, it can be seen that the correlation between work performance and work motivation of the Timor Leste State construction workers obtained a correlation coefficient of 0.935 and 0.979. This number is positive, indicating a positive relationship, meaning that the higher the work motivation, the higher the work performance of construction workers. The value of 0.935 also shows the magnitude of the correlation coefficient, and it can be concluded that the relationship is very strong because it is in the range of 0.80 - 0.1000.

Table 5: Spearman dan Kendall's Correlation

| | | | PRESTASI | MOTIVASI |
|--------------------|----|-----------------|----------|----------|
| Kendall's tau_b | WP | Correlation | 1 | 0.935** |
| | | Coefficient | | |
| | | Sig. (2-tailed) | . | 0 |
| | WM | Correlation | 0.935** | 1 |
| | | Coefficient | | |
| | | Sig. (2-tailed) | 0 | . |
| Spearman 's rho | WP | Correlation | 1 | 0.979** |
| | | Coefficient | | |
| | | Sig. (2-tailed) | . | 0 |
| | WM | Correlation | 0.979** | 1 |
| | | Coefficient | | |
| | | Sig. (2-tailed) | 0 | . |
| | | N | 21 | 35 |

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

6. Conclusion and Recommendation

6.1. Conclusion

Based on the results of the research and discussion carried out, the factors that influence work motivation and work performance of the Timor Leste State construction workers are obtained.

1. There are several priority factors in the work performance of the Timor Leste State construction workers, namely, technical capability, work experience, work quality, quantity of work and diligence. While the priority factors of work motivation are the reward system received, needs (biological and psychological), interests, hopes for the future and controlled by punishment.
2. There are several recommendations for solutions to improve the motivation and work performance of construction workers in the State of Timor Leste, the factors for improving work performance are:



- a. Technical capability, namely a construction workforce in the organization must be able to master the existing work methods.
- b. Work experience, with the experience of working, there has been a process of adding knowledge and skills and attitudes to someone, so that they can support developing themselves with existing changes.
- c. Quality of work, namely a construction workforce in carrying out its duties must show the level of accuracy, accuracy and neatness in carrying out work tasks, using and maintaining work tools, skills and skills.
- d. The quantity of work is the work done by a construction worker in a predetermined period. The quantity of work in question can be seen from the volume of output (output), work targets in quantity and other contributions such as completing additional work in the form of additional working hours (overtime).
- e. Diligence are the ability of a construction workforce to carry out tasks outside of their work or new assignments, thinking and acting skills before work and the level of discipline in carrying out their duties and abilities in issuing initiatives.

The factors for increasing work motivation that can be applied to increase the use of local labor in East Timor are:

- a. Rewards, a reward system designed by an organization must be able to spur work motivation from organizational members to achieve high levels, for which rewards formed must have value in the eyes of members of the organization.
- b. Need is human desire for goods and services that demand to be fulfilled, so that human survival is guaranteed. Human needs are diverse so that to meet their needs can do individually or in groups.
- c. The interest is the feeling of liking a job and the desire to do a job without anyone ordering.
- d. Hope for the future, every construction worker certainly has dreams and hopes for their future. So you need high motivation and enthusiasm and hard work to realize that future.
- e. Do not like work (must be threatened with punishment), sanctions punishments play an important role in maintaining the discipline of the construction workforce. With increasingly severe penalties, the more afraid of violating company regulations, disciplinary attitudes and behavior will also decrease.
- f. There are ways to increase the use of local labor in the State of Timor Leste based on motivation and work performance factors by involving the government both directly and indirectly by providing assistance in the form of funds to companies to provide training to local workers to improve quality and technical capabilities in accordance with their respective fields. The policies that must be made by the government to prioritize the use of local labor compared to foreign workers.

6.2. Recommendation

Based on the results of the research and the conclusions above, the following suggestions are proposed:

1. This research is expected to contribute to various parties involved (government and companies) to increase the use of local labor based on work motivation and work performance.
2. This research is expected to be used as a reference and evaluation material for further research for different infrastructure development projects, and the scope of research can be extended to other region.

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