

THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE TURNOVER INTENTION.

(Study at PT. Kawanua Dasa Pratama/Freshmart Superstore Manado)

PENGARUH KEPUASAN KERJA DAN KOMITMEN ORGANISASI TERHADAP KEINGINAN PINDAH KARYAWAN.

(Penelitian Pada PT. Kawanua Dasa Pratama/Freshmart Superstore Manado)

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Abstract: Turnover is commonly problem faced in PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado. Turnover intention comes up as a plan to quit from company. Most of the turnover brought an adverse influence on the organization, both in terms of cost and in loss of time and chance to take advantage of opportunities. High job satisfaction and organizational commitment will reduce employee turnover intention rates from company. This research aims to find out how job satisfaction and organizational commitment can affect the turnover intention of employee in PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado. Multiple regressions model is used to answer the research problem. The total sample for this research is 100 employees, and questionnaire had been using to obtain the information. The research findings show that the independent variable job satisfaction and organizational commitment had a negative significant influence to employee turnover intention simultaneously and partially. The management of Freshmart Superstore Manado may consider about the satisfaction of employees, such as the salary, promotion, and also appreciation for their work.

Keywords: *job satisfaction, organizational commitment, employee turnover intention*

Abstrak: Turnover merupakan masalah yang sering dihadapi oleh manajemen PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado. Turnover intention merupakan kecenderungan untuk berpindah dari perusahaan. Pada umumnya turnover membawa pengaruh buruk terhadap perusahaan, baik terhadap biaya dan juga kehilangan waktu dan kesempatan untuk mendapatkan peluang dalam perusahaan. Kepuasan kerja dan komitmen organisasi yang tinggi akan mengurangi keinginan untuk pindah dari perusahaan. Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh kepuasan kerja dan komitmen organisasi terhadap turnover intention dari karyawan PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado. Metode penelitian asosiatif dengan teknik analisis regresi berganda digunakan untuk menjawab masalah penelitian. Jumlah sampel 100 karyawan, dan kuisioner digunakan untuk mendapatkan informasi. Hasil penelitian menunjukkan kepuasan kerja dan komitmen organisasi mempunyai pengaruh negatif signifikan terhadap keinginan pindah karyawan. Manajemen Freshmart Superstore Manado bisa mempertimbangkan kepuasan karyawan, seperti gaji, promosi, serta apresiasi terhadap pekerjaan mereka.

Kata kunci: *kepuasan kerja, komitmen organisasi, keinginan pindah karyawan*

INTRODUCTION

Research Background

The success of a company cannot be separated from the hard work of people. Besides, the cooperation between leaders of the company and employees is an important factor supporting success of the company. In other words, in a company, there must be a reciprocity between leaders and employees so as to create a good working atmosphere within the company. Employees as a major resource in company are required to provide the best service to customers and provide optimum performance so that consumers feel well served and satisfied.

Job satisfaction of employees contributed to the process within the organization in order to achieve success. Job satisfaction can have a positive impact for the company in achieving its objectives. When employees feel satisfied with what they got from the company, they will give more effort that can help the company where they worked.

Beside job satisfaction, the success of a company is also influenced by the commitment inside of each employee. Organizational commitment has been decided by employees in first time joined at company. It is needed to keep the employees loyal to the company. When employees have commitment to the company and also the job, they will see the company and people inside as a family that cannot be left. Good relations between leaders and employees can increase employee commitment with their job, but otherwise a poor relationship between the leader and employees can negatively affect, and the last choice of this condition is leaving the company.

Turnover is an important phenomenon faced by each company. Turnover phenomenon itself is the last option for employees in a company when they find the working conditions are no longer suitable as expected. Most of the turnover brought an adverse influence on the organization, both in terms of cost and in loss of time and chance to take advantage of opportunities. If the turnover occurs in a company, the company will lose a number of employees and should replace them with the new ones.

This phenomenon can also happen in PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado. It is one superstore that has long existed in Manado city and already has several branches, and has a considerable number of employees. From these numbers of employees, some employees are already quite a long time to work and there are also the new ones work in the company, and on these days, there will be some new employees to get job inside because some employees choose to leave this company.

Research Objectives

There are some objectives have to be achieved in this research which is to analyze the influence of:

1. Job Satisfaction and Organizational Commitment to Employee Turnover Intention at PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado.
2. Job Satisfaction to Employee Turnover Intention at PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado.
3. Organizational Commitment to Employee Turnover Intention at PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource Management or HRM is part of the science of management focus on setting role of human resources in an organization. HRM assumes that employees are the main asset of the organization in achieving the goals that have been set (Yuniarsih and Suwatno, 2013:1). Dessler (2013:30), HRM is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. The statement confirms that human resources providing recognition of the importance of the organization's workforce as a main human resources that contribute to the achievement of organizational objectives.

Organizational Behavior

Organizational behavior is related to how people act inside the organization. Organizational behavior is a field of study that investigates the impact of the behavior of individuals, groups and structures within the organization, with the intention of applying knowledge to improve organizational effectiveness (Robbins and Judge, 2011:43). Organizational behavior is a study to understanding, explaining, and then improving the attitude and behavior of individual and group in organization (Colquitt, LePine and Wesson, 2011:7). Thus, may be concluded that organizational behavior is essentially an interdisciplinary research field that studies on how to improve the attitude and behavior of individuals and groups within the organization so as to contribute effectively in achieving organizational goals.

Turnover

Turnover is the permanent withdrawal of an employee from the employing organization. Turnover is permanent and can have major impact on an employee's life (George and Jones, 2008:94). Turnover is voluntary or involuntary permanent withdrawal from an organization. A high turnover rate increases recruiting, selection, and training costs. (Robbins and Judge, 2011:59). It may be concluded that turnover is the last option decided by employee when there is no more option to stay in company. Turnover may give major impact to employee's life, such as get better job, or becomes unemployment.

Turnover Intention

Turnover intention is a planned and conscious determination to quit the organization. Turnover intention is different with turnover, while turnover means the employee already quit from the company, while turnover intention means that employee still working in the company, but have desire to leave the company to get another job (Yulianto in Sidharta and Margaretha, 2011). Farkas and Tetrick in Ahmed and Nawaz (2015), claim that intention of turnover is the direct antecedent of turnover behavior and shows an amalgamation of relevant quitting attitudes. Thus, turnover intention is a desire of employees as a result of the condition inside the organization they work in.

Job Satisfaction

Job satisfaction is a positive feeling about the job as a result of evaluation of characteristics. (Robbins and Judge, 2011:114). Kreitner and Kinicki (2010:170) stated that job satisfaction is an affective and emotional response to some aspects of the job. It may be concluded that job satisfaction nature is personally, and it is a positive feeling get by employee from some aspects such the job or work experience, including the situations inside the company.

Organizational Commitment

Organizational commitment is a level at which the individuals identify and involved with the organization and/or do not want to leave (Greenberg and Baron, 2003:187). Newstrom (2011:223) defined that organizational commitment is equal to employee loyalty, which is as a safe level in workers identify with the organization and intending to continue to actively participate in it. There are types of organizational commitment: Affective commitment, continuance commitment, normative commitment. The commitment that decided by employees when entered the company will help them to keep their loyalty to the company itself.

Previous Research

Ahmed and Nawaz (2015) in research titled Impact of Organizational Commitment on Employee Turnover: A Case Study of Pakistan International Airlines (PIA) finds that greater organizational commitment links with lower turnover intention. Employees with high level of organizational commitment are less likely to leave the organization. Employees are less likely to leave the organization when they are emotionally attached with their organization. Saeed, et. al (2014) in research titled The Relationship of Turnover Intention with Job Satisfaction, Job Performance, Leader Member Exchange, Emotional Intelligence, and Organizational Commitment proved the negative relationship between the job satisfaction and turnover intention. When the job satisfaction is greater the turnover intention will be lesser and vice versa. Salleh, Nair and Harun (2012) in research titled Job Satisfaction, Organizational Commitment, and Turnover Intention: A Case Study on Employees of a Retail Company in Malaysia found that higher organizational commitment will lead to lower turnover intention, thus supporting findings of previous studies and satisfaction with salary, promotion, work itself, and supervision were found to be significantly and negatively related to turnover intention.

Conceptual Framework

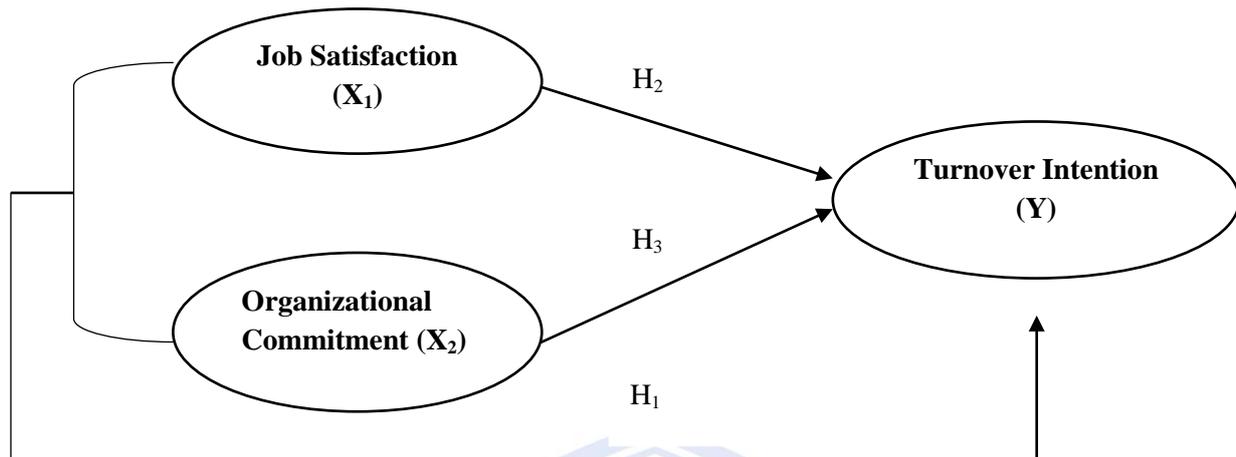


Figure.1 Conceptual Framework

Source: Data Processed, 2016

Research Hypothesis

- H₀: Job Satisfaction and Organizational Commitment have no significant influence on employee turnover intention.
- H₁: Job Satisfaction and Organizational Commitment have simultaneously influence on employee turnover intention.
- H₂: Job Satisfaction has significant influence on employee turnover intention partially.
- H₃: Organizational commitment has significant influence on employee turnover intention partially.

Type of Research

This research is a quantitative method since using questionnaire and multiple regression as a tool to gather the data analysis.

Place and Time of Research

This research was conducted in Manado City during March until June 2016. The researcher took respondents in Freshmart Superstore in Manado area.

Population and Sample

Population refers to a general area that consists of object or subject with quality and certain characteristic that decided by researcher to be learned and then make a conclusion (Sugiyono, 2012:117). The population in this research is all employees on Freshmart Superstore. Sample refers to a part of number and characteristic possessed by population (Sugiyono, 2012:118). The sampling techniques of this research is disproportionate stratified random sampling. In this sampling technique, the sample element is involves choosing the elements from each stratum according to its relative importance (Hair, et. al, 2008:178). This research was conducted with 100 respondents.

Data Collection Method

Data collection technique used in this study is Questionnaire. Measurement scale used is the Likert Scale.

Operational Definition and Measurement of Research Variables

Operational definitions of variables are:

1. Job Satisfaction (X₁) refers to positive feeling about the job as a result of evaluation of characteristics. This variable measure by indicators such as pay satisfaction, promotion satisfaction, and satisfaction of the work itself.
2. Organizational commitment refers to a safe level in workers identify with the organization and intending to continue to actively participate in it. This variable measure by indicators such as affective commitment, normative commitment, and continuance commitment.

Data Analysis Method

Reliability and Validity test

Reliability is a test of how consistently a measuring instrument measures whatever concept is measuring. Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure.

Multiple Regression Analysis

Multiple linear regression analysis regress where the dependent variable (Y) relates to more than a variable. Analysis regression is used to find a dependency of grades from one variable to another variable or more. The shape of the regression equation is as follows:

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

Y = Turnover Intention

X₁ = Job Satisfaction

X₂ = Organizational Commitment

α = intercept

β₁, β₂ = The regression coefficient of each variable

e = standard error

Testing of Classical Assumption

Multicollinearity

Multicollinearity is often encountered statistical phenomenon in which two or more independent variables in a multiple regression model are highly correlated.

Heteroscedasticity

Good regression model is the regression that is free from heteroscedasticity. When this phenomenon is present, the least square is not the most efficient procedure for estimating the coefficients of the regression model.

Normality

In multiple linear regression models, the residual is assumed to be normally distributed.

Hypothesis Test

F-test

The F-test is used to determine whether significant relationship exists between the dependent variable and the set of all the independent variables

t-test

t-test is used to determine whether each of the individual independent variables is significant.

RESULT AND DISCUSSION

Result

Validity and Reliability

By comparing correlation index in Pearson Product Moment with significant level of 5%, it can be seen that all indicators are above r_{count} (0.197), therefore the research instrument is valid. The reliability test is done by using Cronbach's Alpha value, the result is shown as follow:

Table.1 Reliability Test

No	Variable	Cronbach's Alpha
1	Job Satisfaction (X_1)	.648
2	Organizational Commitment (X_2)	.863
3	Turnover Intention (Y)	.846

Source: Data Processed, 2016.

All the variable value is above 0.6, means that all variables are reliable.

Test of Classical Assumption

Multicollinearity

The purpose is to test the assumption of multicollinearity in the regression model, to test whether there is a correlation between the independent variables – job satisfaction and organizational commitment.

Table 2. Multicollinearity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	33.841	1.161		29.144	.000		
	Total.X ₁	-.244	.102	-.176	-2.402	.018	.704	1.420
	Total.X ₂	-.633	.068	-.686	-9.365	.000	.704	1.420

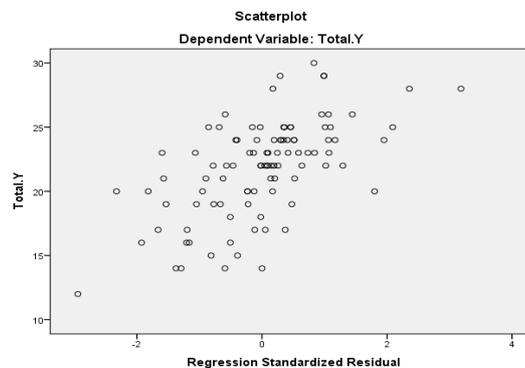
a. Dependent Variable: Total.Y

Source: Data Processed, 2016

The VIF value of job satisfaction (X_1) is 1.420 and the VIF value of organizational commitment (X_2) is 1.420, which are less than 10 shows that the model is free from multicollinearity.

Heteroscedasticity

Good regression model is the regression that is free from heteroscedasticity.

**Figure 2. Heteroscedasticity**

Source: Data Processed, 2016

Figure 2 shows that the patterns of the dots do not spread above and below, or around the number 0, means that there is no heteroscedasticity in this regression.

Normality

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph.

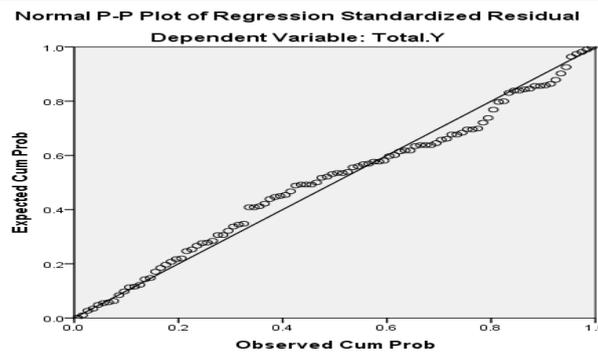


Figure 3. Normality
 Source: Data Processed, 2016

Figure 3 shows that the dots spreading near the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is completed.

Multiple Regression Analysis

Table.3 Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	33.841	1.161		29.144	.000		
	Total.X ₁	-.244	.102	-.176	-2.402	.018	.704	1.420
	Total.X ₂	-.633	.068	-.686	-9.365	.000	.704	1.420

a. Dependent Variable: Total.Y

Source: Data Processed, 2016

The result on table above can be expressed in regression equation as:

$$Y = 33.841 + (-0.244) X_1 + (-0.633) X_2$$

The interpretation of the multiple linear regression equation above is as follows:

1. Constant value of 33.841 means that if all independent variables in this research, job satisfaction and organizational commitment are equal to zero, then the employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado is predicted to be 33.841.
2. Coefficient value of -0.244 means that if the variable in this research, job satisfaction, increases by one scale or one unit, it will decrease employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado by 0.234.
3. Coefficient value of -0.633 means that if the variable in this research which is organizational commitment, increases by one scale or one unit, it will decrease employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado by 0.633.

Coefficient Correlation (R) and Coefficient Determination (R²)

Table 4. Coefficient Correlation (R) and Coefficient Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.796 ^a	.633	.626	2.301	1.797

a. Predictors: (Constant), Total.X₂, Total.X₁

b. Dependent Variable: Total.Y

Source: Data Processed, 2016

Correlation (R) is equal to 0.796. It is indicating that the correlation of job satisfaction and organizational commitment to employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado have a strong relationship. The coefficient determination (R²) of 0.633 shows that job satisfaction (X₁) and

organizational commitment (X_2) are able to explain the employee turnover intention (Y) for 63.3%, while 36.7% is explained by other causes.

Hypothesis Testing

F-test

Table 5. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	886.083	2	443.041	83.714	.000 ^b
	Residual	513.357	97	5.292		
	Total	1399.440	99			

a. Dependent Variable: Total.Y

b. Predictors: (Constant), Total.X₂, Total.X₁

Source: Data Processed, 2016

The result is $F_{\text{count}} > F_{\text{table}} = 83.714 > 3.07$. The table shows also the significance value is $0.000 < 0.05$. It means that overall influence of X_1 and X_2 on Y is very significant. Therefore H_0 is rejected and H_1 is accepted. In other words, the independent variables simultaneously influence the dependent variable very significantly.

t-test

Table 6. t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	33.841	1.161		29.144	.000		
	Total.X ₁	-.244	.102	-.176	-2.402	.018	.704	1.420
	Total.X ₂	-.633	.068	-.686	-9.365	.000	.704	1.420

a. Dependent Variable: Total.Y

Source: Data Processed, 2016

1. t_{count} for job satisfaction (X_1) is 2.402. Value on t_{table} is 1.980, then the result is $t_{\text{count}} > t_{\text{table}} = 2.233 > 1.980$, with the significance level $0.028 < 0.05$. It means job satisfaction (X_1) partially influence the employee turnover intention (Y) at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado negative significantly. Therefore, H_0 is rejected and H_1 is accepted.
2. t_{count} for organizational commitment (X_2) is 9.365. Value on t_{table} is 1.980, then the result is $t_{\text{count}} > t_{\text{table}} = 9.365 > 1.980$, with the significance level $0.000 < 0.05$. It means organizational commitment (X_2) partially influence the employee turnover intention (Y) at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado negative significantly. Therefore, H_0 is rejected and H_1 is accepted.

Discussion

Job Satisfaction and Turnover Intention

Job satisfaction is personally, and it is a positive feeling get by employee from the job or work experience, including the situations inside the company. The result shows that job satisfaction has negatively significant influence to employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado. It means that if the employees of PT Kawanua Dasa Pratama (Freshmart Superstore) Manado feel satisfy with their job, promotion, or reward they received from the company, it will reduce the turnover intention of employees themselves, and vice versa, the turnover will getting high when employees no more feel satisfy with the company. This result is supported by Mbah and Ikemefuna (2012), a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job

holds negative attitude about the job. So increase in job satisfaction of employee in PT. Kawanua Dasa Pratama (Freshmart Superstore) Manado will result in decrease in employee turnover.

Organizational Commitment and Turnover Intention

The result shows that organizational commitment has negative significant influence to employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado. This result is supported by finding that comes from Ahmed and Nawaz (2015). Employees with high level of organizational commitment are less likely to leave the organization. Strong organizational commitment derives and shapes organizational culture that promotes a sense of belonging and ownership among employees; essential for being satisfied, productive, and loyal employees (Hussain and Asif 2012).

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions from the result which are follows:

1. When job satisfaction and organizational commitment increase, then the employee turnover intention at PT Kawanua Dasa Pratama (Freshmart Superstore) Manado will be decreased.
2. When job satisfaction increase, the employee turnover will be decreased.
3. When organizational commitment increased, the employee turnover will be decreased.

Recommendation

The recommendations concluded from the result which are follows:

1. The management of Freshmart Superstore Manado may consider about the satisfaction of employees, such as the salary, promotion, and also appreciation for their work. Provide some promotions might be a good planning for the future, so employees can keep working for company and try to reach the promotion provided.
2. The management of Freshmart Superstore Manado may consider about the importance of job satisfaction and organizational commitment, because according to the result of this research, job satisfaction and organizational commitment have significant influence to the turnover intention of employee.
3. The management of Freshmart Superstore Manado may consider about the organizational commitment of employees, and do some approaching to make the commitment higher such as listen to the employees, so they know how the management of company cares for them.

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