

## **A QUANTITATIVE PERSPECTIVE OF DIVERS PERCEPTION AS INPUT FOR MANAGING TULAMBEN DIVING TOURISM DESTINATIONS IN BALI INDONESIA**

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### **ABSTRACT**

*Loyalty can be used as a means to lure and retain employees in an organization or company. The purpose of this study was to determine the effect of compensation and empowerment on employee loyalty through job satisfaction at Bali Palms Resort Hotel Candidasa Bali. The data analysis technique used is path analysis and Sobel analysis. The number of samples used was 93 employees, using the population method. The results of the H1 study show a value of 0.00 this value is smaller than 0.05, this means that compensation for job satisfaction influences directly. The results of the H2 study show a value of 0.00 this value is smaller than 0.05, which means that empowerment of job satisfaction has a direct and significant effect. The results of the H3 study indicate a value of 0.00 this value is smaller than 0.05, this means that compensation for employee loyalty has a direct and significant effect. The results of the H4 study indicate a value of 0.00 of this value is smaller than 0.05, this means that empowerment towards to has a direct and significant effect. The results of the H5 study show a value of 0.06 this value is smaller than 0.05, this means there is no direct and significant influence between job satisfaction on employee loyalty through job satisfaction. The results of the H6 study indicate that the value of 1.752 is smaller than 1.98, this means there is no direct and significant influence between compensation for employee loyalty. The results of the H7 study show that the value of 1,720 is smaller than 1.98, this means there is no direct and significant influence between empowerment on employee loyalty through job satisfaction.*

**Keywords:** Compensation, Empowerment, Job Satisfaction, Employee Loyalty

### **INTRODUCTION**

Each company needs resources to achieve its objectives. Human resources are the most valuable and most important asset of an organization, because the success of the organization is determined by men [1]. Human resources in a company must have competence and high performance in order to carry out its management functions.

Loyalty can be used as a means to lure and retain employees in an organization or company. In fact, to improve job loyalty to employees is not an easy thing because many factors can affect the high level of loyalty in an employee's self. Among the factors that affect the loyalty of these employees include the influence of compensation, empowerment and work satisfaction of each employee. The loyalty of every employee is required to reduce the rate of labor turnover and suppress the costs incurred to recruit new employees. Timeshare concept is the Palms Resort Candidasa Hotel's concept, is located on the coast of Candidasa that is famous for its panoramic aspecialy views of Sunrise in the day and Sunset in the afternoon, moreover visitors can see some of boats.

Hotel Bali Palms Resort Candidasa Bali consists of 93 employees, loyalty of employees at Hotel Bali Palms Resort Candidasa Bali can be seen from obedience to the hotel rules, responsibility to the company/organization, willingness to cooperate, sense of owning, inter-personal relationships, pleasure to work. The loyalty of employees at Bali Palms Resort Candidasa can be seen from review data from TripAdvisor, as shown in Figure 1.

## Reviews

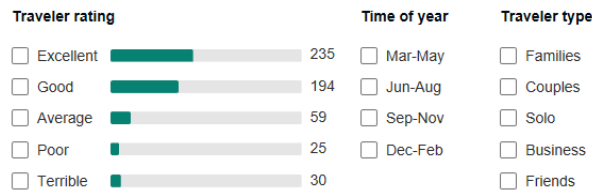


Figure 1. Rating Reviews on Trip Advisor

Table 1. Review Trip Advisor Data

No.	Name	Review
1	Rozivh	Thye staff were really helpful.
2	Elisabeth	The reception staff were so very kind, and quickly settled us in a upgraded appartement.
3	Dragonfly602015	Every one of the resort staffare fantastic.
4	Lemish	The staff could not be more attentive and good mannered, as we were there over Christmast it was great credit to all.
5	Pengilld	All staff were were helpful an attentive.

Figure 1 shows that the rating given by the visitors of Hotel Bali Palms Resort Candidasa Dominant is Excellent and Good. And from Table 1 shows that the service provided by the hotel staff is very good. Job satisfaction is one of the things that can affect employee loyalty. At Hotel Bali Palms Resort Candidasa Bali, the work satisfaction of its employees in this case can be seen from a good working atmosphere. And good teamwork in addressing the problem.

To keep the work satisfaction Hotel Bali Palms Resort Candidasa Bali gives appropriate compensation, timely and employee empowerment are important. Compensation provided.

Empowerment is a broader granting of authority and responsibility and opportunities to employees to develop their potential to better carry out their work. The empowerment of Hotel Bali Palms Resort Candidasa is the granting of authority and responsibility to the employees in working according to the SOP that has been set.

The problems statements in this research are as follows:

- 1) Is there a direct influence on compensation for work satisfaction at Hotel Bali Palms Resort Candidasa Bali?
- 2) Is there an immediate influence on the empowerment of work satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali?
- 3) Is there a direct influence on employee loyalty at Hotel Hotel Bali Palms Resort Candidasa Bali? And is there a direct influence on the compensation of employee loyalty through the satisfaction of the Hotel Hotel Bali Palms Resort Candidasa Bali?
- 4) Is there a direct influence on the empowerment of employee loyalty at Hotel Hotel Bali Palms Resort Candidasa Bali? And is there any direct empowerment influence on employee loyalty through work satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali?
- 5) Is there a direct influence of job satisfaction on employee loyalty at Hotel Hotel Bali Palms Resort Candidasa Bali?

## Research objectives

The objectives to be achieved in this research include:

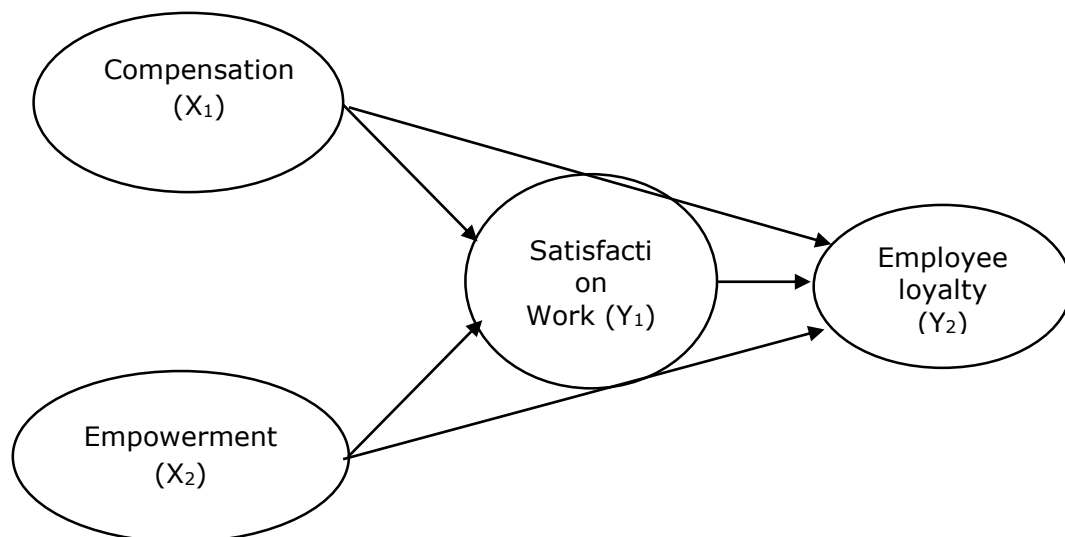
- 1) To find out if there is an influence directly compensation for work satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali

- 2) To find out if there is a direct influence on the empowerment of work satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali
- 3) To find out if there is a direct influence on employee loyalty at Hotel Hotel Bali Palms Resort Candidasa Bali. And to find out if there is a direct influence on employee loyalty through job satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali
- 4) To find out if there is direct influence on employee loyalty at Hotel Hotel Bali Palms Resort Candidasa Bali. And to find out if there is a direct influence on employee loyalty through work satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali
- 5) To find out if there is any direct employment satisfaction to employee loyalty at Hotel Hotel Bali Palms Resort Candidasa Bali

## LITERATURE REVIEW

To make it easier to understand the idea of research, authors give a picture of research presented through the framework as shown in Figure 2.

**Figure 2. Conceptual framework Research**



Each company needs resources to achieve its objectives. Human resources are the most valuable and most important asset of an organization, as the success of the organization is determined by its human resources [1]. Among the factors that affect the loyalty of these employees include the influence of compensation, empowerment and work satisfaction of each employee. The loyalty of every employee is indispensable to reduce the rate of labor turnover and suppress the costs incurred to recruit new employees.

## Definition of Loyalty

Loyalty is reflected by the willingness of employees to keep and defend the organization inside and outside the work of the irresponsible people [2]. It is also argued that loyalty is an attitude arising as a result of desire to be faithful and devoted to the work, group, superiors, and on the place that cause a person to cause employees to sacrifice to satisfy other parties or communities [3]. Employee loyalty can be said to have loyalty to his organization, so employees feel the awareness of their obligations and use the facilities provided and the resources they have for the advancement of the organization.

### Definition Job Satisfaction

Job satisfaction can be reviewed from two sides, from the employee side, job satisfaction will bring out the pleasant feeling of work, while from the company side, job satisfaction will increase productivity, improvement of attitudes and behavior of employees in providing excellent service [4]. Job satisfaction is the attitude or feeling of employees to the fun or unpleasant aspects of the work in accordance with the assessment of each worker. Job satisfaction is a set of employee feelings about the fun or absence of their work [5].

### Definition of compensation

Compensation is received by employees either in the form of money or not money in return for the employee's efforts to the organization [6]. Compensation is also defined as a counter-achievement of the use of manpower or services that have been provided by the workforce [7]. Compensation is the number of packages offered by the Organization to workers in exchange for their work of use. The total compensation of all prizes is awarded to employees in exchange for the service [8]. Compensation is often also called an award and can be defined as any form of appreciation given to employees in response to the contribution they provide to the organization [9]. Compensation is all income in the form of money, direct or indirect goods received by the employee in return or service provided to the company [10].

### Definition of Empowerment

Empowerment is sharing of power and authority with subordinates to increase their confidence and effectiveness [11]. Empowerment also gives employees the responsibility and authority to make decisions about all aspects of product development or customer service [12]. Empowering is granting permission to employees to make decisions to compile timely workloads [13].

Empowerment is required of employee involvement in decision making so that employees are more innovating in doing their job and able to make decisions independently. Employee empowerment is an employee technique that engages in their work thinking the inclusion process [14]. Empowerment encourages workers to become innovators and managers of their own work, and it makes it difficult for them in their work in a way that gives them more control and autonomous decision-making skills. In this study using two variables independent X1 compensation, X2 empowerment, Y1 job satisfaction, and Y2 loyalty, here the following variables as well as each variable in the indicators and indicators captions.

**Table 2. Variables and Indicators**

Variabel	Code	Indicators	Variable Indicator Captions
Compensation  Simmamora (2008:445)	X <sub>1.1</sub>	Wages and salaries	The employee receives wages and salary on time.
	X <sub>1.2</sub>	Incentives	Employees receive appropriate incentives.
	X <sub>1.3</sub>	Allowances	Employee give allowances such as assurance
	X <sub>1.4</sub>	Facilities	Employees can get decent facilities.
Empowerment  Kahn (Arifin, et,al 2014)	X <sub>2.1</sub>	Meaning	Employee has a sense of purpose or a personal relationship about his work.
	X <sub>2.2</sub>	Competence	Employees have the skills and abilities necessary to do their job well
	X <sub>2.3</sub>	Self-determination	Employees have a sense of freedom about how individuals do their work within the company;

	X <sub>2.4</sub>	Impact	Employees believe in being able to influence the organizational system in the workplace.
	X <sub>2.5</sub>	Communication	Employees are free to express their opinions
Job Satisfaction Hasibuan (Putra, 2012)	Y <sub>1.1</sub>	Loyalty	The willingness of employees to safeguard and defend the organization in and out of the work of irresponsible people.
	Y <sub>1.2</sub>	Ability	Employees are able to work both based on quality and quantity values that can result from their job descriptions.
	Y <sub>1.3</sub>	Honesty	Employees are honest in carrying out their duties, fulfilling covenants both for themselves and against others.
	Y <sub>1.4</sub>	Creativity	Employees are able to develop their creativity to finish their work, so they will be able to work better.
	Y <sub>1.5</sub>	Leadership	Employees have the ability to lead, have a strong, respected, authoritative, and can motivate others to work effectively.
	Y <sub>1.6</sub>	Salary Level	The number of salaries that the company offers to employees according to what the employee provides to the company
	Y <sub>1.7</sub>	Indirect compensation	Employees feel indirect compensation such as raising the spirit and employee productivity awards.
	Y <sub>1.8</sub>	Working environment	Employees feel a healthy and good work environment.
Loyalty  Siswanto (Soegandhi et,al. 2013)	Y <sub>2.1</sub>	Obey the Rules	Employees obey the rules.
	Y <sub>2.2</sub>	Responsibilities to the company/ organization	Employees are responsible for the work given.
	Y <sub>2.3</sub>	Willingness to cooperate.	Employees are able to cooperate in team
	Y <sub>2.4</sub>	Sense of having	Employees have a sense of owning against the company.
	Y <sub>2.5</sub>	Inter-personal relationships	Employees can socialize
	Y <sub>2.6</sub>	Passion for work	The employee enjoyed his work and worked happily. (Enjoy)

### Research Hypotheses

H1: There is suspected direct influence between compensation to work satisfaction at Hotel Bali Palms Resort Candidasa Bali.

H2: There is suspected direct influence between empowering to work satisfaction at Hotel Bali Palms Resort Candidasa Bali.

H3: There is suspected direct influence between compensation to employee loyalty at Hotel Bali Palms Resort Candidasa Bali. And there is suspected influence directly between compensation towards employee loyalty through job satisfaction at Hotel Hotel Bali Palms Resort Candidasa Bali.

H4: Alleged influence directly between empowerment of employee loyalty at Hotel Bali Palms Resort Candidasa Bali and, suspected of direct influence between



empowerment of employee loyalty through work satisfaction in Hotel Hotel Bali Palms Resort Candidasa Bali.

H5: There is suspected immediate influence between job satisfaction on employee loyalty Hotel Bali Palms Resort Candidasa Bali.

## METHODS

### Data Collection Techniques

1. Questionnaire: questionnaires as a data collection tool in the non-test assessment, in the form of a series submitted to the respondent (students, parents or community).
2. Interview: Interview technique, is a meeting of two people to exchange information and ideas through the question and answer, so that it can be contracted to the meaning of a particular topic [15].
3. Documentation. The document is an event record that has elapsed [15]. Documents can be in the form of writings, drawings, or monumental works of a person. Documents are written in the form of a diary, History of Life (Life Histories), stories, biographies, rules, policies. Documents that form images such as photographs, live images, sketches and others. Documents are shaped like artwork, which can be pictures, sculptures, films and others. Document studies complement observation and interview methods in qualitative research.

### Sample Determination Method

Number of employees at Hotel Bali Palms Resort Candidasa Bali as many as 93 employees, so the population samples are used.

## FINDINGS AND DISCUSSIONS

### Descriptive Research Results

From the class interval value, the criteria are obtained with the following categories of assessments [15]:

- 1.00 – 1.80 = very good
- 1.81 – 2.60 = Not good
- 2.61 – 3.40 = good enough
- 3.41 – 4.20 = good
- 4.21 – 5.00 = very good

### Compensation Variable

The following will be given an overview of the variable descriptions of the compensation variable in accordance with the respondent's opinion as seen in table 3.

**Table 3. Descriptive Research Results Based on Variables**

#### Variable Compensation

No	Statement	STS	TS	N	S	SS	Average
1	The employee receives wages and salary on time.	0	0	7	63	23	4.17
2	Employees receive appropriate incentives.	0	1	6	60	26	4.19
3	Employees receive insurance benefits.	0	0	3	60	30	4.29
4	Employees can get decent facilities.	0	0	6	71	16	4.11

#### Description of Empowerment Variables

No	Statement	STS	TS	N	S	SS	Average
1	An employee has a sense of purpose or a personal relationship about his work;			8	60	21	4.05

2	Employees have the skills and abilities necessary to do their job well;	2	7	60	24	4.14
3	Employees have a sense of freedom about how individuals do their work within the company;	2	7	61	23	4.13
4	Employee has their way how to work	2	7	61	23	4.13
5	Employees believe to be able to influence the organizational system in the workplace		8	61	24	4.17
6	Employees are free to express their opinions		7	60	26	4.20

#### Description of Work Satisfaction Variables

No	Statement	STS	TS	N	S	SS	Average
1	The willingness of employees to safeguard and defend the organization in and out of the work of irresponsible people.		3	6	58	26	4.15
2	Employees are able to work both based on quality and quantity values that can result from their job descriptions.		3	8	64	18	4.04
3	Employees are honest in carrying out their duties, fulfilling covenants both for themselves and against others.		2	5	60	26	4.18
4	Employees are able to develop their creativity to finish their work, so they will be able to work better.			6	67	20	4.15
5	Employees have the ability to lead, have a strong, respected, authoritative, and can motivate others to work effectively.			9	68	16	4.08
6	The number of salaries that the company offers to employees according to what the employee gives to the company.			6	57	30	4.26
7	Employees feel indirect compensation such as raising the spirit and employee productivity awards.			6	62	25	4.20
8	Employees feel a healthy and good work environment.			9	66	18	4.10

#### Description of Work Loyalty Variables

No	Statement	STS	TS	N	S	SS	Average
1	Employees obey the rules.			5	60	28	4.25
2	Employees are responsible for the work given.			4	65	24	4.22
3	Employees are able to cooperate in team			3	66	24	4.23
4	Employees have a sense of owning against the company			4	68	21	4.18
5	Employees can socialize			4	70	19	4.16
6	The employee enjoyed his work and worked happily. (Enjoy)			6	63	24	4.19

## Path Analysis Results

**Table 4. Coefficients Structure I**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.571	1.685		-.339	.736		
	Compensation	.369	.123	.185	3.008	.004	.812	1.231
	Empowerment	1.274	.100		12.745	.000	.812	1.231

A. Dependent variables: Job satisfaction

Equation of Structure I

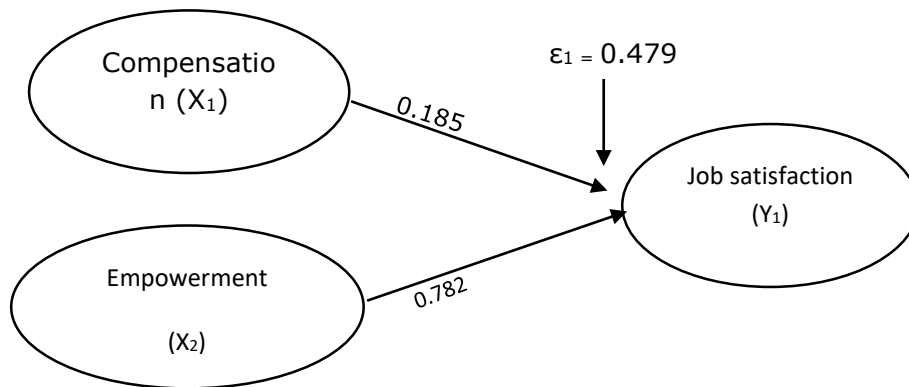
$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y_1 = 0.369 X_1 + 1.274 X_2 + \varepsilon_1$$

$$\begin{aligned} \varepsilon_1 (\text{error}_1) &= \sqrt{1 - R^2} \\ &= \sqrt{1 - 0.771} \\ &= 0.479 \end{aligned}$$

Thus Model I line diagram depicted in Figure 3 is obtained.

**Figure 3. Model Line Diagram I**



**Table 5. Table Coefficients Structure II**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.365	1.188		3.675	.000		
	Compensation	.495	.106	.418	4.656	.000	.560	1.787
	Empowerment	.311	.075	.368	4.152	.000	.576	1.737
	Job satisfaction	.121	.064	.212	1.910	.060	.368	2.716

B. Dependent variables: Employee loyalty

Equation of Structure 2

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e_2$$

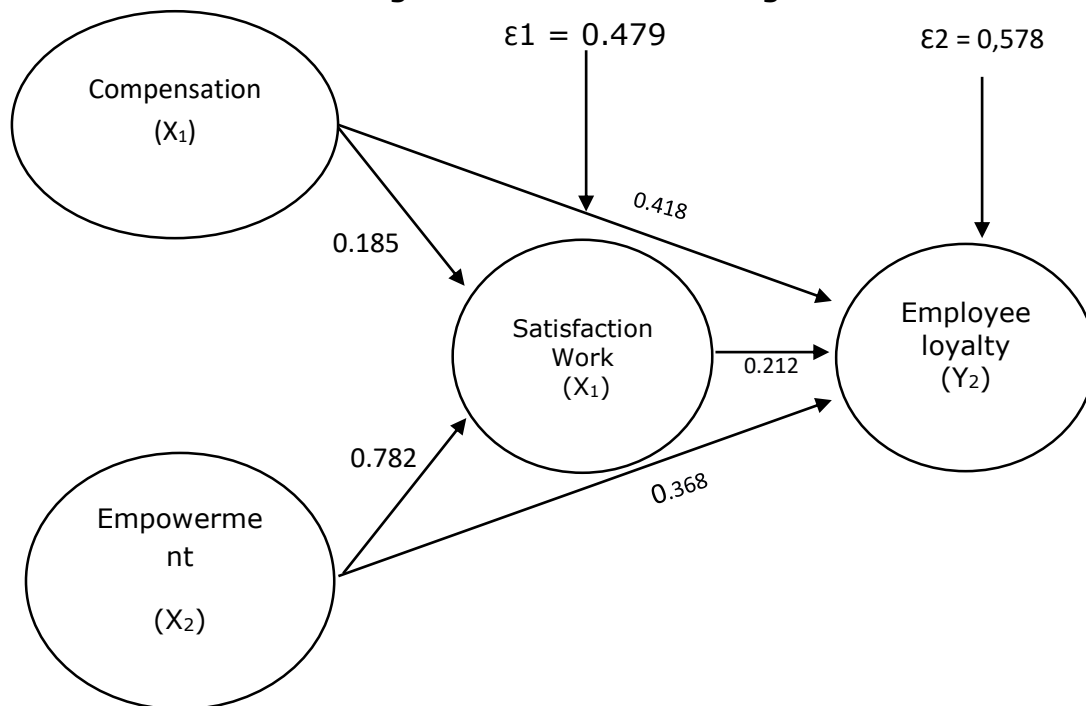
$$Y_2 = 0.495 X_1 + 0.311 X_2 + 0.121 Y_1 + \varepsilon_2$$

$$\begin{aligned} e_2 (\text{error}_2) &= \sqrt{1 - R^2} \\ &= \sqrt{1 - 0.666} \\ &= 0.578 \end{aligned}$$

Thus Model II line diagram depicted in Figure 4 is obtained.



Figure 4. Model II Line Diagram



Based on the results of the analysis  $\epsilon_1$  and  $\epsilon_2$  it can be calculated coefficient of total determination as follows:

$$\begin{aligned}
 R^2_m &= 1 - (\epsilon_1)^2 (\epsilon_2)^2 = 1 - (0,479)^2 (0,578)^2 \\
 &= 1 - (0,229) (0,666) \\
 &= 0.847
 \end{aligned}$$

The total determination value of 0847 has the meaning that the 84.7 percent of employee loyalty variables are influenced by compensation, empowerment and job satisfaction, while the remainder of 15.3 percent is explained by other factors not included into a model or research.

### Sobel Test Results

To test a variable mediator mediate the relationship between variables tied to a free variable can be done with the technique of Sobel analysis using an online calculator,

1. Sobel Test effect of compensation (X1) through job satisfaction (Y1) on employee loyalty (Y2) earned result  $z = 1,752$ . It is known that Z counts  $< 1.98$  Then there is no significant influence between compensation through job satisfaction on employee loyalty.
2. Empowerment (X2) through job satisfaction (Y1) towards employee loyalty (Y2) earned results  $z = 1.720$ . Note that it is known that Z counts  $< 1.98$  Then there is no significant influence between empowerment through job satisfaction on employee loyalty.

### CONCLUSION

Based on the results of analysis and discussion, several conclusions can be taken:

- 1) There is a direct and significant influence between compensation to job satisfaction. The results of the study on table Coefficients showed that the significance value of 0.000 This value is smaller than 0.05, then the conclusion is  $H_0$  rejected and  $H_1$  accepted.
- 2) Based on the results of analysis and discussion, the conclusion is expressed: There is a direct and significant influence between empowerment of job satisfaction. The

- results of the study on table Coefficients showed that the significance value of 0.000 This value is smaller than 0.05, then the conclusion is H0 rejected and H2 received.
- 3) There is a direct and significant influence between the compensation of employee loyalty. The results of the study on table Coefficients showed that the significance value of 0.000 This value is smaller than 0.05, then the conclusion is H0 rejected and H3 is acceptable. And there is no direct and significant influence between compensation towards employee loyalty through job satisfaction. Results of research on Sobel test showed that Bilai significance Z count  $1,752 < 1.98$  and direct influence compensation against employee loyalty greater than indirect influence, then the conclusion H0 received and H6 rejected.
  - 4) There is a direct and significant influence between the empowerment of employee loyalty. The results of the study on table Coefficients showed that the significance value of 0.000 This value is smaller than 0.05, then the conclusion is H0 rejected and H4 accepted. And there is no direct and significant influence between empowerment towards employee loyalty through job satisfaction. Results of research on Sobel test showed that Bilai significance Z count  $1,720 < 1.98$  and Direct influence empowerment of employee loyalty greater than indirect influence, then the conclusion is H0 accepted and H7 rejected.
  - 5) There is no direct and significant influence between the job satisfaction of employee loyalty. The results of the study on table Coefficients showed that the significance value of 0.060 this value is greater than 0.05, then the conclusion is H0 received and H5 rejected.

Based on the results of analysis and discussion, the suggestions are:

- 1) Based on the results of the compensation variable study, obtained the lowest rating on the "employees are getting decent facilities" indicator. With a value of 4.11. From this, the management of the hotel is expected to provide adequate facilities for employees such as canteen or catering facility to improve the comfort of working employees.
- 2) Based on the results of the empowerment research, obtained the lowest rating on the indicator "employees are free to convey their opinions". Therefore, the hotel management is expected to give employees the opportunity to be more open in presenting their opinions or holding meetings and inviting representatives of each department to make meeting decisions acceptable to everyone.
- 3) Based on the research results of the work satisfaction variable, obtained the lowest rating on the indicator "employees are able to work both based on quality value and quantity that can result from the job description". Therefore, the hotel management is expected to create an optimal division of tasks for employees so that they can improve their performance for the company.
- 4) Based on the results of the employee variable study, obtained the lowest rating on the "Employees can socialize" indicator. Therefore, the hotel management is expected to add an activity that can strengthen the sense of socialization between employees or to conduct outing activities more than once during the year and joint activities (Gathering) to improve Togetherness.

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