

THE INFLUENCE OF JOB TRAINING, JOB SAFETY AND JOB SATISFACTION ON EMPLOYEES' PERFORMANCE OF PT. ADHI JAYA TEKNIK

Idah Setyawarni¹, Ahmad Cik², Kumba Digdowiseiso^{3*}

Faculty of Economics, Universitas Nasional, Indonesia^{1,2,3}

Email: setyawarnii@gmail.com¹, ahmad.cik@civitas.unas.ac.id²,
kumba.digdo@civitas.unas.ac.id^{3*}

ABSTRACT

This research aims to analyze how much influence job training, job safety and job satisfaction have on the performance of PT. Adhi Jaya Teknik Jakarta employees. Data were analyzed using descriptive analysis methods and inferential analysis assisted by using the Statistical Product and Service Solution (SPSS) Version 23.0 program. The data used is primary data sourced from the results of questionnaires by respondents. The research results show that there is a positive and significant influence between job training, job safety and job satisfaction on the performance of PT Adhi Jaya Teknik employees shows that the better the job training, job safety and job satisfaction, the higher the level of employee performance. Based on the results of this research, PT. Adhi Jaya Teknik improves employee performance by paying attention to job training, job safety and job satisfaction.

Keywords: Job Training, Job Safety, Job Satisfaction, Employee Performance

INTRODUCTION

In real life there are Natural Resources and Human Resources. Two components that complement each other to produce something of value. As time goes by, the changes that occur are increasingly rapid. In essence, Human Resources are the most important asset. Humans were created in this world as leaders who regulate all forms of activities in this world.

The success of an organization depends greatly on the performance of individual employees. Every organization will always try to improve the performance of its employees, with the hope that organizational goals can be achieved. Many factors that influence the performance of Human Resources cannot be separated from problems associated with job training, job safety and job satisfaction can foster work enthusiasm in employees.

To produce the expected performance, organizations need to think about a human resource management plan. One HR plan that can improve performance is job training. With training, new employees can understand their work. If there is a job renewal, old employees also need to receive job training to improve their performance. Good and competent workers do not guarantee that they can work well. Job training is an important thing carried out by a company to socialize employees into the company culture with the aim of producing productive and effective performance. Every company, whether large

How to cite:	Setyawarni, et al. (2024). The Influence of Job Training, Job Safety and Job Satisfaction on Employees' Performance of PT. Adhi Jaya Teknik. <i>Equivalent: Jurnal Ilmiah Sosial Teknik</i> . (6)1. https://doi.org/10.46799/jequi.v6i1
E-ISSN:	2775-0833
Published by:	Ridwan Institute

or small, still needs job training. Training will have a positive impact on company goals, if the training has succeeded in improving individual employee performance. As a worker will also be satisfied if he succeeds in improving his performance.

With job training, workers can help solve work problems that may arise at work. Training not only benefits the company but also the workers. Training makes employees work more carefully.

Work safety has long been a concern of the government and business people. Work safety is important because it is closely related to employee performance. Work safety is something that concerns a person. Safety needs to be maintained to obtain security. Work safety must be considered in the company. Work safety is not only the responsibility of the company but also the responsibility of each worker. Work safety must be managed properly and correctly to avoid work accidents. Work safety is often not paid attention to by companies, but sometimes workers often ignore their safety.

Job satisfaction is often ignored by companies. Without realizing that in theory job satisfaction affects an employee's performance. Satisfaction talks about how much an employee likes doing their job. The impact of an employee's job satisfaction is very significant on the quality of performance provided to the company.

If the company fulfills all its obligations as an employer, the employee will get satisfaction in return. From this sense of satisfaction, there is a possibility that an employee will be loyal to the company. Thus, reducing employee turnover.

In reality, employees stay with a company not only because of satisfaction, but also due to more need factors. So that neglect of satisfaction can be seen in companies that do not follow the regulations regarding granting rights to employees. In this way, the performance provided is not optimal.

Job satisfaction is often invisible, but it often happens. How a company manages feelings of dissatisfaction into feelings of satisfaction is the art of managing human resources. Every human being has a different personality and characteristics. Dynamic human nature, which can change at any time.

Good performance will produce good output, but if good performance produces bad output or the performance is bad the output is automatically bad. This is where problems arise that must be identified and studied.

RESEARCH METHODS

To support this research, data and information are needed to obtain a clear picture. The data source used in this research is primary data. The primary data used in this research was taken from distributing questionnaires. The type of data used in this research is quantitative qualitative data. This research is survey research, the data source is primary data, namely data obtained over a certain period of time (time series).

The population is the entire unit in which the observation will be carried out. This research uses a population taken from all employees of PT. Adhi Jaya Teknik, totaling 113 employees. This research does not use sampling techniques, using the entire population as respondents to the research. The sample used was 89 people.

The data collection technique in this research uses a questionnaire, namely a data collection technique through a list containing questions asked to respondents. The respondents in this research were employees of PT. Adhi Jaya Teknik.

The questionnaire in this research is data collection in the form of a list of questions in the form of close end questions (closed questions) patterned on an assessment priority scale in accordance with the principle of weighting scores according to a Likert scale.

The Likert scale is a scale that is used as a measurement method related to questions regarding attitudes, opinions and perceptions of a person (respondent) towards something. Respondents will be asked to respond to the question or choose one of the five available answers with a score assessment, with the highest weight given a score of 5 for the Strongly Agree (SS) answer and the lowest weighted score of 1 for the Strongly Disagree (STS) answer. Likert scale weighting presented in the table:

Table 1. Likert Scale Instrument

Question	Weight
Strongly Disagree (STS)	1
Disagree (TS)	2
Doubtful (RR)	3
Agree (S)	4
Strongly Agree (SS)	5

Source: Sugiyono (2012: 93)

RESULTS AND DISCUSSION

Instrument Test

Validity test

The validity test is used to test the accuracy of the measurement tool (questionnaire) to reveal whether it is valid or not. The validity test is calculated by comparing the value of $r_{count} > r_{table}$ (correlated item-total correlation) with r_{table} , if $r_{count} > r_{table}$ (at a significant rate of 0.5%) then the question is declared valid. The total number of statements is 32 items consisting of 8 items for job training, 8 items for work safety, 8 items for job satisfaction and 8 items for employee performance. This research was tested using $n = 89$ so the r_{table} is 0.2061.

From calculations using SPSS 23.0, the data tested on 89 respondents stated that all statement items 1-40 for the job training, work safety, job satisfaction and employee performance variables were valid. This can be seen from the calculation results with the table above, that the calculated r is greater than the r_{table} (0.208).

Reliability Test

Reliability testing is a tool for measuring a questionnaire that has indicators of variables or constructs. A reliable instrument means an instrument that, when used several times to measure the same object, will produce the same data. The reliability of a variable construct is said to be good if it has a Cronbach's alpha value > 0.6 . According to Ghozali (2011:48) decision making for a construct or variable is said to be variable if it is as follows:

- 1) If Cronbach Alpha (α) > 0.60 then the questionnaire used is reliable
- 2) If Cronbach Alpha (α) < 0.60 then the questionnaire used is not reliable.

Table 2. Reliability Test Results

Variable	Cronbach Alpha	Limitation	Decision
Training (X1)	0.838	0.6	Reliable
Work Safety (X2)	0.862	0.6	Reliable
Job Satisfaction (X3)	0.842	0.6	Reliable
Employee Performance (Y)	0.857	0.6	Reliable

Source: SPSS 23.0 Processed Results

From table 2 it can be seen that the Cronbach Alpha value for the four variables is above 0.6. Because these values are greater than 0.6, the measuring instrument values are reliable or meet the reliability requirements.

Classic assumption test
Test

The normality test aims to test whether in the regression method, the dependent variable and the independent variable both have normal distribution data. One of the requirements in parametric analysis is that the distribution must be normal. To achieve data normality, this can be done using the Kolmogorof-Smirnof test. The results of SPSS version 23.0 data processing can be shown in the following table:

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		89
Normal Parameters, b	Mean	,0000000
	Std. Deviation	1.74567212
Most Extreme Differences	Absolute	,085
	Positive	,064
	Negative	-,085
Statistical Tests		,085
Asymp. Sig. (2-tailed)		,146c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: SPSS 23.0 Processed Results

From table 3 it can be seen that the Asymp.Sig.(2-tailed) column for the 2-sided test is 0.146. The results of the One Sample Kolmogrov-Smirnov test can be seen for the data above to be $0.146 > 0.05$, so it can be stated that the data on job training, job safety, job satisfaction and employee performance are normally distributed.

Multicollinearity Test

The Multicollinearity Test is used to determine whether or not there are deviations from the classic assumption of multicollinearity, namely the existence of a linear relationship between independent variables in the regression model. In this test, researchers used the Variance Inflation Factor (VIF) method. The results of this test are as follows:

Table 4. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	TRAINING	,600	1,667
	SAFETY	,304	3,291

SATISFACTION	,314	3,180
--------------	------	-------

a. Dependent Variable: PERFORMANCE
Source: SPSS 23.0 Processed Results

Based on table 4, it is known that the calculated VIP for job training is 1,667, the calculated VIF for work safety is 3,291 and the calculated VIP for job satisfaction is 3,180. These values show a value smaller than 10, so it can be concluded that the regression equation model does not contain multicollinearity and can be used in this research because each variable has a number below 10.

Heteroscedasticity Test

Heteroscedasticity testing is carried out to test whether in a regression model there is an inequality of variance from the residuals of another observation. If the variance of the residual from one observation to another is constant, it is called homoscedasticity.

Table 5. Heteroscedasticity Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,146	1,379		1,556	,123
	training	-,069	,046	-,210	-1,524	,131
	work safety	,053	,065	,160	,823	,413
	job satisfaction	-,010	,063	-,032	-,166	,869

a. Dependent Variable: RES2

Source: SPSS 23.0 Processed Results

Based on table 5 of the heteroscedasticity test, it can be seen that the correlation between the job training variable and the Unstandardized Residual has a significant value ($0.131 > 0.05$), the correlation between the work safety variable and the Unstandardized Residual has a significant value ($0.413 > 0.05$), the correlation between the variables Job satisfaction with Unstandardized Residual has a significant value ($0.869 > 0.05$). Because the correlation between variables is related to a significant residual of more than (0.05), it can be concluded that there is no heteroscedasticity problem.

Autocorrelation Test

The autocorrelation test is useful for finding out whether in a linear regression model there is a strong positive or negative relationship between the data on the research variables. In testing autocorrelation, researchers used the Durbin-Waston (DW) method. The results of the autocorrelation test are as follows:

Table 6. Autocorrelation Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,870a	,756	,748	1,776	1,956

a. Predictors: (Constant), Satisfaction, Training, Safety

b. Dependent Variable: Performance

Source: SPSS 23.0 Processed Results

Based on the results of the autocorrelation test in table 6, it is known that the Durbin-Waston value is 1.956 compared to the Durbin Watson value. The table uses a significant 5% sample size of 89 (n) and the number of independent variables is 3 (k=3), so in the Durbin-Watson table we get the value $dL = 1.586$ and $dU = 1.725$. Because the Durbin-Watson value of 1.958 is greater than the limit (dU) of 1.725 and less than $4 - 1.725 = 2.275$ ($4 - dU$), this is in accordance with the performance criteria, namely $dU < DW < 4 - dU$ ($1.725 < 1.956 < 2.275$), then Durbin-Watson lies between dU and $4 - dU$, so it can be concluded that there is no strong relationship between the data (autocorrelation).

Analysis Model

Multiple Linear Regression Analysis

Multiple linear analysis is a form of analysis that discusses the extent of the influence of the independent variable on the dependent variable. Where the independent variables are job training, job safety and job satisfaction with the dependent variable, namely employee performance. The results of multiple linear regression analysis can be seen in table 7.

Table 7. Results of Multiple Linear Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,084	2,064		,525	,601
	Training	,218	,068	,221	3,194	,002
	Safety	,334	,097	,333	3,433	,001
	Satisfaction	,406	,094	,414	4,334	,000

a. Dependent Variable: PERFORMANCE

Source: SPSS Processed Results

Based on table 7 above regarding the regression coefficients, it can be seen that the multiple linear regression equation is as follows:

$$Y = 1.084 + 0.218 X1 + 0.334 X2 + 0.406 X3$$

Where :

- Y : Employee performance
- X1 : Work training
- X2 : Work safety
- X3 : Job satisfaction

The regression equation shows a constant of 1.084 and can be explained that:

- a) A constant of 1.084 states that if job training, job safety and job satisfaction are constant (not changing), then the employee performance score is positive at 1.084.
- b) The training regression coefficient (X1) is 0.218 or 21.8%, meaning that if training is increased by 1 work unit and if the other independent variables are constant, employee performance will increase by 21.8%.

- c) The work safety coefficient (X2) is 0.334 or 33.4%, meaning that if work safety is increased by 1 work unit and if the other independent variables are constant, employee performance will increase by 33.4%.
- d) The job satisfaction coefficient (X3) is 0.406 or 40.6%, meaning that if job satisfaction is increased by 1 work unit and if the other independent variables are constant, employee performance will increase by 40.6%.

Of the three independent variables, namely training, work safety and job satisfaction, they have a positive influence on employee performance at PT. Adhi Jaya Teknik. Thus, if job training, job safety and job satisfaction increase, employee performance variables will increase.

Model Feasibility Test

F test

The F test is carried out to determine that in this model the independent variables are able to explain the dependent variable and to see whether the model being analyzed has a high level of model suitability, that is, the variables used in the model are able to explain the phenomenon being analyzed. The test uses a significance level of 0.05.

Table 8. F Test Results ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	831,921	3	277,307	87,897	,000b
	Residual	268,169	85	3,155		
	Total	1100,090	88			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), SATISFACTION, TRAINING, SAFETY

Source: SPSS 23.0 Processed Results

Based on table 8 above, it can be seen that the Fcount value is 87.897 with a significance level of 0.000. The Ftable value is obtained from the residual degrees of freedom (df) which is 85 as the denominator df and the Regression (treatment) df which is 3 as the numerator df with a significance level of 5% so that the Ftable value ($\alpha = 5\%$) is 2.71 because the value Fcount is greater than Ftable ($87.897 > 2.71$) with a significance level of $0.000 < 0.05$, so it can be concluded that H0 is rejected. So job training, job safety and job satisfaction together have a positive and significant effect on employee performance.

Coefficient of Determination (R2)

The coefficient of determination (R2) is useful for measuring how far the model's ability to explain the dependent variable. If the coefficient of determination (R2) is 0% then it can be stated that the independent variable does not explain the dependent variable at all, but if the coefficient of determination gets closer to 100% then it can be stated that the independent variable is increasingly able to explain the dependent variable.

Table 9. Coefficient of Determination Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,870a	,756	,748	1,776

a. Predictors: (Constant), job satisfaction, training, work safety

b. Dependent Variable: employee performance

Source: SPSS 23.0 Processed Results

Based on table 9, it shows that the R value is 0.870, meaning that the relationship between the variables in the criteria is quite strong because it is almost close to the number 1. Adjusted R Square is 0.748. This means that 74.8% of the variation in the dependent variable, namely the performance of PT Adhi Jaya Teknik employees, can be explained by the independent variables, namely job training, job safety and job satisfaction. Meanwhile, the remainder ($100\% - 74.8\% = 25.2\%$) is explained by other causes or other factors not studied.

Hypothesis test

t test

The t test is used to determine whether job training, job safety and job satisfaction have a positive and significant effect on employee performance. This test uses a significance level of 0.05. Test results are as follows:

Table 10. t test results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1,084	2,064		,525	,601
	TRAINING	,218	,068	,221	3,194	,002
	SAFETY	,334	,097	,333	3,433	,001
	SATISFACTION	,406	,094	,414	4,334	,000

a. Dependent Variable: PERFORMANCE

Source: SPSS 23 Processed Results.

Based on table 10, it can be concluded that the results of the t test are as follows:

- 1) The job training variable has a tcount of 3.194 which is greater than the ttable of 1.66 with a significance level of 0.002 ($0.002 < 0.05$), so H₀ is rejected and H_a is accepted, meaning that the job training variable has a positive and significant influence on the performance of PT Adhi Jaya Teknik employees.
- 2) The work safety variable has a tcount greater than ttable, namely $3.433 > 1.66$ with a significance level of 0.001 ($0.001 < 0.05$), so H₀ is rejected and H_a is accepted, meaning that the work safety variable has a positive and significant influence on the performance of PT Adhi Jaya Teknik employees.

- 3) The job satisfaction variable has a tcount of 4.334 which is greater than ttable with a significance level of 0.000 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted, meaning that the job satisfaction variable has a positive and significant influence on the performance of PT Adhi Jaya Teknik employees.

Discussion

- 1) The effect of training on the performance of PT employees. Adhi Jaya Teknik based on a regression test of the job training variable of 0.218 or 21.8% influences employee performance, meaning that there is a positive and significant influence. If job training increases, employee performance will also increase.

Sinambela (2012:207) states that there is a direct and indirect relationship between training and business strategies and goals. Training can help employees develop various skills needed to run their company, which will directly affect the business they run.

In previous research conducted by Randy Mamahit in 2013, it was stated that training had a positive and significant effect on employee performance. This means that in previous research there was a relationship between training and employee performance.

Based on the t test, the job training variable has a tcount of 3.194 with a significance level of 0.002 ($0.002 < 0.05$), so H_0 is rejected and H_a is accepted, meaning that the job training variable has a positive and significant influence.

The descriptions of the results of this research support the research results that have been developed by previous research.

- 2) The influence of work safety on the performance of PT employees. Adhi Jaya Teknik based on a regression test for the work safety variable of 0.334 or 33.4% shows that work safety influences employee performance, meaning that there is a positive and significant influence. If work safety is well maintained, employee performance will be better. If work safety increases, employee performance will also increase.

Work safety influences employee performance. It has been proven in previous research by Grisma Ilfani and Rini Nugraheni in 2013 that work safety has a positive and significant effect on employee performance.

Based on the t test, the work safety variable has a tcount of 3.433 with a significance level of 0.001 ($0.001 < 0.05$), so H_0 is rejected and H_a is accepted, meaning that the training variable has a positive and significant influence.

The descriptions of the results of this research support the research results that have been developed by previous research.

- 3) The influence of work satisfaction on the performance of PT employees. Adhi Jaya Teknik based on a regression test for the job satisfaction variable of 0.406 or 40.6% shows that work safety influences employee performance, meaning that there is a positive and significant influence. If job satisfaction increases, employee performance will also increase.

Sinambela (2012:262) stated that there is no doubt that job satisfaction is significantly related to employee performance. Dissatisfied employees may be high, medium or low producing employees and they will continue to tend to continue the level of performance that gives them satisfaction.

The relationship between job satisfaction and employee performance has been studied previously. Previous research conducted by Garry Surya Changgiawan in 2017

stated that job satisfaction had a positive and significant effect on employee performance.

Based on the t test, the training variable has a tcount of 4.334 with a significance level of 0.000 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted, meaning that the training variable has a positive and significant influence.

The descriptions of the results of this research support the research results that have been developed by previous research.

CONCLUSION

Based on the research results and discussion regarding the influence of training, work safety and job satisfaction on the performance of PT Adhi Jaya Teknik employees, the research results can be concluded that; (1) based on research results, it shows that job training has a positive and significant effect on employee performance at PT. Adhi Jaya Teknik, which means that if training according to needs continues to be improved, employee performance will increase, (2) based on research results, it shows that work safety has a positive and significant effect on the performance of PT employees. Adhi Jaya Teknik, which means that if work safety continues to be maintained and improved, employee performance will increase, and (3) based on research results, it shows that job satisfaction has a positive and significant effect on the performance of PT employees. Adhi Jaya Teknik, which means that if job satisfaction is increased it will have a positive effect on employee performance.

BIBLIOGRAPHY

- Basri, H., & Rusdiana, A. (2015). *Manajemen Pendidikan dan Pelatihan*. CV Pustaka Setia. Bandung.
- Changgriawan, G. S. (2017). Pengaruh Kepuasan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan di One Way Production. *Agora*. 5(3): 1-9.
- Dessler, G. (2015). *Human Resource Management*. 15thed. Pearson Higher Education. New Jersey. Terjemahan. S. I. Wahjono. 2015. *Manajemen Sumber Daya Manusia*. Cetakan ke-14. Salemba Empat. Jakarta.
- Dwi, P. (2009). *5 Jam Belajar Olah Data dengan SPSS 17*. Andi. Yogyakarta.
- Ferdinand, A. (2013). *Metode Penelitian Manajemen*. Badan Penerbit Universitas Diponegoro. Semarang.
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 17*. Edisi Kelima. Badan Penerbit Universitas Diponegoro. Semarang.
- Hamali, Y. A. (2018). *Pemahaman Manajemen Sumber Daya Manusia*. CAPS. Yogyakarta.
- Hanggraeni, D. (2012). *Manajemen Sumber Daya Manusia*. Fakultas Ekonomi Universitas Indonesia. Jakarta.
- Hasibuan, M. (2008). *Manajemen Dasar, Pengertian dan Masalah*. PT. Aksara Bumi. Jakarta.
- Husein, U. (2009). *Metode Penelitian untuk Skripsi dan Tesis Bisnis*. Edisi kedua. Rajagrafindo Persada. Jakarta.
- Ilfani, G., & Nugraheni, R. (2013). Analisis Pengaruh Keselamatan dan Kesehatan Kerja Terhadap Kinerja Karyawan. *Diponegoro Journal Of Management*. 2 (3): 1-

- Mamahit, R. (2013). Tingkat Pendidikan, Pelatihan dan Kepuasan Kerja Pengaruhnya Terhadap Kinerja Pegawai di Badan Penanggulangan Bencana Provinsi Sulawesi Utara. *EMBA*. 1(4): 936-946.
- Mangkunegara, A. A., & Prabu, A. (2009). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya. Bandung.
- Nurjaman, K. (2017). *Manajemen Personal*. Pustaka Setia. Bandung.
- Piliang, F. M. R., & Rahardja, E. (2015). Pengaruh Kepuasan Kerja dan Komitmen Organisasional Terhadap Kinerja Karyawan. *Diponegoro Journal Of Management*. 4 (4): 1-13.
- Rahinnaya, R., & Perdhana, R. S. (2016). Analisis Pengaruh Pelatihan dan Pengembangan, Kompensasi serta Kompetensi Terhadap Kinerja Karyawan. *Diponegoro Journal Of Management*. 5(3): 1-11.
- Robbins, S. P., & Coulter, M. (2015). *Management*. 13thed. Pearson Hills. New Jersey.
- Terjemahan D. B. Putera. (2015). *Manajemen*. Edisi 13. Erlangga. Jakarta.
- Sinambela, L. P. (2010). *Reformasi Pelayanan Publik*. Bumi Aksara. Jakarta.
- _____.(2012). *Kinerja Pegawai Teori Pengukuran dan Implikasi*. Graha Ilmu. Yogyakarta.
- Sugiyono. (2012). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta. Bandung.
- Sutrisno, E. (2010) *Manajemen Sumber Daya Manusia*. Cetakan kedua. Kencana Prenada Group. Jakarta.
- Wibowo. (2017). *Manajemen Kinerja*. Cetakan ke-12. PT. Rajagrafindo Persada. Depok.
- Wirawan. (2009). *Evaluasi Kinerja Sumber Daya Manusia: Teori Aplikasi dan Penelitian*. Salemba Empat. Jakarta

Copyright holder:

Idah Setyawarni, Ahmad Cik, Kumba Digdowiseiso (2024)

First publication rights:

Equivalent: Social Engineering Journal

This article is licensed under the following:

