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Analysis The Effect Of Rewards On Job Satisfaction, Work Motivation,
And Employee Performance
(Case Study: Coca Cola Amatil Indonesia Employees Sales Office Padang)

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Abstract

Penelitian ini bertujuan untuk mengetahui pengaruh reward di Kantor Penjualan Coca Cola Amatil Indonesia Padang terhadap kepuasan kerja, motivasi kerja dan kinerja karyawan. Sampel penelitian ini adalah karyawan tetap yang berstatus aktif sebanyak 120 orang. Data yang diperoleh dari kuesioner diolah dengan menggunakan program Smart PLS dan dianalisis dengan menggunakan metode persamaan struktural (Structural Equation Modeling) untuk menguji model penelitian dan hipotesis penelitian. Uji hubungan antar variabel menunjukkan bahwa konstruk reward terhadap kepuasan kerja nilai t-statistik sebesar 16.731972, nilai t-statistik reward terhadap kinerja karyawan sebesar 9.107253, dan konstruk reward terhadap motivasi kerja sebesar 8.271097 artinya hubungan masing-masing variabel signifikan dan hipotesis 1 sampai 3 diterima karena T-statistik lebih besar dari T-tabel. Artinya ketiga hipotesis penelitian terjawab, reward mempunyai pengaruh positif dan signifikan terhadap kepuasan kerja, motivasi kerja dan kinerja karyawan.

Kata Kunci: Kinerja Karyawan, Kepuasan Kerja, Penghargaan, Motivasi Kerja,

Abstract

This research aims to find out the effect of rewards in the Coca Cola Amatil Indonesia Sales Office Padang on job satisfaction, work motivation and employee performance. The samples are 120 permanent employees who have active status. Data obtained from the questionnaire was processed using the Smart PLS program and analyzed using the structural equation method (Structural Equation Modeling) to test the research model and hypothesis. The test of the relationship between variables shows that the reward construct for job satisfaction t-statistic value of 16.731972, reward for employee performance t-value statistic of 9.107253, and the reward construct for work motivation t-statistic of 8.271097 it means that the relationship between each variable is significant and hypotheses 1 to 3 are accepted because T -statistic is bigger than T-table. This means that three research hypotheses were answered, rewards have a positive and significant influence on job satisfaction, work motivation and employee performance.

Keyword: Employee Performance, Job Satisfaction, Reward, Work Motivation,

INTRODUCTION

A company is a form of dynamic relationship between various components involved in a company, one of these components is Human Resources (HR). Employees act and behave for the company because their needs as individuals which causes the employee to do something to fulfill their life needs by providing the best performance for the company.

According to Setiawan et. al (2022), employees or human resources are one element that has an important role in a company. Existing employees become the driving force of all work activities carried out. Therefore, human resources must be managed, and this depends on the organization's management in managing human resources in order to achieve the goals expected by the company. One can conclude that human resources always are a potential source of sustained competitive advantage. However, because human resources are characterized by causal ambiguity, social complexity, and unique historical conditions, not all firms can successfully develop human resources as a sustained competitive advantage through imitating the HR practices of firms that have successfully developed human resources. Employees can be compared to the engine of an organization's vehicle, while awards are fuel or encouragement for employees to provide their best performance. This means that the organization will not be able to achieve its goals without employees contributing in the form of performance (Wright et al, 1993). Markova and Ford (2011) stated that the real success of a company comes from the willingness of employees to use their creativity, abilities and knowledge in supporting the company and it is the organization's job to be able to encourage and maintain positive input from employees by putting effective reward practices in place.

One of the companies operating in the Non-Alcoholic Ready to Drink beverage producing industry and distributor which has been operating in Indonesia since 1992 by employing quite a number of employees, such as Coca Cola Amatil Indonesia which is headquartered in Sydney, Australia. Currently, CCAI has employed more than 8,000 Indonesian citizens permanently and has 9 factories spread across several regions in Indonesia such as Cibitung, Cikédokan, Bandung, Semarang, Surabaya, Bali, Medan, Padang and Lampung have operates with more than 100 Distribution Centers throughout Indonesia.

Based on the data, an overview of the number of CCAI Sales Office Padang employees in particular is ± 587 people in total. 361 employees have permanent status or direct company contracts and the remaining 226 employees have outsourcing status. Employees who are different in terms of status and grade are different in terms of awards given by the company.

Therefore, the author felt interested in conducting research with the title "Analysis Of The Effect Of Rewards On Job Satisfaction, Work Motivation, And Employee Performance

(Case Study: Coca Cola Amatil Indonesia Employees Padang Sales Office" to find out: (1). The effect of the awards set by the Coca Cola Amatil Indonesia Sales Office Padang on employee job satisfaction. (2). The effect of the awards set by Coca Cola Amatil Indonesia Sales Office Padang on employee work motivation. (3). The effect of the awards set by Coca Cola Amatil Indonesia Sales Office Padang on employee performance.

According to Wijanarko (2005) reward is something we give to someone because he did something. The rewards given can be in the form of praise, attention, goods, money and so on. In the management concept, rewards are a tool to increase employee performance motivation and loyalty (Kawulur et al, 2018). According to Handoko (2003), there are several reward functions as follows: (1). Strengthen motivation to push yourself to achieve success, (2). Give a sign to someone who has more abilities. (3). Universal. Employee rewards is a sign of appreciation from the agency or company and aims to increase the motivation of other employees to be successful, increase productivity and retain employees who have good performance and achievement in order to remain loyal to the company because with healthy competition, the work atmosphere will feel more competitive and productive (Astuti and Sopiah, 2022).

Job Satisfaction according to Robbins & Judge (2017) is a positive feeling about one's job resulting from an evaluation of its characteristics. Gibson et al. (2012) revealed that there are various dimensions that have been linked to job satisfaction, but there are five particular dimensions that have important characteristics, namely: (1). Payment (pay), the amount received and the perceived fairness of the payment. (2). Job, the extent to which work tasks are considered interesting and provide opportunities to learn and accept responsibility. (3).

Promotion opportunities, availability of opportunities for advancement. (4). Superior (supervisor), the superior's ability to show interest and concern for employees. (5). Co-workers, the extent to which co-workers are friendly, competent and supportive. Eyupoglu and Saner (2009) studied the satisfaction levels of academics in North Cyprus and investigated whether rank is a predictor of their job satisfaction. Their results demonstrated that overall the employees shares moderate level of job satisfaction. 4 job facets among 20 like advancement, compensation, co-workers and variety found to be correlated with job satisfaction (Eyupoglu and Saner, 2009).

Motivation refers to individual strengths that explain the direction, level and persistence of a person's effort expended at work. Direction refers to an individual's choice when faced with several alternative possibilities (for example, whether to pursue quality, quantity, or both in one's work). Level refers to the amount of effort a person uses (for example, to express a lot or very little). Motivation is important because it explains why employees behave the way they do. Work motivation can be defined as the psychological strength within a person that determines the direction of that person's behavior in an organization, level of effort, and persistence in facing obstacles (George dan Jones, 2012). Motivation is an important stimulation which directs human behavior. No individual has same attitude or behavior, hence in midst of this diversity organization are supposed to frame practices which will be able to satisfy the group and not just an individual. Organization should be able to identify and evaluate internal motivation which an employee derives from job satisfaction and further enhance it with external motivation as required for which organization could take note of motivation theories (Varma, 2017).

According to Prof. DR. David C. McClelland (in Mangkunegara, 2020), an American psychologist from Harvard University, in his motivation theory suggests that a person's productivity is determined by the "mental virus" that exists in him. A mental virus is a mental condition that encourages a person to be able to achieve maximum performance. The mental virus consists of three need drives, namely: (a). The need for achievement (Need for achievement), is the need to achieve success, which is measured based on the standard of opportunity within a person. This need is closely related to work and directs behavior towards efforts to achieve certain achievements. (b). The need for affiliation is the need for warmth and support in relationships with other people. This need directs behavior to have close relationships with other people. (c). The need for power is the need to control and influence situations and other people in order to become dominant and controlling. This need causes the person concerned to care less about other people's feelings.

Based on McClelland's theory, it is very important to develop a manager's mental virus

by developing employee potential through an effective work environment in order to realize high quality company productivity and achieve organizational goals. On the basis of McClelland's Achievement Motivation Theory, it can be concluded that there are three factors or dimensions of motivation, namely motives, hopes and incentives. The three dimensions of motivation are briefly described in the following discussion: (a). Motive, motive is a stimulus for desire and a driving force for work progress. Each motif has a specific goal to be achieved. An impulse within each person, the level of reasons and motives that move it describes the level of achieving something. (b). Hope, hope is the possibility of achieving something with certain actions. An employee is motivated to exert a high level of effort if the employee believes that the effort will lead to a good performance appraisal, a good appraisal will encourage operational rewards (giving hope to employees) such as bonuses, salary increases, or promotions, and these rewards will satisfy the employee's personal goals. (c). Incentive, the incentives given to employees greatly influence work motivation and productivity. This is in accordance with Edwin Locke (Mangkunegara, 2020) who concluded that incentives in the form of money if they are given are linked to the purpose of carrying out tasks, have a great influence on increasing employee work productivity. Leaders need to plan to provide incentives in the form of sufficient money so that employees are motivated to work and are able to achieve maximum work productivity.

Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon (Basri and Rivai, 2005). (Adhari, 2020) said that employee performance is a result produced by specific job functions or activities on the job certain period of time, which shows the quality and quantity of the work. Employee performance is the basis of the performance of an organization which is influenced by employee characteristics, motivation, expectations and assessments made by management on the achievement of employee results (Kasmir, 2019). Base on research Prastiwi et. al (2022), stated that work ability has no significant effect on employee performance at Bank BTN Syariah Kcs Solo. Work ability does not have a positive and insignificant effect because the Human Resources of BTN Syariah Surakarta Branch Office have educational backgrounds from various sciences so that the skills they have do not affect performance. Performance is more influenced by rewards and motivation from the company so that in this case it will have a good impact on their performance. Meanwhile, work motivation has a positive and significant effect on employee performance at Bank BTN Syariah Kcs Solo. This means that the higher the work motivation, the higher the employee performance. This can be explained by the existence of work motivation, can increase the

contribution of employees to the totality of work. It is necessary for the BTN Syariah Kcs Solo bank to improve employee performance by conducting various competency skill trainings, providing motivation with various innovations, for example motivational briefings on the sidelines of working hours, inviting motivators, to provide motivation, and so on.

RESEARCH METHOD

In this research, the authors conducted research at Coca Cola Amatil Indonesia Central Sumatra Operation by limiting the research area at the Padang Sales Office with the object of this research is employees of Coca Cola Amatil Indonesia Sales Office Padang from the level of managers to the level of ordinary staff.

The population in this research is all employees of Coca Cola Amatil Indonesia Central Sumatra Operation, which generally consists of 3 operational areas, namely West Sumatra, Riau and Jambi. The sample in this study is employees of the Coca Cola Amatil Indonesia Sales Office Padang who were randomly selected to be respondents for this research with a total of 120 people.

In this research, the sampling technique used is Non Probability Sampling, namely the Purposive Sampling technique is a technique for determining samples with certain considerations (Sugiyono, 2022) to obtain a more detailed and in-depth picture and conclusions from the research carried out with all existing limitations. Therefore, the object of this research is employees of the Coca Cola Amatil Indonesia Sales Office Padang who have permanent active status.

The data needed in this research is primary data obtained directly from Coca Cola Amatil Indonesia Sales Office Padang employees as respondents to observe employee job satisfaction, work motivation and employee performance which are effected by the reward system implemented in the company and secondary data obtained through previous research, international and local journals, textbooks, and papers as well as data obtained from Coca Cola Amatil Indonesia, both legally published through its official website and obtained directly from the company.

The data collection technique used in this research is Field Research which aims to obtain primary data by visiting the company directly to get the picture and data needed. In this research, data collection was carried out using a questionnaire which is a data collection technique by giving a set of questions or written statements to respondents to answer (Sugiyono, 2022). The list of questions that has been prepared previously fill in by permanent employees of Coca Cola Amatil Indonesia Sales Office Padang who are selected as respondents.

This research uses standard SmartPLS procedures to analyze data obtained from questionnaires. Before processing it with SmartPLS, analysis was first carried out using the SPSS

program to analyze respondent characteristic data based on demographic factors from the questionnaires that had been collected. Then the data processed with SPSS was transferred into Excel format for further interpretation.

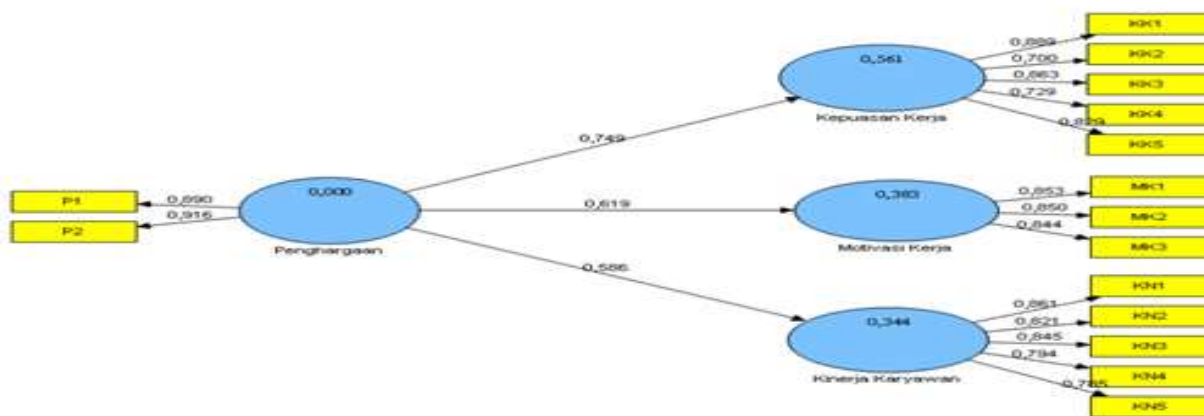
RESULTS AND DISCUSSIONS

In this research, there were 120 questionnaire sheets that had been distributed to selected respondents because the number of samples in this study was 120 people with a rate of return of the questionnaire was 100% so that the data could be further processed. The following is an explanation of characteristics of respondents based on gender, age, education, marital status, income, working period, and position, namely:

- (1). Respondents Based on Gender: the percentage of male employees is 108 people (90%) and female employees are 12 people (10%).
- (2). Respondents Based on Monthly Income: Monthly income > IDR 2 million: 62 employees (51.7%). Income IDR 1.5 million – IDR 2 million 45: employees (37.5%). Income IDR 1 million – IDR 1.5 million: 13 employees (10.8%).
- (3). Respondents Based on Work Period: 56 employees (46.7%) have worked for more than 10 years, 37 employees have worked for a period of 6 – 10 years (30.8%) and 22 employees (18.3%) have worked for a period of 3 – 5 year. There are 5 employees who have worked for 1 – 2 years (4.2%). So it can be concluded that the majority of Coca Cola Amatil Indonesia employees in the Padang Sales Office have had quite a long period of work, namely more than 10 years and have had quite a lot of experience regarding the ups and downs of working at Coca Cola Amatil Indonesia.
- (4). Respondents Based on Position: 88 employees (73.3%) occupy staff positions, 23 employees (19.2%) occupy middle level positions, namely supervisors. The smallest percentage is 7.5%, and 9 employees occupying positions at the top level, namely manager, while there are no other criteria.

From testing validity result, all of the research variables were declared valid by the results of data processing with SmartPLS, meaning that the loading value was more than 0.60. As seen in the following figure:

Figure 1. SmartPLS Output Interconstruct Model



Source: SmartPLS Data Processed Results

The output in Figure 1 above shows that in general the variables of reward, job satisfaction, work motivation and employee performance are declared valid by the results of SmartPLS data processing because all the indicators in each The variables mentioned above meet the loading value criteria, namely more than 0.60.

So it can be concluded that the indicators for each construct from this research provide high convergent validity values where all indicators have cross loading values above the loading value criterion, namely 0.60. Likewise, the cross loading value shows good discriminant validity.

Method for assessing reliability can be determined with a Cronbach alpha value greater than 0.7. The following table is the value of Cronbach's alpha from this research:

Table 1. Cronbach Alpa

	Cronbachs Alpha
Work Satisfaction	0,843007
Employee Performance	0,879729
Work Motivation	0,806477
Reward	0,7755112

Source: SmartPLS Data Processed Results

A construct can be said to have good reliability if the Cronbach alpha value is > 0.70. So from table 1 show that each construct in this study has quite good reliability because each construct's Cronbach alpha value is more than the criteria for a good reliability value, namely greater than 0.70. So, this means that the data from this research is reliable.

The structural model or Inner model is useful to see the relationship between constructs and significance values. The following are the significance values obtained from this research:

Table 2. Structural Model / Hypothesis Testing

Hipotesis	Variabel / Konstruk	Path Coeficient	Standard Deviation	t-Statistic (t-table)	Sig. Level (1-tail)
H1	Penghargaan (<i>Reward</i>) => Kepuasan Kerja (<i>Job satisfaction</i>)	0,749107	0,044771	16,73197	Signifikan
H2	Penghargaan (<i>Reward</i>) => Motivasi Kerja (<i>Work Motivation</i>)	0,61896	0,074834	8,271097	Signifikan
H3	Penghargaan (<i>Reward</i>) => Kinerja Karyawan (<i>Employee Performance</i>)	0,586496	0,064399	9,107253	Signifikan

Source: SmartPLS Data Processed Results

Based on table 2 above, the significance value of each variable/construct from this research can be seen to measure the supportability of the hypothesis. According to Hartono (2019), a measure of the significance of hypothesis support can be used by comparing T-table and T-statistic values. If the T-statistic value is higher than the T-table value, it means the hypothesis is supported. For a confidence level of 95 percent (alpha 5 percent), the T-table value for the two-tailed hypothesis is ≥ 1.96 and for the one-tailed hypothesis is ≥ 1.64 .

Testing the relationship between variables/constructs shows that the reward construct for job satisfaction produces a t-statistic value of 16.731972, reward for employee performance with a t-statistic value of 9.107253, and the reward construct for work motivation produces a t-statistic of 8.271097. Therefore, based on the t-statistic values shown in the table above, it is known that the relationship between each variable/construct from this research is significant and hypotheses 1 to 3 are accepted because the T-statistic is greater than the T-table.

Based on the explanation in table 4.27 above, it can be stated that: First, hypothesis 1 is accepted, Reward has a positive and significant effect on Job Satisfaction. This means that according to respondents permanent employees of the Coca Cola Amatil Indonesia Sales Office Padang, rewards are very important, both extrinsic and intrinsic rewards, which have a big effect on their job satisfaction, namely satisfaction with pay, job, satisfaction with promotional opportunities provided by the company to employees promotion, with the

treatment of superiors and co-workers, satisfaction with payment has the strongest relationship. However, relatively intrinsic rewards have a stronger relationship compared to extrinsic rewards. The results of this study support the results of previous research conducted by Rafiq et al. (2012), interpreted the results of their research that there was a significant relationship found between intrinsic rewards and extrinsic rewards and job satisfaction of Telekom employees in Pakistan. But extrinsic rewards have a relatively stronger relationship than intrinsic rewards. Meanwhile, based on the results of testing hypothesis from research by Septyana and Saroyo (2022) found that reward was effect on job satisfaction employees at CV. Agung Putra Jaya Mandiri Tabalong Regency with estimated value of $0.434 > 0.05$, with bootstrap confidence intervals 95%. Remembering the estimated value has a positive sign, this means that there is a direct relationship between Reward with Job Satisfaction, ie the higher reward on the CV. Agung Putra Jaya Mandiri Regency Tabalong, then it gets higher level of job satisfaction with strong influence.

Second, hypothesis 2 is accepted, Reward has a positive and significant effect on Work Motivation. This means that permanent employee respondents at Coca Cola Amatil Indonesia Sales Office Padang feel that rewards, both intrinsic rewards and extrinsic rewards, really effect their motivation to work, such as motives, hopes and incentives that spur work motivation. These results are in line with the results of Pratheepkanth's (2011) research, state that employee appreciation causes high employee motivation, 80% of Commercial Bank Of Sri Lanka Plc, In Jaffna District employees have high motivation, because this research illustrates that when both intrinsic and extrinsic rewards are given , the motivation of this bank's employees also experienced a slight improvement and conversely, the decrease in employee appreciation caused a decrease in employee motivation because there was a positive relationship between the reward system and employee motivation. This happens when the employee reward system decreases, motivation also decreases through consistency of performance achieved, cooperation, willingness to take responsibility, challenging work, and growth in work.

Third, hypothesis 3 is accepted, Rewards have a positive and significant influence on Employee Performance, this means that permanent employee respondents at the Coca Cola Amatil Indonesia Sales Office Padang feel that intrinsic rewards and extrinsic rewards has a positive effect on the performance they show at work both in terms of Quantity of Work, Quality of Work, Job Knowledge (Understanding of Tasks), Reliability / Dependability (reliability / Relatedness), and Personal Qualities (Discipline and Personal Quality). This shows that the better the rewards given by the company to employees, the employees will be motivated to provide their best performance to the company. These results are in line with previous research

conducted by Aktar et al. (2012) which states that there is a positive relationship between extrinsic rewards, intrinsic rewards and employee performance.

CONCLUSION

Providing a proper reward to the employee will give a positive effect on job satisfaction, work motivation and employee performance at Coca Cola Amatil Indonesia Sales Office Padang. It means that a better employee reward system designed by the company, the more job satisfaction, work motivation and employee performance can be increased so that they can carry out their responsibilities effectively and efficiently to achieve organizational goals. It is important for the company to be more concentrate on increasing the quality of reward system to the employee in order to maintain qualified employee.

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