



## Effect of Leadership and Distributive Justice on Turnover Intention with Workload as Intervening Variable, Study on PT XYZ

Sukarwati Sukarwati<sup>1</sup>, Ahmad Badawi Saluy<sup>2\*</sup>, Abdul Bari<sup>3</sup>, Novawiguna Novawiguna<sup>4</sup>  
1),2),3),4) Mercu Buana University, Jakarta, Indonesia, email: [ahmad.badawi@mercubuana.ac.id](mailto:ahmad.badawi@mercubuana.ac.id)

\*Correspondence Author: Ahmad Badawi Saluy<sup>2</sup>

**Abstract:** This study aims to determine and analyze the influence of leadership and the effect of distributive justice on turnover intention, the influence of leadership and the influence of distributive justice to the workload at PT XYZ. In this case, the workload in this study be the intervening variable. This study uses a quantitative descriptive method with causal relationship approach. The process of collecting primary data is done through a questionnaire technique directly to 100 respondents based on Slovin sampling. While data analysis using Structural Equation Model (SEM) with SmartPLS (Partial Least Square) 3.0. Results of data analysis shows that: (i) high and low levels of leadership in the company, will not affect employee turnover intention, (ii) high distributive justice in the company, then will reduce the level of employee turnover intention, (iii) the perceived high workload employees, it will affect employee turnover intention, (iv) low workload, no will affect distributive justice in decreasing the intensity of turnover intention in employees.

**Keywords:** Leadership, Distributive Justice, Workload, Turnover Intention.

### INTRODUCTION

Human resources as one of the resources in the organization plays an important role in the success of achieving organizational goals. Success or failure depends on the ability of human resources in carrying out their duties and functions. In achieving the objectives, the organization requires a wide range of resources. Starting from human resources, equipment, machinery, finance, and information resources. Each resource has its own tasks and functions. As a system, these resources will interact and work together so that the goals can be achieved effectively and efficiently (Samsuni, 2017).

This indicates that an effective human resource management process is needed in an organization. One form of employee behavior is that employees who have loyalty can make the decision to leave their jobs. A high turnover rate will have a negative impact on the organization, such as creating instability and uncertainty in labor conditions and increasing human resource costs, such as training costs. High Turnover also results in the state of the

organization being ineffective because the company loses experienced employees and needs to retrain new employees (Saklit, 2017).

In this study the object is PT XYZ because the phenomenon of employee turnover occurs in PT XYZ. Researchers use the code " XYZ " for the name of the company because the researcher prioritizes the element of confidentiality of the company that is the object of research. PT XYZ is a principal company that has many distributors spread throughout Indonesia. PT XYZ was established in 1997 in Jakarta and is engaged in trading and manufacturing energy saving lamps (LHE), low voltage power cables along with other electrical accessories under the VISICOM brand. Currently PT XYZ has managed to control most of the light market, cable market and electricity throughout Indonesia.

To provide satisfactory service, one of the things that must be considered in the company is to keep employees afloat and provide the best service to achieve the company's goals, the company must also be able to restrain employees from resigning. Because this can hinder the company's goals. Thus, to find out how much the employee turnover rate at PT XYZ for the period 2017-2021 can be seen in Table 1.1 based on employee turnover data.

**Table 1. Employee Turnover Data at PT XYZ period 2017-2021**

Year	Number Of Employees End of Year	Number Of Incoming Employees	Number Of Outgoing Employees	(%)
2017	135	27	18	13,3
2018	195	75	15	7,7
2019	189	12	18	9,5
2020	258	93	24	9,3
2021	156	6	38	24,3

Based on Table 1 above, it can be seen that employee turnover at PT XYZ fluctuated from 2017-2021. Seen as a whole, the number of employees who resigned in 2017 amounted to 18 people, in 2018 the number of employees who resigned decreased by 15 people. In 2021, the number of employees who resigned tended to increase by 38 people, where significantly employees took the initiative to resign from the company.

Researchers interviewed employees of PT XYZ who became the subject of the study, they said that the high workload affects the desire to resign. The company has not been completely fair in doing the distribution of wages or distributive justice given to employees. Other factors are incompatibility with the leadership, the existence of problems with the leadership that indicate the impact of employee turnover desire.

As far as the researcher's observation, there are several factors why employees have a high turnover intention rate which can be described in the following conditions such as, high workload and perceived injustice of employees can cause employees to quit to work. Even if the company implements good leadership but the workload is still high, it will be very vulnerable to turnover. Turnover can also occur if in conditions where the workload is low and good leadership but there is no distributive justice provided by the company, it is also possible for employee turnover to be quite high. This phenomenon that researchers found in PT XYZ. Researchers are interested in studying or exploring the phenomenon of employee desire to resign from the company that occurred in 2016-2020.

From the title of the research proposal entitled "The effect of transactional leadership on distributive justice on turnover Intention with workload as an Intervening variable". Then the researchers define each variable and make operational variables.

## Variable Definition

Understanding variables theoretically according to Sugiyono (2019) is a variable as an attribute of a person or object that has a “variation” between one person and another or an object with another object. The variables in this study as follows:

### 1) Independent Variable

According to Sugiyono, (2019) the independent variable is the variable that affects or is the cause of the change or the emergence of the dependent variable. The independent variables in this study are:

- a) Leadership is defined as a process of influencing others to behave in accordance with the wishes of the leader, then the effectiveness of leadership is measured by the willingness of others to behave in accordance with the goals of the leader and the organization without coercion. Hayati et al (2021) suggest that transactional leadership consists of 5 (five) dimensions, the ability to foster good cooperation and relationships, effective ability participatory leadership, the ability to delegate tasks or time and the ability to delegate tasks or authority.
- b) Distributive justice is the provision of equitable compensation to all employees in the company in accordance with the contribution of employees to the company. The measurement of distributive justice according to Heavyantono (2018) includes work schedules, salary levels, awards obtained and job responsibilities.

### 2) Dependent Variable

According to Sugiyono, (2019) the dependent variable is a variable that is influenced or caused by the independent variable. The dependent variable in this study is Turnover Intention. Turnover intention is an employee's conscious and thoughtful desire to leave the company by moving to another job. The dependent variable in this study is:

- a) Turnover intention is a conscious and thoughtful desire of an employee to leave the company in search of another job. Nasution (2017) said that the desire of employees to leave can be measured by 3 dimensions consisting of thinking of quitting, intention to search for alternatives and intention to quit.

### 3) Intervening Variable

Intervening variable is a variable that connects the independent variable to the dependent variable in the analysis. Intervening variables play the same role as the function of the dependent variable (Sekaran, 2006). This study uses workload as an intervening variable. Workload is a process or set of activities carried out by an employee in an organizational unit to quickly complete their work in accordance with a predetermined period of time. Intervening variables in this study are:

- a) Workload is a process or set of activities carried out by an employee in an organizational unit to quickly complete their work in accordance with a predetermined period of time. Measurements that have been made by Putra (2012) in the study of Rolos et al., (2018) there are 4 dimensions, which include targets to be achieved, work conditions, time usage and work standards.

## METHODOLOGY

The research design used by researchers is causal research. Causal research is a cause and effect in the relationship of variables to the object under study, so it is sought how much influence the independent variable has on the dependent variable (Sugiyono, 2019). In this study, causal analysis aims to determine the influence of three independent variables, namely workload, leadership, and distributive justice on the dependent variable, namely turnover intention at PT XYZ. The sample of this study is all employees working at PT XYZ totaling 100 people obtained from the results of questionnaires that have been distributed through google form to respondents.

## RESULT AND DISCUSSION

### Model Evaluation

#### a. Outer Model Testing

Evaluation of the outer model is done to measure the model used both in terms of validity and reliability. In the evaluation of outer model with reflexive indicator the level of validity is sought by convergent validity or discriminant validity approach, while in terms of reliability is sought by composite reliability approach.

#### b. Inner Model Testing

Evaluation of the structural model (inner model) in the study has several steps, including evaluating the value of R<sup>2</sup>, measuring the effect size of F<sup>2</sup>, validating the overall structural model with Goodness of Fit Index (GoF), and testing predictive relevance.

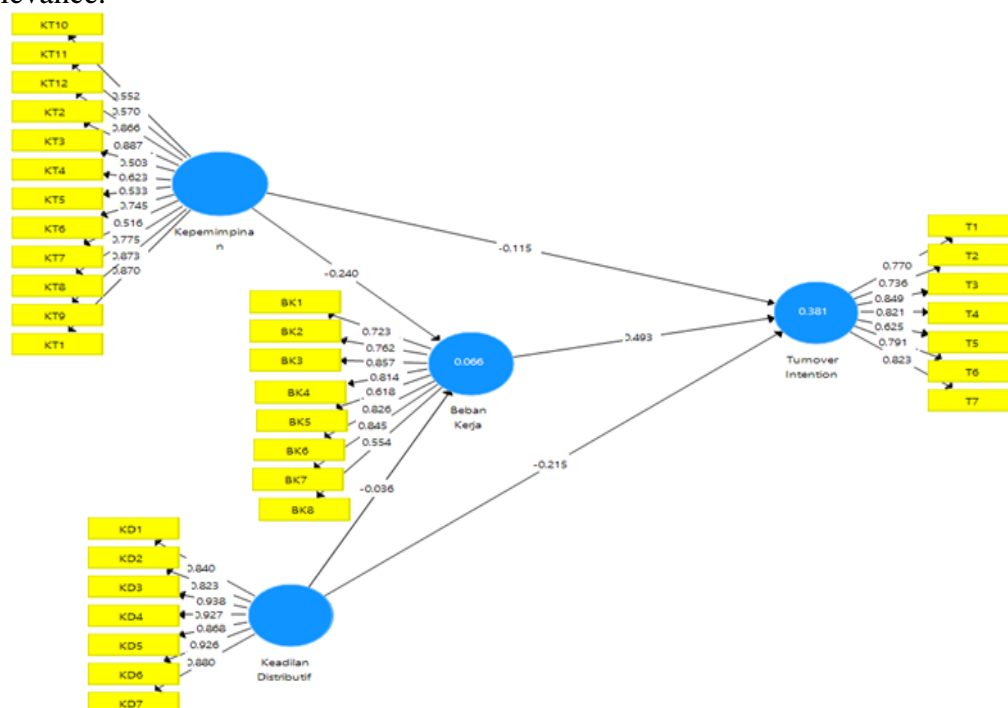


Figure 1: Inner Model

The Inner Model (Figure 1) states that the largest t-statistic value can be shown in the workload towards Turnover Intention of 0.493. Meanwhile, the smallest impact is on distributive justice of -0.215. According to the calculation to measure the R-Square value, the data obtained are as follows:

Table 2. Determination Coefficient Test Results

	R Square	R Square Adjusted
Y	0,381	0,362
Z	0,066	0,047

Source: Data Processing Output *SmartPLS* 3.0, 2022

Based on the results of the analysis of the coefficient of determination in the table above, it is known that the large influence of leadership, distributive justice, and workload on turnover intention can be explained by 0.362 or 36.2% while the rest is explained by other factors not examined in this study. In addition, the magnitude of the influence of

leadership and distributive justice on the workload can be explained by 0.047 or 4.7% while the rest is explained by other factors not examined in this study..

**Hypothesis Testing**

Path coefficients test is used to see if the value of the path coefficient is positive, if it is positive then the influence of a variable is unidirectional, but if the value of an exogenous variable increases, then the endogenous variable also increases. Conversely, if the value of the path coefficient is negative, then the influence of a variable is in the opposite direction, if an exogenous variable increases, the value of the endogenous variable decreases. If the value of p-values < 0.05 then the influence of exogenous variables to endogenous is significant, and if the probability value > 0.05 means the influence of exogenous variables to endogenous variables is not significant. Based on the tests that have been done, the following are the results of the path coefficients test:

**Tabel 3. Path Coefficient Test Results (Hypothesis Test)**

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
X1 -> Y	-0,115	-0,125	0,086	1,335	0,182
X1 -> Z	-0,240	-0,275	0,105	2,280	0,023
X2 -> Y	-0,215	-0,215	0,099	2,167	0,031
X2 -> Z	-0,036	-0,033	0,128	0,286	0,775
Z -> Y	0,493	0,495	0,091	5,394	0,000
X1 -> Z -> Y	-0,118	-0,137	0,059	1,999	0,046
X2 -> Z -> Y	-0,018	-0,016	0,065	0,278	0,781

Based on the hypothesis test results table above, it is known that hypothesis 1 which states leadership has a negative and significant effect on turnover intention is proven to be rejected because it has a p-value of 0.182 or > 0.05 with the original sample value is -0.115. Hypothesis 2 which states distributive justice has a negative and significant effect on turnover intention proved acceptable because it has a p-value of 0.031 or < 0.05 with the original sample value is -0.215 so that the hypothesis is accepted. This means that the high level of distributive justice given by superiors to their employees will reduce the turnover intention rate.

Hypothesis 3 which states that leadership has a negative and significant effect on workload is proven to be accepted because it has a p-value of 0.023 or < 0.05 with the original sample value is -0.240 so that the hypothesis is accepted. This means that high leadership by superiors will reduce the level of workload. Hypothesis 4 which states distributive justice has a negative and significant effect on workload is proven to be rejected because it has a p-value of 0.775 or > 0.05 with the original sample value is -0.036. Hypothesis 5 which states the workload has a positive and significant effect on turnover intention proved acceptable because it has a p-value of 0.000 or < 0.05 with the original sample value is 0.493. This means that the high workload felt by employees will increase the turnover intention rate.

Hypothesis 6 which states that workload is able to mediate the influence of leadership on turnover intention proved acceptable because it has a p-value of 0.046 or < 0.05. This means that the workload is able to mediate the influence between leadership on turnover intention. Hypothesis 7 which states that workload is able to mediate the influence between distribution fairness to turnover intention is proven to be rejected because it has a p-value of 0.781 or > 0.05.

## **Discussion**

### **a. Influence of Leadership on Turnover Intention**

Based on the data analysis that has been done, it is known that hypothesis 1 which states that leadership has a negative and significant effect on turnover intention is proven to be rejected. This means that the high and low level of leadership in the company will not affect employee turnover intention. The results of this study are in line with the results of research by Hayati et al (2021) and Plipurna et al (2017) which prove that leadership has no effect on turnover intention. Therefore, the importance of a leader who understands how to do Human Resource Management (HR), so that a leader will be able to direct, control, and maintain the right people to be placed in the right position in contributing to achieving company goals effectively and efficiently.

### **b. Effect Of Equity Distribution on Turnover Intention**

Based on the data analysis that has been done, it is known that hypothesis 2 which states distributive justice has a negative and significant effect on turnover intention is proven to be accepted. This means that the high level of distributive justice in the company will reduce the turnover intention of employees. The results of this study are in line with the results of research by Romdani et al (2020) and Kusuma & Piartrini (2017) which prove that distributive justice negatively affects turnover intention. The employee will reduce his desire to resign if the rewards given by the management are in accordance with what the employee wants and hopes. For this reason, it is important for the company's management to provide rewards to employees in accordance with the responsibilities given so that it will reduce the desire of employees to resign. Giving fair rewards will make employees happier and more comfortable but if the injustice of giving rewards occurs, it will certainly make employees feel stressed with the work done so that it will affect the employee's desire to resign (Aghnadimohan, 2020).

### **c. The Influence of Leadership on Workload**

Based on the data analysis that has been done, it is known that hypothesis 3 stating that leadership has a negative and significant effect on workload is proven to be accepted. This means that the high level of leadership in the company will lower the workload. The relationship between leadership and workload can be explained in behavioral theory. In this theory, a leader has several descriptions of behavior. Starting from a leader who tends to put employees first, be friendly, support, defend, be willing to listen, be willing to consult and think about the welfare of the group. Leaders who have the nature of behavior like this, then the perceived workload of employees will be reduced because the leadership will listen to the complaints of employees and then will think about the welfare of employees. Therefore, there will be alternative ways to reduce the perceived workload of employees.

### **d. Effect of Distributive Justice on Workload**

Based on the data analysis that has been done, it is known that hypothesis 4 which states distributive justice has a negative and significant effect on workload is proven to be rejected. This means that the high and low levels of distributive justice in the company will not affect the workload felt by employees. However, the results of this study actually show a different thing, the existence of distributive justice provided by the company does not affect the workload. This can happen because based on the results of respondents' answers to the statement on the workload variable, the number of answers "agree" is 258, which indicates the level of workload owned by employees is still high enough so that even though the company has given equal justice to its employees, it will not affect the perceived workload because it could be the context, use of time and work standards.

#### **e. Effect of Workload on Turnover Intention**

Based on the data analysis that has been done, it is known that hypothesis 5 which states that workload has a positive and significant effect on turnover intention is proven to be accepted. This means that the high workload felt by employees will affect employee turnover intention. The results of this study are in line with the results of research by Riani & Putra (2017), when employees expect to get high results in accordance with the workload that has been done, but in reality, they get the opposite. If this happens continuously, the employee wants to do turnover intention. This is related to the theory of expectations, with the input of expectations in themselves can create a better output, so that motivation in the work will increase and turnover intention is reduced. This is also in line with the theory of expectations, where the workload is too much will lower their expectations to work comfortably, and will increase turnover intention in themselves (Marlina dan Lawita, 2022).

#### **f. Workload Mediates the Influence of Leadership on Turnover Intention**

Based on the data analysis that has been done, it is known that hypothesis 6 which states that workload is able to mediate the influence between leadership on turnover intention is proven to be accepted. This means that a low workload, it will affect the leadership in decreasing the intensity of turnover intention in employees. Leadership affects employee turnover intention. This condition explains that the intensification of superior leadership that can affect employee performance causes the tendency of employees to persist in their work to perceive the achievements they have achieved (Koesmono, 2017). There are several things that need to be considered by superiors regarding turnover intention, namely by re-evaluating when there is an increase in workload. Low workload will affect leadership in decreasing the intensity of turnover intention in employees.

#### **g. Workload Mediates the Influence of Distributive Justice on Turnover Intention**

Based on the data analysis that has been done, it is known that hypothesis 7 which states the workload is able to mediate the influence between the fairness of the distribution of turnover intention proved to be rejected. This means that a low workload will not affect the distributive justice of the decrease in the intensity of turnover intention in employees. The high level of distributive justice in an organization can minimize the level of turnover intention in employees. However, this can happen if the workload of employees is low, because if the workload felt by employees is high, it will make employees have a tendency to do turnover intention. However, the results of this study indicate that workload does not mediate the influence of distributive justice on turnover intention. This is possible because workload is not a determining factor that will minimize turnover intention through distributive justice. In addition, the analysis of the description based on respondents' answers showed that the perceived workload is quite high because the number of respondents' answers said "Agree", so the workload in this study is not able to mediate the influence of distributive justice on turnover intention because the workload felt by the majority of employees is quite high.

### **CONCLUSION**

Hypothesis 1 which states that leadership has a negative and significant effect on turnover intention is proven to be rejected because it has a p-value of 0.182 or  $> 0.05$  with the original sample value is -0.115. This means that the high and low level of leadership in the company will not affect employee turnover intention.

Hypothesis 2 which states distributive justice has a negative and significant effect on turnover intention proved acceptable because it has a p-value of 0.031 or  $< 0.05$  with the

original sample value is -0.215 so that the hypothesis is accepted. This means that the high distributive justice in the company, it will reduce the turnover rate of employee intention.

Hypothesis 3 which states that leadership has a negative and significant effect on workload is proven to be accepted because it has a p-value of 0.023 or  $< 0.05$  with the original sample value is -0.240 so that the hypothesis is accepted. This means that the high level of leadership in the company, it will lower the workload.

Hypothesis 4 which states distributive justice has a negative and significant effect on workload is proven to be rejected because it has a p-value of 0.775 or  $> 0.05$  with the original sample value is -0.036. This means that the high level of distributive justice in the company will not affect the workload felt by employees.

Hypothesis 5 which states that the workload has a positive and significant effect on turnover intention proved acceptable because it has a p-value of 0.000 or  $< 0.05$  with the original sample value is 0.493. This means that the high workload felt by employees will affect employee turnover intention.

Hypothesis 6 which states that workload is able to mediate the influence of leadership on turnover intention proved acceptable because it has a p-value of 0.046 or  $< 0.05$ . This means that the workload is low, it will affect the leadership in decreasing the intensity of turnover intention in employees.

Hypothesis 7 which states that the workload is able to mediate the influence between the fairness of the distribution of turnover intention proved rejected because it has a p-value of 0.781 or  $> 0.05$ . This means that a low workload, will not affect the distributive justice on the intensity of turnover intention decrease in employees.

## REFERENCES

- Aghnadimohan, A. (2020). Peningkatan Kepuasan Kerja Berbasis Keadilan Distributif Dan Job Insecurity Terhadap Turnover Intention Pada Restoran S2 Semarang. *Prosiding Konstelasi Ilmiah Mahasiswa Unissula (KIMU) Klaster Ekonomi*.
- Aristoteles. (2020). The Nicomachean Ethics (translated by W.D. Ross, Ed.). <https://bocc.ubi.pt/page/Aristoteles-.html>. diakses pada tanggal 15 mei 2020.
- Bustami Zainudin., Ahmad Hidayat Sutawidjaya., A. B. Saluy., Maszudulhak Djamil., Endri Endri. *The Effect of Compensation, Leadership, and Supervision on Performance of Government Civil Servants: Mediating Role of Adversity Quotient*. Linguistics and Culture Review, Vol. 5, Issu.1, Pages 453-469.
- Badu, S. Q., & Djafri, N. (2017). Kepemimpinan dan perilaku organisasi. *Kepemimpinan dan Perilaku Organisasi*. Gorontalo: Ideas Publishing.
- Ghozali. (2014). *Aplikasi analisis Multivariate dengan Program SPSS*. Badan Penerbit UNDIP Semarang.
- Hayati, F. A., Chasanah, U., & Ningsih, A. S. (2021). Pengaruh Kepemimpinan Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Pada PT Vanisa Rizki Jakarta Selatan. *KREATIF: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 9(1), 37-49.
- Heavyantono, O. I. (2018). Pengaruh Keadilan Distributif dan Prosedural terhadap Kepuasan Kerja Tenaga Kependidikan Non Pegawai Negeri Sipil (Non PNS) di Universitas Brawijaya. *Jurnal Ilmiah Administrasi Publik (JIAP)*, 4(1).
- Kemalasari, N., & Saluy, A. B. (2018) The Effect of Human Capital, Structural Capital and Relation Capital on Company Performance. *Saudi Journal of Humanities and Social Sciences (SJHSS)* ISSN 2415-6256, , Vol-3, Iss-5. Page, 642-650.
- Koesmono, H. T. (1999). The Effects of Transactional Leadership on Employees' Turnover Intention at PT. Sumber Alfaria Trijaya Tbk.(Mini Market Alfamart) East Surabaya



- Region, Indonesia Using Job Involvement, Work Motivation, and Job Satisfaction as Mediating Variables. *Journal of Resources Development and Management*, 29, 66-73.
- Kemalasari, N., & Saluy, A. B. (2018) The Effect of Human Capital, Structural Capital and Relation Capital on Company Performance. *Saudi Journal of Humanities and Social Sciences (SJHSS)* ISSN 2415-6256, Vol-3, Iss-5. Page, 642-650
- Kusuma, I. A. C. D., & Piartrini, P. S. (2017). Pengaruh Keadilan Distributif, Kepuasan Kerja Dan Komitmen Kalkulatif Terhadap Minat Keluar Pada Karyawan Hotel Diwangkara. *E-Jurnal Manajemen Unud*, 6(5).
- Marlina, E., & Lawita, N. F. (2022). Pengaruh Lingkungan kerja, Stres kerja, Beban Kerja Dan Kepuasan Kerja Terhadap Turnover Intention Karyawan. *ECOUNTBIS: Economics, Accounting and Business Journal*, 2(1), 97-107.
- Naeem, F., & Khurram, S. (2020). Influence of toxic leadership on turnover intention: The mediating role of psychological wellbeing and employee engagement. *Naeem, F., & Khurram, S. (2020). Influence of toxic leadership on turnover intention: The mediating role of psychological wellbeing and employee engagement. Pakistan Journal of Commerce and Social Sciences*, 14(3), 682-713.
- Nasution, M. I. (2017). Pengaruh Stres Kerja, Kepuasan Kerja dan Komitmen Organisasi Terhadap Turnover Intention Medical Representative. *MIX: Jurnal Ilmiah Manajemen*, 7(3), 224238.
- Pariipurna, I. G. D., Supartha, I. W. G., & Subudi, M. (2017). Pengaruh kepemimpinan dan kepuasan kerja terhadap turnover intention serta dampaknya terhadap kinerja karyawan pada pt agung automall kuta. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 6(6), 2441-2447.
- Riani, N. L. T., & Putra, M. S. (2017). Pengaruh Stres Kerja, Beban Kerja Dan Lingkungan Kerja Non Fisik Terhadap Turnover Intention Karyawan. *E- Jurnal Manajemen Unud*, 6(11), 5970–5998.
- Rolos, J. K., Sambul, S. A., & Rumawas, W. (2018). Pengaruh Beban Kerja Terhadap Kinerja Karyawan Pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Jurnal Administrasi Bisnis (JAB)*, 6(004), 19-27.
- Romdani, A., Kamela, I., & Jadmiko, P. (2020). Pengaruh Lingkungan Kerja, Keadilan Distributif, dan Stres Kerja Terhadap Turnover Intentions Karyawan PT Bumi Mentari Karya Muko Muko. Abstract of Undergraduate Research, Faculty of Economics, Bung Hatta University, 17(2).
- Saklit, W. (2017). Pengaruh Gaya Kepemimpinan dan Pengembangan Karir Terhadap Intensi Turnover: Kepuasan Kerja Sebagai Mediator. *In Jurnal Manajemen*, 21(3), 472-496
- Suzulia, M. T., & Saluy, A. B. (2020). THE EFFECT OF CAPITAL STRUCTURE, COMPANY GROWTH, AND INFLATION ON FIRM VALUE WITH PROFITABILITY AS INTERVENING VARIABLE (STUDY ON MANUFACTURING COMPANIES LISTED ON BEI PERIOD 2014-2018). *Dinasti International Journal of Economics, Finance & Accounting*, 1(1), 95-109.
- Saluy, A. B. (2018, November). Recruitment and profitability management (case study of primary sector companies listed on Indonesia Stock Exchange 2007-2016). In *IOP Conference Series: Materials Science and Engineering* (Vol. 453, No. 1, p. 012066). IOP Publishing.
- Saluy, A. B., Musanti, T., & Mulyana, B. (2019). Pengaruh Pelatihan, Motivasi Kerja Dan Kompetensi Terhadap Kinerja Personel Di Makosek Hanudnas I. *Journal Of Management And Business Review*, jilid, 16, 87-109.
- Saluy, AB, & Wibowo, C. 2018. The Effect of Motivation and Competence on the Performance of Civil Servants and the Effect of Job Satisfaction in the Legal

- Directorate of the TNI. *Scholars Journal of Economics, Business and Management*, 5(6), 454-464. [32]
- saluy, AB.et.all. *ANALYSIS OF LABOR OVERTIME AND PRODUCTIVITY IN CONSTRUCTION PROJECTS*. Vol.17.Issu, 12/9/2022. page, 559-565.
- Saluy,AB.at.all. *Strategi Pengelolaan Sumber Daya Manusia Dalam Meningkatkan Kinerja Berkelanjutan Di Rumah Sakit Tipe C Jakarta Timur*. *Jurnal Doktor Manajemen*. Vol5. Issu, 1. page,15-25.
- Saluy, AB, Musanti, T., & Mulyana, B. (2019). *Influence of Training, Work Motivation and Competence on Personnel Performance at Makosek Hanudnas I*. *Journal Of Management And Business Review*, vols, 16, 87-109
- Saluy, Ahmad Badawi., Kemalasari, Novawiguna.(2018)” *The Role of Organizational Culture, Organizational Commitment, and Styles of Transformational Leadership towards Employee Performance*” ICBEAS 2018 : International Conference on Business, Economic and Administrative Sciences - International Journal of Industrial and Systems Engineering - Amsterdam, The Netherlands. *International Scholarly and Scientific Research & Innovation* 12(8) 2018.
- Saluy, A. B., & Treshia, Y. (2018). Pengaruh motivasi kerja, disiplin kerja dan kompensasi terhadap kinerja karyawan (Studi Kasus di Perusahaan PT IE). *Jurnal Ilmiah Manajemen and Bisnis*, 2(1), 53-70
- Syafarudin, Afriapollo., Saluy, Ahmad Badawi., Masyhudzulkhak. (2020). The Impact Of Aligning Successful Application Of Market Orientation On E-Commerce’s Service Quality Strategy: The Case of Starred Hotel Visitors On The Indonesian Islan Of Sumatera Proposing conceptual framework. *International Journal of Economics, Commerce and Management*, 8(2).
- Samsuni, S. (2018). *Manajemen Sumber Daya Manusia Berbasis Kompetensi Kerja*. *Al-Falah: Jurnal Ilmiah Keislaman dan Kemasyarakatan*, 18(1), 117- 129.
- Sekaran, U. (2006). *Metodologi Penelitian Untuk Bisnis Buku 2 Edisi 4*. Jakarta: Salemba Empat.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D (Sutopo, Ed.; Kedua, Cetakan Ke-1)*. Bandung: Alfabeta.
- Wiyono, Gendro. (2011). *Merancang Penelitian Bisnis: Dengan Alat SPSS Dan SmartPLS*. Yogyakarta: STIM YKPN Yogyakarta.