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The Influence of Salary, Incentives and Work Discipline on The Performance of Employees in The Sales Division of PT. Mora Telematics Indonesia

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Abstract: This study aims to determine the effect of salary, incentives, and work discipline on the performance of sales division employees at PT. Mora Telematika Indonesia, using quantitative methods with primary data through gform to respondents in the sales division at the company. The results are 1) Salary has a positive and significant effect on employee performance, namely $2.113 > 2.01290$ with a significance value of $0.040 < 0.05$. 2) Incentives have a positive and significant effect on employee performance, namely $2.976 > 2.01290$ with a significance value of $0.000 < 0.05$. 3) Work Discipline has a positive and significant effect on employee performance, namely $3.785 > 2.01290$ with a significance value of $0.005 < 0.05$. 4) Salary, Incentives, and Work Discipline simultaneously have a positive and significant effect on the performance of sales division employees at PT. Mora Telematika Indonesia, which is $61.961 > 3.20$ and a significance value of $0.000 < 0.05$. The conclusion of this study is that there is a positive and significant influence between Salary, Incentives, and Work Discipline on the Performance of Sales Division Employees at PT Mora Telematika Indonesia with a percentage of determination coefficient results of 78.4%.

Keyword: Salary, Incentive, Work Discipline, & Employee Performance.

INTRODUCTION

Human resource management is part of management science which means an effort to direct and manage human resources within a company so that they are able to think and act as the company expects. An advanced company is certainly produced by employees who can manage the company towards the desired progress. On the other hand, quite a few companies have been destroyed and failed due to their inability to manage human resources, including in the era of the industrial revolution 4.0. Competition between companies in the era of globalization is getting tighter, so a company is expected to have good productivity, one of which is by having good and quality human resources. Therefore, human resources are needed who are able to master technology quickly, be adaptive and responsive to technological changes. PT. Mora Telematics Indonesia or better known as Moratelindo is an industrial

company providing telecommunications services in Indonesia which is currently developing quite rapidly and is a new telecommunications company in Indonesia which already has the best and most complete Fiber Optic Infrastructure, Backbone which is able to compete with other telecommunications companies like PT. Telkom Indonesia, PT. Indosat Tbk, and PT. Biznet. Starting from being founded in 2000 PT. Mora Telematics Indonesia started its business as a provider of internet services and calling cards, until now it has developed into one of the domestic and international telecommunications service network operators that runs its business in the broadband ecosystem, namely internet, data centers, interconnection network rental.

According to Mardi (2014) Salary is a form of payment or a right given by a company or agency to employees. When someone applies for a job, salary is one of the factors considered by employees. Moreover, when the person realizes that he/she is qualified, has good potential and can contribute to the company's performance, then a reward is needed that is in accordance with his/her ability. The company is required to provide compensation in the form of salary for the contribution that has been given by the employee. Salary is one of the things that is very important for every employee who works in a company. Salary is something that cannot be separated from employees. When someone applies for a job, salary is one of the factors considered by employees. Moreover, when the person realizes that he/she is qualified, has good potential and can contribute to the company's performance, then a reward that is in accordance with his/her ability is needed. The company is required to provide compensation in the form of salary for the contribution that has been given by the employee. Thus, salary here is a consistent payment from one period to another regardless of the number of hours worked. Salary for each employee is absolute because there are binding provisions and regulations that each employee has the right to receive a basic salary according to their position/job position. Therefore, the basic salary provision rules have been clearly regulated in the determination of an employee's basic salary. The general salary is determined by the company based on the company's own thinking, deliberation, or because of government regulations. While individual salary increases are based on a person's work performance, job promotion and length of service. According to Rivai (2015), these factors are as follows: common salary levels, labor unions, government, salary policies and strategies, internal factors, comparable value and equal payment, costs and productivity. According to Kurniawati (2013) there are several salary indicators as follows: eligibility, work motivation, and job satisfaction. The research method contains the type of research, sample and population or research subjects, time and place of research, instruments, procedures, and research techniques, as well as other matters relating to the method of research. This section can be divided into several sub-chapters, but no numbering is necessary.

According to Sopiah and Sangadji (2018) Incentives are direct rewards paid to employees because their performance exceeds the specified standards. Assuming that money can be used to encourage employees to work harder, those who are productive prefer their salaries to be paid based on work results. Meanwhile, according to Sri Larasati (2018) Incentives are awards given to motivate workers to have high work productivity, which are not fixed or at any time. Based on the opinion above, it can be concluded that incentives are rewards outside of salary given to employees who have high work performance or work above the standards set by the company as compensation or in other words incentives are paid to every employee who has work performance based on fair and proper principles and meets their needs, so that employees feel satisfied with the compensation given by the organization. According to Hambali (2018) the purpose of providing incentives is to provide responsibility and motivation to employees. Incentives ensure that employees will direct their efforts to achieve company goals. While the main purpose of providing incentives is to increase individual and group work productivity. Basically, the provision of incentives is to improve performance in individuals and teams, according to Batjo and Shaleh (2018) including the following: individual incentives are incentives given to employees as an appreciation for their personal performance and productivity, and team incentives are incentives given by the company to teams that achieve

the specified targets. According to Hasibuan (2016) some ways of calculating or considering the basics of compiling incentives include the following: performance, length of service, seniority, needs, fairness and eligibility, and job evaluation.

According to Sinambela (2018) concluded that work discipline is the awareness and willingness of employees to obey all company regulations and applicable social norms, thus, work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to follow the rules that have been set. Without the support of good employee work discipline, it is difficult for the company to realize its goals. So, it can be said that discipline is the key to a company's success in achieving its goals. Meanwhile, according to Hambali (2018) Discipline is a force that develops within the employee's body and causes employees to be able to voluntarily adjust to regulatory decisions, and high values of work and behavior. From the description of the definitions of several experts above, it can be concluded that work discipline is a company action to encourage employees to be able to comply with applicable provisions and regulations. According to Hartatik (2018) states that the types of work discipline are: preventive discipline, self-discipline, group discipline, corrective discipline, and progressive discipline. Dimensions and indicators of work discipline according to Singodimejo in Sutrisno (2016) work discipline is divided into 4 dimensions, namely: 1) Obeying time rules, namely seen from the time of entry to work, the time of going home and the time of rest that are on time according to the rules in force in the company. 2) Obeying company regulations, namely basic regulations on how to dress, and behave at work. 3) Obeying the rules of behavior at work, namely shown by ways of doing work according to position, duties, and responsibilities as well as how to relate to other work units, 4) Obeying other regulations, namely rules about what employees in the company may and may not do. According to Singodimedjo in Sutrisno (2019), several factors that influence employee discipline are as follows: the amount of compensation given, the existence or absence of exemplary leadership in the company, the existence or absence of definite rules that can be used as a guide, the courage of leaders in taking action, the existence or absence of leadership supervision, the existence or absence of attention to employees, and the creation of habits that support the establishment of discipline.

Performance can be interpreted as the result of a process that refers to and is measured during a certain period of time based on previously established provisions, standards or agreements (Lubis, et al. 2018). Meanwhile, according to Afandi (2018), performance is the work results achieved by a person in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals that do not violate the law and do not conflict with morals and ethics. a real manifestation of a person's ability or level of achievement of work results in a company for carrying out certain tasks. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. From several expert opinions, it can be concluded that employee performance is work achievement, or work results (output) both in quality and quantity achieved by employees per unit time period in carrying out their work duties in accordance with the responsibilities given to them within a certain time. A good company must be able to measure each employee's performance, this is one of the factors that determines whether a target given by the company to employees can be achieved or not. Because employee performance is not always in good condition, there are factors that can influence it. According to Prawirosentono in Ardial (2018) there are factors that influence performance achievement, including: effectiveness and efficiency factors, authority and responsibility factors, discipline factors, and initiative. To ensure success in performance assessment, a standard must first be applied in measuring work. According to Afandi (2018) performance indicators are as follows: 1) Quantity of work results, namely all forms of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents. 2) Efficiency in carrying out tasks, namely various resources wisely and in a cost-effective manner. 3) Initiative, namely the ability

to decide and do something right without having to be told, being able to find what should be done to something that is around, and trying to keep moving to do several things even though the situation feels increasingly difficult.

METHOD

This study uses a quantitative approach with a causal-comparative research type, which aims to determine the effect of independent variables, namely Salary (X_1), Incentives (X_2), and Work Discipline (X_3) on the dependent variable, namely Employee Performance (Y). The quantitative approach was chosen because the data used are in the form of numbers and are analyzed statistically.

The population in this study were all employees in the sales division of PT. Mora Telematics Indonesia. The sampling technique was carried out by saturated sampling (census), namely all members of the population were used as samples because of their limited number. The number of respondents was N people (the actual number can be adjusted to real data in the company).

Data were collected through a closed questionnaire, which was given directly to respondents. This questionnaire was compiled based on indicators of each variable, using a 5-point Likert scale, ranging from "Strongly Disagree (1)" to "Strongly Agree (5)".

Data analysis was carried out using SPSS, through the following stages:

- Validity and Reliability Test: to test whether the questionnaire instrument is valid and consistent.
- Classical Assumption Test, including: 1) Normality Test; 2) Multicollinearity Test; and 3) Heteroscedasticity Test
- Multiple Linear Regression Analysis: used to determine the simultaneous and partial effects between independent variables (X_1, X_2, X_3) on the dependent variable (Y), with the equation model: $Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$.

Next, to test the hypothesis through:

- t-test (partial): to see the influence of each variable X on Y .
- F-test (simultaneous): to see the joint influence of variables X on Y .

Framework of Think

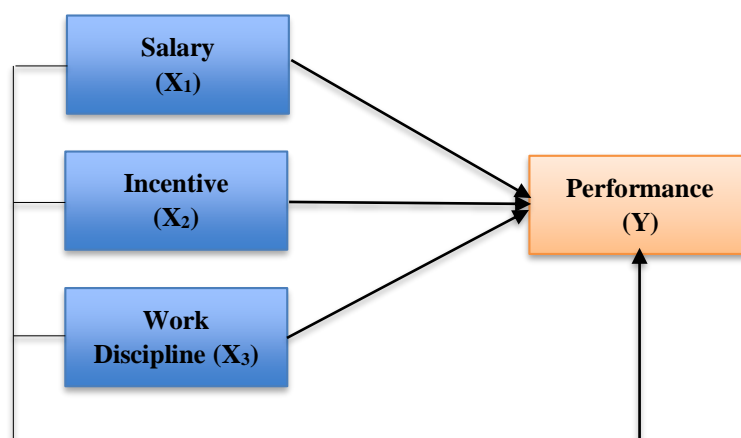


Figure 1. Conceptual Framework

- H1 : Salary has a significant positive effect on employee performance
H2 : Incentives have a significant positive effect on employee performance
H3 : Discipline has a significant positive effect on employee performance

H4 : Salary, incentives, and work discipline have a significant positive effect on employee performance

RESULTS AND DISCUSSION

Validity Test

In this case, the number of samples $(n-2) = 50-2 = 48$ and $\alpha = 0.05$, the r_{table} is 0.2787, if r_{count} is greater than r_{table} then the indicator statement is declared valid.

Reliability Test

Table 1. Reliability Test

Variable	Alpha	Criteria
Salary	0,900	Reliable
Incentive	0,897	Reliable
Discipline	0,859	Reliable
Performance	0,859	Reliable

Based on the calculation results, the Cronbach Alpha value for all variables is smaller than the benchmark value for each variable, so it can be said that all statements used in this research questionnaire are reliable and suitable for use as a measuring tool.

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1.Salary	.249	4.008
X2.Incentive	.258	3.877
X3.WorkDiscipline	.483	2.070

a. Dependent Variable: Y.Performance

From the table, it can be seen that each independent variable has a tolerance value > 0.1 and a VIF value > 10 . So it can be concluded that there is no multicollinearity in the three independent variables.

Heteroscedasticity

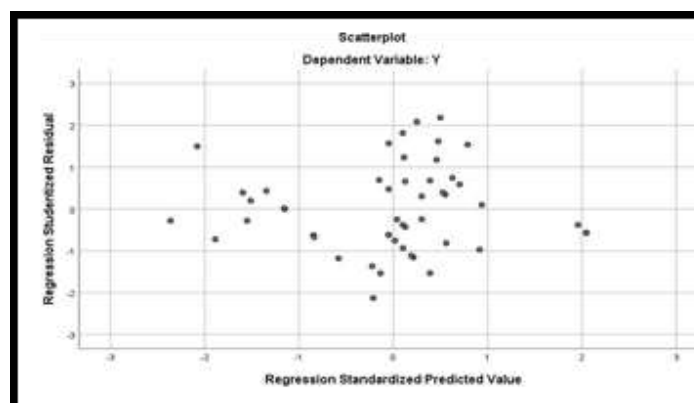


Figure 2. Heteroscedasticity Test

Based on the image showing the scatterplot graph, it can be seen that the points are spread randomly and are spread both above and below the zero number on the Y axis. This can be concluded that heteroscedasticity does not occur in this regression model. This means that the residual variance of a study is the same.

Multiple Linear Regression Analysis

Table 3. Results of the Regression Equation of Salary, Incentives, and Work Discipline on Performance
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.531	2.283		.671	.506
X1.Salary	.243	.115	.270	2.113	.040
X2.Incentive	.280	.094	.374	2.976	.005
X3.WorkDiscipline	.329	.087	.347	3.785	.000

a. Dependent Variable: Y.Performance

From this table, a multiple linear equation can be created as follows:

$$Y = 1,531 + 0,243.X_1 + 0,280.X_2 + 0,329.X_3 + e$$

Hypothesis Testing

Table 4. Results of Partial Hypothesis Testing of Salary, Incentives, and Work Discipline on Performance

Model	t	Sig.
1 (Constant)	.671	.506
X1.Salary	2.113	.040
X2.Incentive	2.976	.005
X3.WorkDiscipline	3.785	.000

a. Dependent Variable: Y.Performance

From the results above it can be concluded as follows:

1. Hypothesis 1 (Effect of Salary on the Performance of Sales Division Employees) based on the results of table, it is known that the value of $t_{count} > t_{table}$ is $2.113 > 2.01290$ with a significance value of $0.040 < 0.05$, so it can be concluded that H_a is accepted and H_0 is rejected. With this, it can be said that salary (X_1) partially has a positive and significant effect on employee performance (Y).
2. Hypothesis 2 (Effect of Incentives on Sales Division Employee Performance) based on the results of the table, it is known that the value of $t_{count} > t_{table}$ is $2.976 > 2.01290$ with a significance value of $0.000 < 0.05$, so it can be concluded that H_a is accepted and H_0 is rejected. With this it can be said that Incentives (X_2) partially have a positive and significant effect on Employee Performance (Y).
3. Hypothesis 3 (The Influence of Work Discipline on the Performance of Sales Division Employees) based on the results of the table, it is known that the value of $t_{count} > t_{table}$ is $3.785 > 2.01290$ with a significance value of $0.005 < 0.05$, so it can be concluded that H_a is accepted and H_0 is rejected. With this, it can be said that Work Discipline (X_3) partially has a positive and significant effect on Employee Performance (Y).

Table 5. Results of Simultaneous Hypothesis Testing of Salary, Incentives, and Work Discipline on Performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	678.879	3	226.293	61.961	.000 ^b
	Residual	168.001	46	3.652		
	Total	846.880	49			

a. Dependent Variable: Y.Performance

b. Predictors: (Constant), X3.WorkDiscipline, X2.Incentive, X3.WorkDiscipline

The table above shows that if $F_{count} < F_{table}$, then H_0 is acceptable and if $F_{count} > F_{table}$ then H_0 is accepted or significant. Can also use probability. If the significance value $F < \alpha$ (alpha), then the research hypothesis can be accepted. By comparing the calculated statistics with table statistics, based on the table above, the value of $F_{count} = 61,961$, while F_{table} is determined based on the degree of error or $\alpha = 5\%$ and degrees of freedom, dk numerator = k and dk denominator (n-k-1) from the table we will get F ($\alpha = 5\%$ dk numerator = 46) with F_{table} value 3.14. Based on calculations, it can be stated that the value of $F_{count} > F_{table}$ is $61.961 > 3.20$ and the significance value is $0.000 < 0.05$. So it is known that Salary (X1), Incentives (X2), and Work Discipline (X3) simultaneously influence Employee Performance (Y).

Coefficient of Determination Test (R)

Table 6. Results of the Efficiency of Salary Determination, Incentives, and Work Discipline on Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.797	.784	1.934

a. Predictors: (Constant), X3.WorkDiscipline, X2.Incentive, X3.WorkDiscipline

b. Dependent Variable: Y.Performance

Based on the coefficient of determination test (Adjusted R Square) above, it is known that the coefficient of determination (R^2) is 0.784 or 78.4%. This shows 78.4% of the Performance of Sales Division Employees at PT. Indonesian Telematic Mora is jointly influenced by the variables Salary (X1), Incentives (X2), and Work Discipline (X3), while the remaining 21.6% is influenced by other variables not explained by the researchers in this study.

Discussion

The Effect of Sallary on Employee Perfomance

Based on the results of research that has been carried out, it can be seen that salary has a positive effect on employee performance at PT Mora Telematics Indonesia. From the multiple linear regression analysis, the regression coefficient value for the Salary variable (X1) is 0.243. From the regression coefficient, it is known that the influence of salary on employee performance is 0.243, which is positive, which indicates that increasing salary (X1) will increase employee performance (Y) by 0.243. It can be seen that the data on the Salary variable shows a value of $t_{count} > t_{table}$ or of $2.113 > 2.01290$ with a significance value of $0.040 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted. It can be seen that salary (X1) has a positive and significant effect on the performance of employees in the Sales Division (Y).

The Effect of Incentives on Employee Performance

Based on the results of research that has been carried out, it can be seen that incentives have a positive effect on employee performance at PT. Mora Telematics Indonesia. From the multiple linear regression analysis, the regression coefficient value for the Incentive variable (X2) is 0.280. From the regression coefficient, it is known that the effect of incentives on employee performance is 0.280, which is positive, which indicates that increasing incentives (X2) will increase employee performance (Y) by 0.243. It can be seen that the data on the Incentive variable shows the tcount value $>$ ttable or $2.976 > 2.01290$ with a significance value of $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted. It can be seen that Incentives (X2) have a positive and significant effect on the Performance of Sales Division Employees (Y).

The Effect of Work Discipline on Employee Performance

Based on the results of research that has been carried out, it can be seen that Work Discipline has a positive effect on Employee Performance at PT. Mora Telematics Indonesia. From the multiple linear regression analysis, the regression coefficient value for the Work Discipline variable (X3) was obtained at 0.329. It can be seen that the data on the Work Discipline variable shows a value of tcount $>$ ttable or $3.785 > 2.01290$ with a significance value of $0.005 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted. It can be seen that Work Discipline (X3) has a positive and significant effect on the Performance of Sales Division Employees (Y).

The Effect of Salary, Incentives and Work Discipline on Employee Performance

Based on the research results above, it can be seen that the test results Fvalue Fcount $>$ Ftable are $61.961 > 3.20$ and the significance value is $0.000 < 0.05$, with this it is known that H_0 is rejected and H_a is accepted. So it can be concluded that the variables Salary (X1), Incentives (X2), and Work Discipline (X3) simultaneously have a positive and significant effect on the Performance of PT Sales Division Employees. Mora Telematics Indonesia (Y).

CONCLUSION

There is a positive and significant influence of salary on the performance of PT. Mora Telematics Indonesia employees. This is proven based on a significant value smaller than the 5% degree of confidence ($0.040 < 0.005$) and tcount $>$ ttable or equal to ($2.113 > 2.01290$).

There is a positive and significant influence of incentives on the performance of PT. Mora Telematics Indonesia employees. This is proven based on the significant value being smaller than the 5% degree of confidence ($0.000 < 0.005$) and the value of tcount $>$ ttable or equal to ($2.976 > 2.01290$).

There is a positive and significant influence of work discipline on the performance of PT. Mora Telematics Indonesia employees. This is proven based on the significant value being smaller than the 5% degree of confidence ($0.000 < 0.005$) and the value of tcount $>$ ttable or equal to ($3.785 > 2.01290$).

There is a positive and significant influence of salary, incentives and work discipline on the performance of PT. Mora Telematics Indonesia employees. This is proven by the test results (R2) obtained $Y = 1.531 + 0.243 X_1 + 0.280 X_2 + 0.329 X_3 + e$. This means that the more appropriate the salary, incentives and work discipline, the higher the performance of PT. Mora Telematics Indonesia employees.

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