

PAPER NAME

**D2501054052 (1).pdf**

AUTHOR

**Muhsin\_ Wahid**

WORD COUNT

**9619 Words**

CHARACTER COUNT

**55212 Characters**

PAGE COUNT

**13 Pages**

FILE SIZE

**237.0KB**

SUBMISSION DATE

**Feb 14, 2023 8:46 AM GMT+7**

REPORT DATE

**Feb 14, 2023 8:46 AM GMT+7**

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# Effect of Human Resource Development, Organizational Culture, Motivation, and Discipline on Job Satisfaction and Employee Performance PT. Enseval Putera Megatrading Tbk.

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## Abstrack

*This study aims to analyze the influence of human resource development, organizational culture, motivation, and discipline on job satisfaction and employee performance at PT. Enteral Putra Megatrading Tbk. Research can be classified as exploratory i.e. seeks to find relatively new influences with causal studies that seek to explain the causal relationship of the influence of human resource development, organizational culture, motivation, and discipline on job satisfaction and employee performance, data collection is carried out through questionnaires and documentation. The research was carried out at PT. Enseval Putera Megatrading TBK Makassar South Sulawesi. The population in this study was all employees and the promotion team, Sample of 180 respondents was based on the Slovin formula. Data were analyzed using the Structural Equation Model using the help of AMOS 18. The results of the study found that the development of human resources and organizational culture directly affects job satisfaction, motivation directly affects negative and insignificant job satisfaction, and discipline directly affects job satisfaction. Then that the development of human resources directly affects positive and insignificant employee performance, organizational culture and motivation directly affect positive and significant employee performance, discipline directly affects negative and significant employee performance, furthermore, job satisfaction directly affects positive and significant employee performance, while indirectly the development of human resources positive and significant influence on employee performance through job satisfaction, and indirectly organizational culture and motivation have a positive and insignificant effect on performance through job satisfaction and indirectly negative and insignificant discipline on employee performance through job satisfaction.*

**Abstract:** Human Resource Development, Organizational Culture, Motivation, Disciplinary, Job Satisfaction, Employee Performance

Date of Submission: 14-01-2023

Date of Acceptance: 29-01-2023

## I. Introduction

The population of Indonesia is currently estimated to have reached more than 272 million people, this large population if managed and utilized properly will be a large capital that is effective in achieving Indonesia's development goals, in all fields so that Indonesia, one of the big countries in Asia, will be able to achieve its goals as one of the developed countries in Southeast Asia. Indonesia is one of the countries that have abundant natural resources, but if the quality of human resources that manage them is low, then the available natural resources do not provide benefits for development and prosperity because of poor and improper management. On the contrary, a country that lacks natural resources but has high-quality human resources will be able to encourage economic growth and progress of its country and can achieve the prosperity of its people. Human resource management is a tool for a company in managing the Human Resource side of employees which is used as a strategic side to achieve company goals. The role of human resource management makes it easier to manage employees and develop employees which will eventually increase and develop company productivity. It can be said that the higher the company pays attention to the management of human resources, the more likely it is that the company will experience a decrease in productivity. The above statement is supported by Arifin (2015) about how to view human resource management as a company strategy for achieving success.

One of the national problems faced is the current handling of the current low quality of human resources. especially now that Indonesia and even the world are being hit by the covid-19 pandemic outbreak which has destroyed the sharing sector. Such as the health sector, economy, trade, and even the Education

sector. To minimize the spread of COVID-19 in Indonesia, Indonesian President Joko Widodo through a press conference at the Bogor Palace, West Java (March 15, 2020) urged people to work, study, and worship at home. The president's appeal is for trending companies under the name Working From Home (WFH). This appeal applies to all regions, especially in areas that are heavily exposed to the covid 19 virus or are said to be in the red zone. From the middle of the year, until September 2021, one of the big cities such as Makassar was in the red zone period, this resulted in many companies making decisions to operate with new habits or known as the New Normal, one of which was working from home known as WFH (Work From Home). However, some companies continue to carry out their activities by operating directly in the office or Working From Office (WFO) and working from home directly to the field or Work From Out Office (WFOO) with the condition that they pay attention to health protocols. Several companies that continue to carry out their operations such as distribution businesses in the health sector, nutrition, and health food companies as well as medicines, food businesses, information technology companies, and so on. During the new normal, all communities, without exception workers, labourers, farmers, traders, housewives, civil servants, and private employees. It is mandatory to implement the 5M health protocols (maintaining distance, using masks, washing hands with running water and wearing hand sanitizers, avoiding crowds, and reducing travel activities)

This phenomenon has an impact on almost all companies experiencing a sales crisis and cutting budgeting and training activities for employees are reduced or even eliminated, this can reduce the quality of human resources in the company, and can reduce the competitiveness of companies such as PT. Enteral Putera Megatrading Tbk is compared to competitors due to a lack of activities to support the development of human resources, especially for employees, and can have an impact on reducing work productivity. Furthermore, the phenomenon of cancelling the recruitment of new employees appears so as not to increase the cost ratio of the company, reducing the allocation of training and training time can have an impact on the quality of employee motivation is less superior. Furthermore, an unavoidable phenomenon is that many companies reduce or lay off their employees. Indications of the impact of the pandemic directly or indirectly result in low-performance achievement, and less optimal productivity of company employees due to the level of job satisfaction that has not been met by the expectations desired by the company to improve employee performance, the cause of this satisfaction either directly or indirectly Occurred due to low human resource development, an unsupportive organizational culture as well as the provision of unfulfilled human resource development programs and low work discipline when the pandemic hit today. Judging from the level of education of employees at PT. Enteral Putera Megatrading Tbk, there is a phenomenon that most employees with an education equivalent to high school graduates are an obstacle in developing a human resources career because for higher positions it is required to have at least one degree of education.

The phenomenon stated above can be seen in a reality that the development of human resources applied has not been supported by individual and organizational development that can create employees who can develop the company, it can be seen that there are still many employees who have not attended education and training, work capacity is still lacking, knowledgeability is still low because it is rarely allowed to improve formal education to a higher level. high, as well as the lack of training and training and comparative studies outside the company, this reality makes the development of human resources a phenomenon that needs to be observed about increasing employee satisfaction and performance. Understanding the phenomenon of human resource development which is still low, is necessary for the management of PT. Enteral Putera Megatrading Tbk considers the importance of human resource development by referring to the theory of human resource development from Babbies (2007: 36) that developed and developing organizations have the power to develop human resources by considering aspects of education and training, work capacity, knowledgeability, skill ability, attitude ability. This aspect will be a consideration to be applied in realizing the company's goals. One of the keys to the company's success is human resources, in addition to three other components (Norton & Kaplan in Handoyo, & Indriani, 2014).

Human resource development (HR) is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to improving the intellectual ability to carry out better work. Development leads to learning opportunities designed to help employees develop. Human resource development for employees is a process of them in their current work and preparing themselves for upcoming roles and responsibilities. Human resource development will be easy to implement properly if the company's organizational culture is very supportive. The condition of the organizational culture phenomenon seems to be still low, which can be seen from the lack of innovation and enthusiasm in achieving targets during the pandemic, low awareness of employees creating new cooperation to acquire new customers, declining levels of loyalty and consumer trust, and lack of coordination and consolidation between divisions that have increasingly focused on work. The orientation of results that are not by the value of work and the orientation of tasks that are not comparative with the progress of the company. The phenomenon that is a fact to show regarding the organizational culture that is still low is applied by employees to improve performance. It can be seen that among the employees who have not been able to develop an innovative organizational culture & improvement

to advance the organization as stated in the company's core values, namely Kalbe Panca Sradha with the following explanations:

- Trust is the glue of life. (mutual trust is the glue between us),
- Mindfulness is the foundation of our actions (full awareness is the basis of each of our actions),
- Innovation is the key to our success,
- Strive to be the best,
- Interconnectedness is a universal way of life.

This phenomenon of organizational culture needs to be considered to be strengthened to increase job satisfaction and employee performance achievement. Moreover, the current work pattern has undergone a very significant change, which previously all activities took place offline into online activities, both offering products, training, meeting meetings and competition events carried out online /, which shifted the work culture that existed in the PT organization. Enseval Putera Megatrading Tbk. Of course, this condition can affect the motivation of employees to carry out their work which occurred during the Covid-19 pandemic which until now has not ended, and this needs to be studied for its impact on employee productivity. A new phenomenon in the development of employee human resources, the reality is found in the company PT. Enteral Putera Megatrading Tbk looks like many employees have not been motivated as expected even though the company has implemented human resource development, but the provision of motivation is not by the nomination of employees who want motivation according to work needs. such as motivating award recognition, career opportunities, opportunities to excel, given wider responsibilities, as well as opportunities to advance and develop in Teknologi and this digital, where work that used to go to the field is now more online, online and face-to-face virtual, this phenomena demands that employees' skills must adjust to the latest technology, requiring employees to have work equipment with the computer, laptop, and smartphone devices that are by the standards of work needs. Work discipline is an important capital that must be owned by every employee in the company because it concerns the use of productive work time in achieving work targets, but since the new normal employee discipline has begun to decrease and is relatively low which can be seen from the large number of employee attendance that is not by the normal working day, even though all employees are required to be able to achieve the targets of their work, however, during the pandemic it is difficult to achieve the target. The level of discipline of employees in PT. Enteral Putera Megatrading Tbk Makassar, during the pandemic, experienced a decline. About work, work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations both written and unwritten, and being able to carry them out and not evade receiving sangksi-sangksi if they violate the duties and authorities given to them. The increase in discipline, it will boil down to improving performance for PT. Enteral Putera Megatrading Tbk, especially now that employee work discipline has changed drastically where the phenomenon that arises is that non-production workers do not have to go to the office, such as administrators can work from home, marketers do not need to be absent from the office first, office events do not need to be attended directly but simply follow the online pattern, This change in work discipline patterns needs to be studied more deeply so that the author can find out the differences in work discipline existed before the pandemic hit.

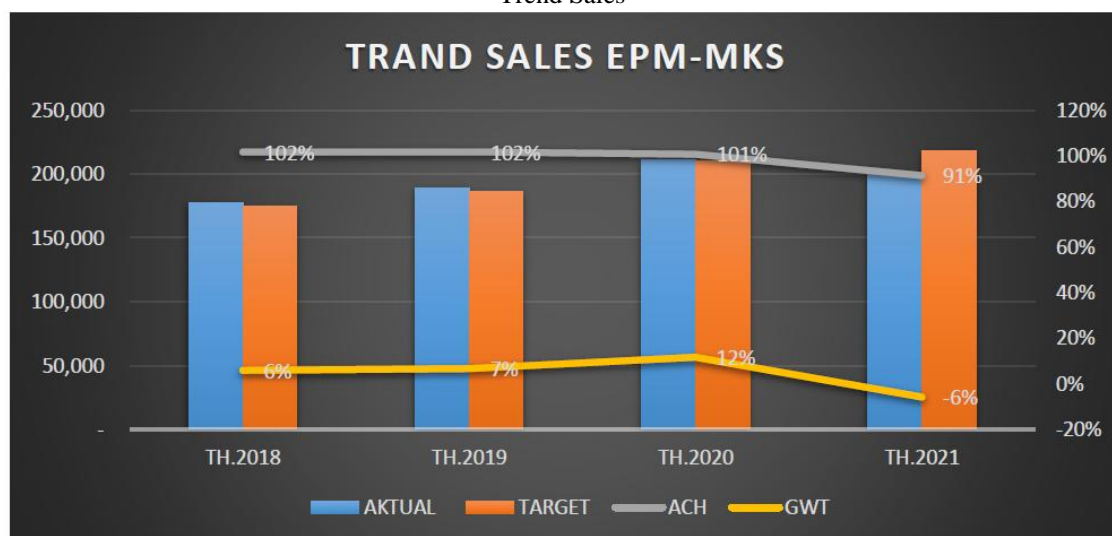
Richard, Robert, and Gordon (2012:312,337) assert that job satisfaction is related to a person's feelings or attitudes regarding the job itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others. He continued his statement that job satisfaction is related to people's attitudes about work, and several practical reasons make job satisfaction an important concept for leaders. Employees or employees not only formally work in the office, but must be able to feel and enjoy the work they do so that they will not feel bored and be more diligent in work activities. Employees will be happier at work if they are supported by various conducive situations so that they can develop their skills. On the other hand, the need for employees to fulfill their fulfil is increasing. Employees work in the hope that they will earn a wage or salary that can meet those needs. In terms of needs, there are three basic/primary needs for a person so that he has to work, namely clothing, food, and board needs. However, with the current growing era, employees who work need to also meet other needs in their lives so a high human resource development is needed so that employees feel happy and excited in carrying out their responsibilities.

Wake up (2012:312) says motivation is a desire within a person causing the person to act. Getting good attention in a company is something that employees want, especially when given an appreciation for the performance they show. Of course, this will be a generator of enthusiasm for employees because, with this, employees will be very valued and motivated at work. Employees are required to be able to carry out the duties assigned to them professionally, work hard, be disciplined, and honest, have high loyalty, and be full of dedication to the success of their work (Hamid and Rowi, 2003:40). PT. Enteral Putera Megatrading Tbk Makassar next in this study is a company engaged in the distribution sector of health nutrition products and medicines. PT Enseval Putera Megatrading Tbk to establish competitive advantage is required to be able to make continuous improvements. The company must be dynamic and always provide the best service to its customers. If it is not managed professionally, it can certainly cause an inability to compete, so that the compall

suffer losses or setbacks. The company's financial performance has increased from year to year. However, an increase in financial performance does not directly indicate an increase in employee performance. Employee performance problems faced so far, including completion of tasks by employees in a quality manner not in accordance with what the company's service system, undisciplined employees both based on aspects of work attendance and compliance with working hours regulations resulting in untimely completion of work and neglected time efficiency, Employee understanding of job descriptions still varies so that task completion has not achieved optimal results, there is a discrepancy between the results of individual performance evaluations and the results of company unit performance evaluations so that a sense of injustice arises for some employees over performance evaluation by management, work systems that tend to be routine cause low employee innovative creativity, and the implementation of performance management systems does not directly improve employee performance, PT. PT. Enteral Putera Megatrading Tbk as a company engaged in distribution can carry out its operational activities with relatively good economic conditions in South Sulawesi.

This condition makes employees feel that they are in a "comfort zone" which causes no motivation to work harder, besides that it is also supported by no performance goal setting. Therefore, it is always possible to implement Branch Improvement which is applied in performance management gradually so that the performance of PT. Enteral Putera Megatrading Tbk can be improved through improving employee performance, among others through increasing discipline and task completion targets so that positions can be more accounted for, as well as employee behavior directed by corporate behaviour values or better known in Kalbe Group as Core Values or core values that must be embraced and realized by every employee (Insan Kalbe) the core value is Kalbe Panca Sradha which focuses on Trust, Mindfulness, Innovation, the best, Interconnectedness. To improve the expected employee performance, it is considered necessary to conduct research that tests and analyzes the factors that affect employee performance. Studies on human resources and organizations that highlight the factors that affect performance have been widely carried out. A very common and almost always studied factor in this performance appraisal is the human resource development factor. Human resource development is expected to be able to create employee job satisfaction. Perceived job satisfaction will cause motivation to produce the expected employee performance, especially when the pandemic outbreak hits, the emergence of the phenomenon of declining demand or market demand, and the phenomenon of declining consumers shopping to hypermarkets and supermarkets the impact of PPKM which has been the market share of products from PT. Enteral Putera Megatrading Tbk, judging from the data on the sales results of one of the company's last three years, experienced growth of > 6% per year but in 2021 sales were minus (-6%). While there was a phenomenon during the pandemic last year that several distribution channels such as sales to customers of stores, minimarkets, and retail outlets, especially hypermarkets and supermarkets did not reach the target, this needs to be investigated more deeply.

**Image: 1** Trend sale  
Trend Sales



Sumber: EPM internal data

The phenomenon that becomes a fact regarding employee job satisfaction that tends to decrease and is less satisfied with the work itself which is considered by employees to be less attractive and too monotonous because it is carried out regularly, employees rarely feel work challenges in their work, opportunities to excel

are rarely developed, the compensation value received is considered inconsistent with the work done, and the leadership rarely gives promotions to positions by the achievements achieved. This fact causes low employee job satisfaction, thus affecting low employee performance. The phenomenon proposed regarding employee job satisfaction is declining, which affects employee performance, and the threat of the Covid-19 pandemic outbreak changes everything and PPKM conditions that are always changing. Therefore, the management of PT. Enteral Putera Megatrading Tbk Makassar. should apply Herzberg's two-factor theory according to Rivai (2008:126) that everyone is faced with two choices, happy or unhappy with an interesting job, a choice of work challenges, an opportunity to excel, worthy of compensation and worthy of promotion. That is, satisfaction is the target of most human resources in carrying out their work personally and organizationally. The theory is important to be able to improve and increase employee job satisfaction towards the achievement of employee performance. In addition to job satisfaction factors, factors affect the declining performance of PT. Enteral Putera Megatrading Tbk Makassar is dominated by the lack of motivation of employees and there is even a discrepancy between employee motivation and their field of work. Hendrawan (2002) informs a conceptual model, which comes from the assumption that employees in the service industry are currently experiencing low job satisfaction, not focusing on the suitability of motivation to reduce their performance. The reason for researchers in using the theory above is as a basis for strengthening the research that will be carried out later. This is strengthened by previous research proving: the results of previous research conducted by Denny Bernardus (2019) with the title *The Influence of Organizational Commitment and Motivation on Employee Performance with Work Satisfaction as a Mediation Variable in the Department of PT Si Diska Lora Sekarwangi*. The finding is the direct influence of work satisfaction on company performance. The results of the calculations carried out showed that the satisfaction variable had a negative influence on the company's performance with a value of -0.056 with a statistical t-value of 0.273. This negative influence is not significant because of the resulting sig. value value is 0.785 which is greater than 5%. Thus it can be explained that satisfaction does not affect the performance of employees.

Hasi's previous research was conducted by Endang Tri Lestari (2018) with the title *The Influence of Communication and Organizational Culture on Employee Performance of the Medan City Regional Tax and Retribution Management Agency*. the findings are the t-count value for organizational culture variables of  $12,206 > 1,984$  with a significant level of  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted. This means that organizational culture has a positive and partially significant effect on employee performance Hasi previous research conducted by I Dewa Gede Eka Candra Wiguna (2019) with the title *Influence of Leadership Style, Communication, Education and Training on Employee Performance at PT. PLN (Persero) Distribution Bali Area South Bali*. The test results showed a calculated t value of  $3,824 > t$  table (1,645). It concluded that organizational culture has a positive and partially significant effect on performance. This proves the organizational culture of the leader of the Regional Ho Rejection Area Acceptance Ho table t 0 table - t Regional Rejection Ho E-Journal of Management Ubud, Vol. 4, No. 9, 2015: 2527- 2539 the company can make a positive contribution to the results of employee work will have a very good impact on employee performance which means that employee performance increases. The results of this study strengthen the theory of the findings of previous research conducted by Hasanah (2010), Reza (2010), and Arizona (2013). *The Effect of Communication on Performance*. Hasi's previous research was conducted by Handoyo Joko & Reni Shinta Dewi with the title *The Influence of Organizational Culture, Organizational Communication on Employee Performance Through Motivation as an Intervening Variable at PT. PLN (Persero) Semarang Area*. Based on the research that has been done, it can be seen that the fourth hypothesis which states that there is an influence between organizational culture on employee performance is proven. Application of organizational culture to PT. PLN (Persero) Semarang Area is said to be good. Because its application can affect the performance of its employees. This can be seen by employees providing innovations or ideas in each of their jobs, employees can pay attention to every problem by taking into account risks, are more oriented to the results to be achieved, and are able to work together wicanleagues (teamwork). Hasi's previous research was conducted by Yuni Pradnyawati (2021) with the title *The Influence of Human Resource Development, Work Discipline and Work Climate on Employee Performance in the Denpasar City Housing, Settlement and Land Office*.

Hasi's previous research conducted by Ni Luh Made Yuni Pradnyawati (2021) with the title *The Effect of Human Resource Development on Employee Performance Based on the test results, human resource development variables have a positive and significant effect on employee performance*. So that the better development of human resources owned by the company will be able to improve the performance of employees at the Denpasar City Housing, Settlement, and Land Office.

The results of previous research conducted by Ricardo Manarintar Simarmata (2021) *Analysis of the Effect of Work Discipline on Job Satisfaction (Study on PT. Angkasa Pura II (Persero) Branch Office of Husein Sastranegara Airport Bandung) Ambon State Polytechnic*. Ambon, Maluku, Indonesia published: September 2021). Researchers found that there was a significant positive influence between work discipline and job satisfaction, thus when respondents lived that the work environment had a good level of discipline, it would lead

to higher job satisfaction in respondents employees of PT Angkasa Pura II Husein Sastranegara Branch Office. Thus, by maintaining discipline in work activities, job satisfaction among employees will be able to increase. Based on the results of previous research that has been stated above, what becomes a Novelty in this study is Motivation, where from some of the titles above there has been no discussion about these variables, and there is no similarity of variables such as Organizational Commitment, Leadership Style, Communication, Education and Training, Organizational Communication and Work Climate with titles that will be examined later, in addition to the number of previous research variables is a maximum of three variables, So there are additional free variables in the title of the study that will be done later. Based on previous research studies, there are several different research settings and present different results about the factors that affect job satisfaction and employee performance So based on the description above, researchers are interested in taking the title: "The Influence of Human Resource Development, Organizational Culture, Motivation and Work Discipline on Job Satisfaction and Employee Performance of PT. Enseval Putera Megatrading Tbk."

## **II. Research Methods**

### **Research Approach**

This research approach is distinguished by three, namely:

- This research is exploratory research, which is trying to find relatively new relationships, and explanatory is research carried out by explaining the symptoms caused by a research object.
- In terms of the data aspect, it is ex post facto research, which means that after the event, it is a research that is a systematic empirical search nature, in which the researcher cannot control his free variables because the event has occurred or its nature cannot be manipulated.
- In terms of its purpose, it is a causal study that seeks to explain the causal relationship of the influence of human resource development, organizational culture, motivation, and work discipline on job satisfaction and employee performance of PT. Enseval Putera Megatrading Tbk.

### **Data Types and Sources**

There are two types of research, namely quantitative and qualitative research. This study uses a type of quantitative research, namely systematic scientific research on relationships or influences developed using statistical models.

The data sources in this study consist of primary and secondary data:

- Primary data are data obtained from the results of observations, dissemination of questionnaires, and interviews with employees in the PT environment. Enseval Putera Megatrading Tbk
- Secondary data is data obtained at PT. Enseval Putera Megatrading Tbk.

### **Data Collection Techniques**

The data collection techniques (instruments) used are observation, questionnaires, interviews, and documentation.

- Observation is a research activity by directly participating in making observations in the field by the observed objects related to the identity data of PT employees. Enseval Putera Megatrading Tbk as respondent.
- A questionnaire is a list of statements that are distributed and given to respondents to answer questions by weighting according to category assumptions.
- The items of statements in the questionnaire are based on relevant management theories and on the findings of previous researchers. The questions or staents in the questionnaire are measured using the Likert scale as follows: scores/values 1 through 5 which means values 1 = strongly disagree, 2 = disagree, 3 = disagree, 4 = agree and 5 = strongly agree.
- An interview is a question and answers in this case the researcher confirms the object of the sanswerNamely to the head of the section of several divisions in PT. Enseval Putera Megatrading Tbk.
- Documentation is secondary data that has been processed and used as an archive to strengthen the results of observations.

### **Population and Sample**

The population in this study was all employees and the promotion team of PT. Enseval Putera Megatrading Tbk, in Makassar area. Thus the population is all employees both distribution and promotion in the Makassar area.

## **III. Results Of Research And Discussion**

Based on the empirical model proposed in this study, testing can be carried out on the hypothesis proposed by testing the path coefficient on the structural equation model. Table 33 is a hypothesis test by looking at the value of the p-value, if the value of the p-value is less than 0.05 then the relationship between variables is significant. In addition, it also explains that direct effect means that there is a positive influence



directly between variables, indirect influence means that there is a positive influence indirectly between variables, and total influence (total effect) is the accumulation of direct and indirect influences. The test results are presented in table 33:

Table 33. Direct Effect and Indirect Effect Hypothesis Testing

HIP	Independent Variable	Variable Intervening	Dependent Variable	p-value	Effect			
					OF	IE	THE	IS
H1	Human Resource Development (X <sub>1</sub> )		Job satisfaction (Y <sub>1</sub> )	0.000	0.678	-	0.678	positive and Significant
H2	Organizational Culture (X <sub>2</sub> )		Job satisfaction (Y <sub>1</sub> )	0.040	0.218	-	0.218	Positive and Significant
H3	Motivation (X <sub>3</sub> )		Job satisfaction (Y <sub>1</sub> )	0.463	-0.074	-	-0.074	Negative and Not Significant
H4	Discipline (X <sub>4</sub> )		Job satisfaction (Y <sub>1</sub> )	0.315	0.071	-	0.071	Positive and Not Significant
H5	Human Resource Development (X <sub>1</sub> )		Employee Performance (Y <sub>2</sub> )	0.115	0.231	-	0.231	Positive and Not Significant
H6	Organizational culture (X <sub>2</sub> )		Employee Performance (Y <sub>2</sub> )	0.002	0.297	-	0.297	Positive and Significant
H7	Motivation (X <sub>3</sub> )		Employee Performance (Y <sub>2</sub> )	0.014	0.228	-	0.228	Positive and Significant
H8	Discipline (X <sub>4</sub> )		Employee Performance (Y <sub>2</sub> )	0.034	-0.137	-	-0.137	Negative and Significant
H9	Job satisfaction (Y <sub>1</sub> )		Employee Performance (Y <sub>2</sub> )	0.020	0.317	-	0.317	Positive and Significant
H10	Human Resource Development (X <sub>1</sub> )	Job satisfaction (Y <sub>1</sub> )	Employee Performance (Y <sub>2</sub> )	0.034	0.231	0.218	0.449	Positive and Significant
H11	Organizational Culture (X <sub>2</sub> )	Job satisfaction (Y <sub>1</sub> )	Employee Performance (Y <sub>2</sub> )	0.124	0.297	0.069	0.366	Positive and Not Significant
H12	Motivation (X <sub>3</sub> )	Job satisfaction (Y <sub>1</sub> )	Employee Performance (Y <sub>2</sub> )	0.478	0.228	-0.024	0.204	Positive and Not Significant
H13	Discipline (X <sub>4</sub> )	Job satisfaction (Y <sub>1</sub> )	Employee Performance (Y <sub>2</sub> )	0.354	-0.137	0.023	-0.114	Negative and Not Significant

Source: Primary Data Processed, 2022.

From the hypothesis testing results in table 33 of the overall model, there were seven direct paths and three hypothesized indirect paths, four direct lines, and one indirect path insignificant. The interpretation of Table 33 can be explained as follows:

- Human Resource Development through Job Satisfaction

In the table above, the development of Human Resources has a positive and significant influence on job satisfaction with  $p = 0.000 < 0.05$  with a coefficient value of 0.687 this coefficient shows that HR development has a significant effect on job satisfaction. This is in line with research (Arsyad, 2016) that human resource development has a positive and significant effect on employee job satisfaction and significantly affects (Robbins, 2006) Human resource development is a process of developing employee skills to be able to work professionally. When employees can work professionally, then job satisfaction can be achieved. So it can be concluded that the development of human resources carried out by the company is very necessary because it greatly affects job satisfaction so that employees become more professional and will produce more optimal performance. With this, the development of human resources affects job satisfaction.

- Organizational Culture through Job Satisfaction

In the Organizational Culture indicator has a positive and significant influence on job satisfaction with  $p = 0.040 < 0.05$  with a coefficient value of 0.218, this coefficient shows that Organizational Culture has a significant effect on acceptable job satisfaction. This suggests that a strong organizational culture will result in higher job satisfaction, and vice versa. The results of this study also reinforce the opinion of Robbins (2006) who put forward several important factors that bring more job satisfaction which is work that provides an opportunity to use skills, and feedback on how well they work, the next factor is how the working conditions of employees, both in terms of personal comfort and the ability to do work, these things closely related to the rules and standards that have been determined by the company, while the rules and standards are formed from the organizational culture within the company itself.

- Motivation through Job Satisfaction

Employee motivation has a negative and insignificant influence on job satisfaction with a value of  $P = 0.463 > 0.05$  with a coefficient value of -0.074, this coefficient indicates that motivation has no significant effect on



employee performance. This means that the increase or decrease in performance is not influenced by motivation. The results of this study are supported by the research of Wijaya and Andreani (2015) who found that motivation does not affect employee performance. Thus motivation means a condition that encourages or becomes the cause of a person doing an act/activity, which takes place consciously. From this understanding, it also means that all motivational theories depart from the main principle that: "man (a person) only does activities that are fun to do." That principle does not close the condition that in a forced state a person may indeed do something he does not like in a forced state not liked in the form of activities that are forced to be carried out, tend to be ineffective and inefficient.

- **Discipline towards Job Satisfaction**

The discipline indicator has a positive and insignificant influence on job satisfaction with  $P = 0.315 > 0.05$  with a coefficient value of 0.071, this coefficient shows that high work discipline has not made employees satisfied from the results obtained performance. The results of this study are in line with research conducted by Mustafa (2015) and Supriyadi (2017) concluded that work discipline and compensation affect job satisfaction. Therefore, work discipline and compensation are very important in helping to increase employee job satisfaction so that the impact on the organization is increasing, and providing a good reputation for the company will then provide a competitive advantage and create productive employees.

- **Human Resource Development on Employee Performance**

Human resource development on employee performance has a positive and insignificant influence on performance with  $P = 0.115 > 0.05$  with a coefficient value of 0.231, this coefficient shows that human resource development does not have a significant effect on employee performance at PT Enseval Putera Megatrading. This is not in line with research from Lumintang (2016) that human resource development o Lumintang (2016) research that human resource development affects ent in human resource development (such as learning, training, and system development, rewarding and recognition, and providing climate information systems for human resource development) will encourage performance improvement individually and organizationally. With this, the development of human resources greatly affects the results of employee work on the CV. Tendeand Kombos.

- **Organizational Culture towards Employee Performance**

Organizational culture has a positive and significant influence on performance with  $P = 0.02 < 0.05$  with a coefficient value of 0.297, this coefficient indicates that there is a significant positive relationship. These results have similarities with the results of research from Sulastrri, Ghalib, & Taharuddin (2017) which shows that organizational culture has proven to have a positive and significant contribution to employee performance variables with a contribution of 55.03%. This shows a greater influence on percentage results compared to this study. In addition, there are differences in independent variables used in addition to organizational culture, namely motivation variables and job satisfaction variables. The dimensions between organizational culture and employee performance used are also different from this study.

- **Motivation for Employee Performance**

Motivation on employee performance has a positive and significant influence on employee performance with  $p = 0.014 < 0.05$  with a coefficient value of 0.228, this coefficient indicates that employees have great motivation in improving their performance. Motivation partially positively affects employee performance. This research is in line with Potu's research (2013) that motivation has a positive effect on performance. This shows that the higher the motivation of employees, the higher the performance of employees. Vice versa, the lower the employee motivation, the lower the employee performance. So the more motivation received by employees will make the performance of employees increase.

- **Discipline on Employee Performance**

Discipline on employee performance has a negative and significant influence on employee performance with  $p = 0.034 < 0.05$  with a coefficient value of -0.317, this coefficient indicates that although employees have discipline, it has not contributed to improving employee performance. Partial disciplinary variables cannot have a significant effect on employee performance at PT Enseval Putera Megatrading. This is because the regulations listed are too strict, making employees saturated. In addition, employees do not have much time to rest, for example vacation leave, because there are regulations to use leave which is only for a short time due to the need for employee outsourcing services, especially security that turns up during leave holidays, thus making employees misappropriate from existing rules.

- **Job Satisfaction with Employee Performance**

Job satisfaction in employees has a positive and significant influence on employee performance with  $p = 0.020 < 0.05$  with a coefficient value of 0.317, this coefficient indicates that employees are satisfied with their work, but less affects the improvement of employee performance. For this reason, companies must pay attention to maintaining the relationship that occurs continuously between employees and company superiors to be very important. Important things that need to be considered in the relationship are job satisfaction, performance,

communication systems, company changes and developments as well as improving employee welfare. The performance of employees in a company is influenced by several factors, namely the opportunity to obtain education and job training as well as an increase in employee job satisfaction. Since the level of satisfaction will be able to increase the morale of employees, so it can be concluded that the relationship between employees and the company becomes a reciprocal relationship.

- Human Resource Development through Job Satisfaction and Employee Performance

The influence of HR development has a positive and significant influence on employee satisfaction and performance with a coefficient value of 0.218, this coefficient indicates that employees are motivated to improve employee performance because employees are quite satisfied at work. The results of this study support research conducted by Indrawati (2013) which states that the development of human resource competencies affects employee performance through employee job satisfaction. Every employee carries out policies with a sense of responsibility and accepts the results of performance assessments carried out by leaders able to mediate human resource development. Every employee is given the same opportunity in developing a career, the opportunity to continue their studies, and is given the same right to take part in training activities to be able to encourage the performance of district ministry employees by working by their expertise because the employees of the Ministry of Rwithigion have faith and piety in God Almighty

- Organizational Culture through Job Satisfaction and Employee Performance

Organizational culture has a positive and insignificant influence on employee performance with a coefficient value of 0.069 so it can be concluded that the coefficient of job satisfaction partially has an insignificant effect on employee performance. This is not the opinion (Yudha, 2018) the results of his research state that there is a partial and simultaneous influence between organizational culture and job satisfaction on employee performance. The results are also by the theory said by (Arifianto, 2018) which states that job satisfaction in any case is very important because it has a tendency to , in any case,oyee performance. The company itself is difficult to achieve its goals without being supported by job satisfaction from the employee side.

- Motivation through job satisfaction and Employee Performance

Motivation has a direct negative and insignificant influence on employee satisfaction and performance with a coefficient value of -0.024, this coefficient indicates that the motivation they have needs to be further improved, so that employee performance can also increase through job satisfaction. Companies, especially PT Enseval Putera Megatrading, must examine motivation and work discipline during the current pandemic in order to help employee performance in accordance with motto work discipline. For example, Muklis Riyadi's research (2016) on motivation and work discipline on the performance of printing industry employees in Banyumas Karesiidenan can be compared with the motivation and work discipline of PT Enseval Putera Megatrading This research found that works in printing companies havekerj a motivation The lower and less optimal for its employees, especially printing employees in regional companies, are judged by their attitudes and behaviors. In other words, work motivation is a condition inbehaviourse employee feels a strong desire or need to complete a task. The employee's work motivation will offer energy to work or guide activities while working, as well as make karyawan realize that company goals and personal ambitions are intertwined.

- Discipline through Job Satisfaction and Employee Performance

Work discipline has a positive and insignificant influence on employee performance with a coefficient value of 0.023, this coefficient shows that the motivation they have still needed to be further improved, so that employee performance increases through job satisfaction. These results indicate that to improve performance optimally, PT Enseval Putera Megatrading needs to apply work discipline and motivation to the maximum during the Covid-19 pandemic to increase awareness and willingness to be able to comply with all company policies and related social standards (Rivai, 2004: 444)

Based on Table 33, it can be seen that six paths have a positive and significant effect. Thus the hypothesis:

H1 : Resource development and age affect job satisfaction

H2 :Organizational culture affects the job satisfaction

H6 : Organizational culture affects employee performance

H7 :Motivation affects employee performance

H9 : Job satisfaction affects employee performance

H10 :Human resource development through job satisfaction affects the performance of the work Supported empirical data and hypotheses are accepted.

H3 : Motivation affects job satisfaction.

H4 : Discipline affects job satisfaction.

H5 : Human resource development affect employee performance.

H8 : Discipline affects employee performance

H11 :Organizational culture through job satisfaction affects employee performance

H12 :Motivation through job satisfaction affects employee performance

H13 : Discipline through job satisfaction affects employee performance

### Unsupported Empirical Data dan Rejected Hypothesis

Analysis of direct effects, indirect effects, and total effects between variables in the model is used to compare the magnitude of influence of each variable construct. Direct influence is the coefficient of all coefficient lines with one-end arrows, while indirect influence is an effect that arises through an intermediate variable (intervening variable) while total influence is the influence of various relationships (Ferdinand, 2000:139). The results of the influence test are presented in Table 33 which shows the magnitude of the direct, indirect influence as well as the total influence between thand e variables.

## IV. Discussion of Research Results

The discussion of the results of this study is the result obtained from data processing using the AMOS program according to the Structural Equation Model (SEM) analysis to see the direct effect and indirect effect based on the construction of exogenous variables on endogenous variables from this study, then described each variable indicator discussed, supported by several theories and previous research to show the scientific nature of this research. More details are outlined as follows:

- Human resource development director has a positive and significant effect on employee job sapositively and significantly affectsalue is  $0.000 < 0.05$ , and the value of the coefficient of effect is positively marked. Thus the first hypothesis stating that it has a positive and significant effect on job satisfaction is accepted.
- Organizational culture directly has a positive and significant effect on employee job satisfaction. It is concluded that the p-value is  $0.040 < 0.05$ , and the value of the coefficient of effect is positively marked. Thus the second hypothesis stating that it has a positive and significant effect on job satisfaction is accepted.
- Motivation directly negatively and insignificantly affects employee job satisfaction. It is inferred so because the p-value is  $0.463 > 0.05$ , and the value of the coefficient of effect is negatively marked. Thus the third hypothesis stating that it has a negative and insignificant effect on job satisfaction is rejected. This is because at the time of the research during the Covid-19 pandemic employee work motivation decreased and required to work from home (WFH) and employees became anxious due to the Covid-19 outbreak. Furthermore, the decline in purchasing power affects sales so that it is difficult to get bonuses that were encouraging to working
- Discipline directly has a positive and insignificant effect on employee job satisfaction. It is concluded that because the p-value is  $0.315 > 0.05$ , and the value of the coefficient of effect is positively marked. Thus the fourth hypothesis stating that it has a positive and insignificant effect on job satisfaction is rejected.
- The development of the human resources director has a positive and insignificant effect on employee performance. It is inferred so because the p-value is  $0.115 > 0.05$ , and the value of the coefficient of effect is positively marked. Thus the fifth hypothesis stating that it has a positive and insignificant effect on employee performance is rejected.
- Organizational culture directly positively and significantly affects employee performance. It is concluded that because the p-value is  $0.02 < 0.05$ , the value of the coefficient of effect is positively marked. Thus the sixth hypothesis stating that it has a positive and significant effect on employee performance is accepted.
- Motivation directly has a positive and significant effect on employee performance. It is concluded that because the p-value is  $0.014 < 0.05$ , and the value of the coefficient of effect is positivelyked. Thus the seventh hypothesis stating that it has a positive and significant effect on employee performance is accepted.
- Discipline directly negatively and significantly affects the performance of employees. It is inferred because the p-value is  $0.034 < 0.05$ , and the value of the coefficient of effect is negatively marked. Thus the eighth hypothesis stating that it has a negative and significant effect on employee performance is rejected.
- Employee job satisfaction has a positive and significant effect on employee performance. It ipositively and significantly affects $0.020 < 0.05$ , the value of the coefficient has a positive sign. Thus the ninth hypothesis stating that it has a positive and significant effect on employee performance is accepted.
- Human resource development has a positive and significant effect on employee performance thpositively and significantly affects $0.034 < 0.05$ , and the value of the coefficient of effect is positively marked. Thus the tenth hypothesis stating that it has a positive and significant effect on employee performance through job satisfaction is accepted.
- Organizational culture has a positive and insignificant effect on employee performance through job satisfaction. It is concluded that because the p-value is  $0.124 > 0.05$ , the value of the coefficient of effect is positively marked. Thus the eleventh hypothesis stating that it has a positive and insignificant effect on job satisfaction through job satisfaction is rejected.
- Motivation has a positive and insignificant effect on employee performance through job satisfaction. It is inferred because the p-value is  $0.487 > 0.05$ , and the value of the coefficient of effect is positively marked. Thus the twelfth hypothesis stating that it has a positive and insignificant effect on job satisfaction through job satisfaction is rejected.

- Discipline has a negative and insignificant effect on employee performance through job satisfaction. It is inferred so because the p-value is  $0.354 > 0.05$ , and the value of the coefficient of effect is negatively marked. Thus the thirteenth hypothesis which states that it has a negative and insignificant effect on job satisfaction through job satisfaction is rejected

## **V. Research Findings**

The findings resulting from this study are as follows:

- Human resource development, and organizational culture has a positive and significant direct influence on job satisfaction.
- Organizational culture and motivation have a positive and significant direct influence on employee performance.
- Discipline has a positive and insignificant direct influence on job satisfaction.
- Human resource development has a positive and insignificant direct influence on employee performance.
- The impact of job satisfaction as an intervening variable can strengthen the positive and significant relationship between human resource development and employee performance.
- The impact of organizational culture and motivation as intervening variables also has a positive and insignificant effect on employee performance.
- Job satisfaction has a positive and significant direct influence on employee performance.
- Morphovation directly negatively and insignificantly affects job satisfaction.
- Discipline directly negatively and significantly affects the performance of employees.
- The impact of job satisfaction as an intervening variable can strengthen the negative and insignificant relationship between discipline and employee performance.

## **VI. Research Limitations**

The limitations of this study include:

- There are different sample characteristics in previous studies with this study, which do not distinguish between employees / staff and leaders/management so it is feared that there can be employees/staffs of understanding and knowledge in understanding organizational problems and conditions to affect the objectivity of the answers on the questionnaire.
- Although the validity and reliability of the research instruments have been tested, the questionnaires used in this study can be prone to bias. This is because the answers to all statements are based on self-reports from respondents so it is feared that there will be an over-estimate in
- judging himself, on the contrary under-estimating when judging things outside of himself.
- The limited time possessed by researchers in terms of providing socialization to respondents in filling out questionnaires so that it is feared that there will be answers that are not objective.
- During the research, general conditions and community activities are still required to follow government policies, including in the company environment where the research is still the Covid-19 pandemic, PPKM and all employee activities are limited to following the health protocols with strict standards.

## **VII. Conclusions And Suggestions**

### **Conclusion**

Based on the results of the questionnaire data analysis distributed to employees of PT Enseval Putera Megatrading, several conclusions were found as follows:

- Human resource development has a positive and significant influence on job satisfaction, this shows that employees still have high human resource development and this still makes employees feel satisfied and happy at work.
- Organizational Culture has a positive and significant influence on job satisfaction, this shows that the Organizational Culture owned by the company makes employees satisfied at work.
- Employee motivation has a negative and insignificant influence on job satisfaction, this shows that the motivation that employees have does not provide satisfaction at work.
- Discipline has a positive and insignificant influence on job satisfaction, this shows that high work discipline has not made employees satisfied from the results obtained performance.
- Human resource development has a positive and insignificant influence on performance, this shows that human resource development has no real effect on employee performance.
- Organizational Culture has a positive and significant influence on performance with this showing that the existence of a good Organizational Culture can make employees perform well.
- Motivation has a positive and significant influence on employee performance, this shows that employees have great motivation in improving their performance.

- Discipline has a negative and significant influence on employee performance, this shows that although employees have discipline, it has not contributed to improving employee performance.
- Job satisfaction has a positive and significant influence on employee performance, this shows that employees are satisfied with their work, but does not affect the improvement of employee performance.
- The development of human resources through job satisfaction has a positive and significant indirect influence on employee performance, this shows that employees are motivated to improve employee performance because employees are quite satisfied at work.
- Organizational Culture through job satisfaction has shows that a good Organizational Culture can further improve performance showing to the satisfaction felt by employees at work.
- Motivation through job satisfaction has a direct negative and insignificant influence on employee performance, this shows that the motivation they have needs to be further improved, so that employee performance can also increase through job satisfaction.
- Discipline through job satisfaction has a positive and insignificant indirect influence on employee performance with this value indicating that the motivation possessed needs to be further improved, so that employee performance increases through job satisfaction.

### **Suggestion**

Based on the results of the analysis and discussion above, the suggestions for PT Enseval Putera Megatrading are:

- Chairman of PT Enseval Putera Megatrading
- The results of the study proved that organizational culture, motivation, and job satisfaction are proven to affect performance, so it is suggested that leaders can improve employee organizational culture and provide motivation and enthusiasm by work. If employees have motivation from within themselves and the environment that will increase job satisfaction, so that employee performance will also increase and be maximized.
- Company leaders are advised to be able to improve the development of human resources and maintain organizational culture in the form of rewarding employee achievements, with appropriate salaries and wages, a comfortable work environment, good relations between employees and leaders, promotion, a clear career path and so on as an appreciation of employees who have good performance.
- Next Researcher

Researchers can then analyze research more deeply by looking at the influence of various variables so that a more complex analysis is obtained by looking for other variables that affect job satisfaction and employee performance in addition to the research model that has been studied. From the results of the coefficient of determination, there are still more than a few other variables that affect job satisfaction and employee performance.

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