

Effect of Work Rotation, Compensation and Work Placement on Employee Productivity PT. PJB Services PLTU Kendari Unit

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Abstract— This study aims to determine and analyze the effect of job rotation, compensation, and work placement on the productivity of PT. PJB Services Unit PLTU Kendari. The sample in this study were some employees of PT. PJB Services Unit PLTU Kendari totaling 95 people. This study uses multiple linear regression analysis.

The results showed that: (1) Job rotation, compensation, and work placement had a positive and significant effect on employee productivity. (2) Job rotation has a positive and significant effect on employee productivity. (3) Compensation has a positive and significant effect on employee productivity (4) Work placement has a positive and significant effect on employee productivity.

Index Terms— Job Rotation, Compensation, Work Placement, and Employee Productivity.

1 INTRODUCTION

A job is a learning process that is repeated every day. In work, unique phenomena are often found in many things. There is an inseparable part of a job, namely human resources. In the professional world, human resources have been planned in such a way that they can meet job standards and company goals. The word ideal only exists in theory but is very difficult to find in reality. In managing work, it is also very important to manage human resources. Work experience is the process of forming knowledge or skills about the method of a job because of the employee's involvement in the implementation of work tasks (Manulang, 2001).

Selection is an activity of selecting and determining applicants who are accepted or rejected to become company employees (Hasibuan, 2010). Each human resource has a different educational background. The educational background needs to be adjusted to the company's needs to achieve the target. Often many people are placed in fields that are not in accordance with their educational background due to various considerations from the company. Routines at work can make a person capable and even an expert in a particular field of work. However, the capacity and ability to adapt to something new varies from person to person. Some people quickly adapt to new jobs that are not by their educational background and interests, some people are slow to adapt to it. So that in some

areas of work there is a decrease in productivity and not achieving deadlines or perfection in completing work. Placement is a follow-up to the selection, namely placing prospective employees who are accepted into positions/jobs that need them as well as delegating authority to that person, so that prospective employees will be able to carry out their duties in the relevant position (Hasibuan, 2010).

There are still many human resources that have not been managed optimally. Many things can affect this. In seeking the potential of each human resource, it is necessary to do something called refreshment and learning of new things. Sometimes a routine is not a good thing because everyone will form the same work pattern so they cannot see the development of each individual significantly. Even in some cases, some employees can outsmart the system with shortcuts because these employees have got a definite pattern in doing work. In addition, employees who do the same repetitive work over a long period will have a high level of saturation so that which can hinder productivity and innovation in what is their routine. Job rotation or field rotation is one way that can be used to explore employee potential further and become a place to find innovations for new jobs to create a productive work climate.

In several cases that occurred in the work environment of PT. PJB Services Unit PLTU Kendari there are still some peo-

ple who from the beginning the PLTU was established for 8 years still working in the same field, in the same position and doing the same routines even though they have a fairly qualified educational background in career development. In the way of working, there is a tendency to increase laziness so that productivity decreases and there is no innovation in work. In addition, during the 4 years, the author has worked in the company, it is very rare to rotate employees to change fields so that employees can learn new things and the company can look for new superior seeds who might become successor cadres in the company.

2. LITERATURE REVIEW

2.1. Work Rotation Concept

Stephen and Judge (2006:649) expressed their opinion that job rotation is the periodic change of an employee from one task to another. When one activity is no longer challenging, the employee is transferred to another job. Usually done at the same level which has the same skill requirements. According to Kaymaz, job rotation is a job design with a broad approach used by many companies at various hierarchical levels. Meanwhile, according to Hasibuan, job rotation is a change in the place or position of employees but still at the same level in an organization. Another term for job rotation is mutation.

2.2. Compensation Concept

According to Marwansyah (2016: 269) compensation is an award or reward directly or indirectly, financial or non-financial, which is fair and appropriate to employees, as a reward or contribution/service to the achievement of company goals. According to Nawawi (2011: 314) compensation is an award/reward to workers who have contributed to realizing their goals, through activities called work. According to Wibowo (2016: 271) Compensation is the number of packages offered by the organization to workers in return for the use of their workforce.

According to Hasibuan (2010) compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. The establishment of an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance.

According to Veithzal Rivai (2015), compensation indicators are:

- a) Salary: Remuneration for services expressed in the form of money by superiors to employees or employees.
- b) Incentives: types of compensation other than salary given by the organization which is seen based on performance results.
- c) Benefits: types of compensation in the form of non-financial, such as health and life insurance, holidays covered by the company, pension plans, and other benefits related to employment relations.
- d) Facility: a type of non-financial compensation that can represent a substantial amount of compensation, espe-

cially for executives who are paid handsomely by the company.

2.3. Job Placement Concept

Mathis and Jackson (2011) define placement as placing a person's position into the right job position, how well an employee fits his job will affect the amount and quality of work. According to Danang Sunyoto (2014), placement is the process or filling of positions or reassignment of employees to new tasks or positions or different positions.

According to B. Siswanto Sastrohadiwiryo (2003), manpower placement is the process of assigning tasks and jobs to workers who pass the selection to be carried out according to a predetermined scope can account for all risks and possibilities that occur in their duties and work, authority, and their responsibilities. Similarly, according to Veithzal Rivai Zainal (2015), placement is the assignment or reassignment of an employee to his new job.

2.4. Work Productivity Concept

In an organization, humans are one of the factors of production that are the driving force for other factors of production. Without humans, other production factors are useless, that employee work productivity is important for the success of company activities. Work productivity according to Sinungan (2003:74) is "The value of the goods or services produced is divided by the value spent to obtain these goods or services".

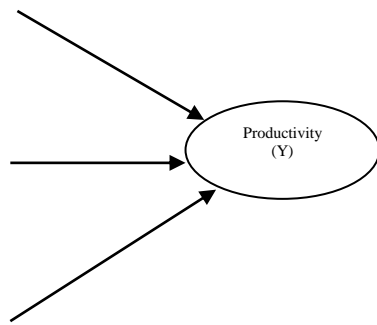
According to Sedarmayanti (2011: 80), explains that "Productivity is defined as the level of efficiency in producing goods and services, productivity prioritizes good use of resources in producing goods and services". While Moeljono (2005:64), explains that "Productivity is a comparison between the results achieved with the participation of labor, time regulations (usually per person's working hour). The participation of the workforce here is the efficient and effective use of resources.

The above understanding explains that work productivity is an ability to provide maximum results by using minimum labor or resources and; A comparison between the output (output) with the input (input) in the company. Thus productivity is the ratio of output to input, the higher this ratio the higher the productivity. The level of productivity, in a certain period as well as its comparison with the ratio of productivity from time to time, is an important benchmark.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on the theory described above, a conceptual model or theoretical framework that can be developed in this study is as presented in Scheme 1. below:



3.2 Research Hypotheses

Based on the formulation of the problem with the research framework that has been put forward, the hypothesis of this research is as follows:

1. Job rotation, compensation, and work placement have a significant positive effect on the productivity of PT. PJB Services Unit PLTU Kendari.
2. Job rotation has a significant positive effect on the productivity of PT. PJB Services Unit PLTU Kendari.
3. Compensation has a significant positive effect on the productivity of PT. PJB Services Unit PLTU Kendari.
4. Work placement has a significant positive effect on employee productivity at PT. PJB Services Unit PLTU Kendari.

4. RESEARCH METHOD

Research Design

In this study, the researcher used an explanatory research design. According to Singarimbun and Effendi (1995), explanatory research is research that explains the relationship between research variables and hypothesis testing that has been formulated previously. In this study, there is a hypothesis that will be tested for truth. The hypothesis describes the relationship between variables, to find out whether a variable is associated or not with other variables, or whether the variable is caused or influenced or not by other variables according to Sani and Vivin (2013: 181). The typology of research that is explanatory in this study is the effect of job rotation and compensation on work placement and employee productivity.

Research Instruments and Respondents

The respondents in this study were all employees of PT. PJB Services Unit PLTU Kendari, which has as many as 125 people. The method of selecting the sample in this study used the census method, namely using the Taro Yamane formula so that the number of respondents was 95 people.

Data Collection Technique

Data collection techniques in this study are:

1. The questionnaire, conducted by submitting a list of statements to respondents in this case employees of PT. PJB Services Unit PLTU Kendari.
2. Documentation, namely recording or photocopying documents related to research such as the number of employee data and a brief history.

Data Analysis Method

Validity Test and Reliability Test

Validity is an index that shows the extent to which a measuring instrument measures what needs to be measured. For this reason, item analysis was carried out using the Pearson product-moment correlation method. Validity is done by using the product-moment correlation coefficient, the test criteria used in the instrument are said to be valid if the value of $r > 0.30$ (cut of a point) Sugiyono (2010:77).

Reliability testing was carried out on the statement items used in this study using the Cronbach Alpha method. The cut of point accepted for Cronbach's Alpha level is 0.60 although this is not an absolute standard by Uma Sekaran (2003:103). The instrument is considered to have an acceptable level of reliability if the value of the measured reliability coefficient is 0.60.

Multiple Linear Regression Analysis

Regression analysis is a statistical technique that is useful for examining and modeling relationships between variables. Multiple regression is often used to solve the problem of regression analysis which results in the relationship of two or more independent variables.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Research Instrument Validity Test

The results of the instrument validity test can be seen in table 1. the following.

Table 1. Instrument Validity Test Result

Indicator Items	r-value	Status	Indicator Items	r-value	Status
X1.1.	,890	Valid	X2	,928	Valid
X1.1.	,862	Valid	X3	,928	Valid
X1.2.	,919	Valid	X3	,874	Valid
X1.2.	,887	Valid	X3	,937	Valid
X1.3.	,922	Valid	X3	,868	Valid
X1.3.	,939	Valid	X3	,893	Valid
X1.3.	,921	Valid	X3	,928	Valid
X1.4.	,907	Valid	X3	,871	Valid

X1.4.	,924	Valid	X3	,885	Valid
X1.5.	,904	Valid	X3	,890	Valid
X1.5.	,928	Valid	X3	,940	Valid
X2.1.	,925	Valid	Y1	,898	Valid
X2.1.	,939	Valid	Y1	,962	Valid
X2.2.	,952	Valid	Y1	,931	Valid
X2.2.	,923	Valid	Y1	,961	Valid
X2.3.	,906	Valid	Y1	,918	Valid
X2.3.	,896	Valid	Y1	,946	Valid
X2.4.	,935	Valid	-	-	-

Source: Primary data processed

Based on table 4.2. it shows that all indicator items that measure each variable produce a validity coefficient of more than 0.30 ($r > 0.30$). Thus, it can be stated that the data collection instrument used in this study is valid.

Research Instrument Reliability Test

The results of the instrument reliability test can be seen in table 2. the following.

Table 2. Instrument Reliability Test Results

Variabels	Cronbac'h Alpha	Information
Work Rotation	0,7	Reliable
Compensation	0,8	Reliable
Job Placement	0,7	Reliable
Employee Productivity	0,8	Reliable

Source: Primary Data Processed

Based on table 2. it can be concluded that all indicator items used to measure each variable have a coefficient number greater than 0.60. Therefore, the instrument used in collecting data can be declared reliable.

Hypothesis Test

To prove the research hypothesis proposed in this study, the multiple linear regression method was used with the following analysis results:

Table 3. Hypothesis Testing Results

Independent Variable (X)	Regression Coefficient	Significance	Information
Work Rotation (X ₁)	0,327	0,000	Significant
Compensation (X ₂)	0,466	0,000	Significant
Job Placement (X ₃)	0,214	0,001	Significant
R Square = 0,941			N = 95 $\alpha = 0,05$
R = 0,970			
Significant = 0,000			
Standar error = 1,682			

Source: Primary data processed

Multiple Linear Regression Analysis Equation

Based on the results of the calculations as in table 5.11, the regression model is generated as an explanatory model for the effect of job rotation, compensation, and work placement on the productivity of employees of PT. PJB Services Unit PLTU Kendari can be stated as follows:

$$Y = 0.327 X_1 + 0.466 X_2 + 0.214 X_3 + 1.682$$

Based on the regression equation, the following explanation can be put forward:

- The regression coefficient for the work rotation variable (X₁) is 0.327, indicating that there is a positive effect of job rotation on employee productivity with the assumption that other factors (compensation and work placement) are considered constant (Ceteris Paribus).
- The regression coefficient for the compensation variable (X₂) is 0.466, indicating that there is a positive effect of compensation on employee productivity with the assumption that other factors (work rotation and work placement) are considered constant (Ceteris Paribus).

ble (X₂) is 0.466, indicating that there is a positive effect of compensation on employee productivity with the assumption that other factors (work rotation and work placement) are considered constant (Ceteris Paribus).

- The regression coefficient for the job placement variable (X₃) is 0.214, indicating that there is a positive effect of job placement on employee productivity assuming other factors (job rotation and compensation) are considered constant (Ceteris Paribus).

Correlation Coefficient (R)

According to the results of the study, the correlation coefficient between job rotation, compensation, and work placement on the productivity of PT. PJB Services Unit PLTU Kendari is 0.970 which means there is a very strong relationship. This

means that good job rotation, compensation, and work placement can increase the productivity of PT. PJB Services Unit PLTU Kendari.

Coefficient of Determination (R Square)

Based on the results of the calculation of the coefficient of determination obtained by 0.941, this means that the contribution of work rotation, compensation, and work placement to the productivity of PT. PJB Services Unit PLTU Kendari amounted to 94.1%. The rest, which is 5.9%, is explained by other variables that are not included in this research model.

5.2 Discussion

The Effect of Job Rotation, Compensation and Work Placement on Employee Productivity

The results of data analysis in this study obtained the value of the regression coefficient which shows a positive and significant influence between the variables of job rotation, compensation, and work placement on the productivity of employees of PT. PJB Services Unit PLTU Kendari. This shows that job rotation, compensation, and job placement will be able to increase the productivity of PT. PJB Services Unit PLTU Kendari. According to the results of partial regression model testing, it is known that job rotation, compensation, and work placement have a positive and significant effect on employee productivity at PT. PJB Services Unit PLTU Kendari. It can be interpreted that the higher the work rotation, compensation, and work placement, the productivity of PT. PJB Services Unit PLTU Kendari will be even higher.

The results of this study are supported by the opinion expressed by Hasibuan (2010: 118) which states that compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the organization. Compensation is divided into two, namely: 1) direct compensation in the form of salaries, wages, and incentive wages and 2) indirect compensation or employee welfare such as health insurance, full salary without taking into account other factors that reduce hours. work.

The results of this study are in line with the opinion expressed by Hasibuan (2008:32), which states that "employee placement is a follow-up to the selection, namely placing prospective employees who are accepted into positions/jobs they need and at the same time delegating them to that person". Every company must be able to select and determine competent employees to fill vacant positions so that the main tasks in these positions can be carried out. For this reason, workers must be obtained who have the ability by the position that will be their responsibility, in other words, the candidate who is placed must have the necessary competencies to be able to carry out work in a position effectively and efficiently.

The Effect of Work Rotation on Employee Productivity

The results of data analysis in this study obtained the value of the regression coefficient which shows a positive and significant influence between the work rotation variables on the productivity of PT. PJB Services Unit PLTU Kendari. This shows that job rotation will be able to increase the productivity of PT. PJB Services Unit PLTU Kendari. According to the results of

partial regression model testing, it is known that job rotation has a positive and significant effect on employee productivity at PT. PJB Services Unit PLTU Kendari. It can be interpreted that the higher the work rotation, the productivity of PT. PJB Services Unit PLTU Kendari will be even higher.

Job rotation is the most effective method to increase employee productivity. With this work rotation method, employees will add skills from various fields of work, experience, abilities, and knowledge related to technological changes, so that it will provide increased productivity. However, if the job rotation is carried out without being based on knowledge and experience that is by the employee's abilities, it can have a negative effect in the form of a decrease in one's productivity and quality of work. Therefore, job rotation must be carried out with careful planning and measurement.

The results of this study are in line with the opinion expressed by Adomi (2006) which states that job rotation is the most effective system for reassigning employees from one position to another in the same organization to improve one's skills, experience, and motivation and generate competitive advantage. for the organization.

The results of this study also support the results of research conducted by Opranma and Lawrence (2015) which concluded that there was a positive and significant influence on employee performance. The results of another study conducted by Ratni Dewi (2017) stated that job rotation had a positive effect on employee performance. Thus it can be said that job rotation has a positive effect on employee performance.

The Effect of Compensation on Employee Productivity

The results of data analysis in this study obtained the value of the regression coefficient which shows a positive and significant influence between compensation variables on employee productivity at PT. PJB Services Unit PLTU Kendari. This shows that compensation will be able to increase the productivity of PT. PJB Services Unit PLTU Kendari. According to the results of the partial regression model testing, it is known that compensation has a positive and significant effect on employee productivity at PT. PJB Services Unit PLTU Kendari. It can be interpreted that the higher the compensation, the productivity of PT. PJB Services Unit PLTU Kendari will be even higher.

The results of this study are supported by the opinion expressed by Hasibuan (2007: 118) which states that compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the organization. Compensation is divided into two, namely: 1) direct compensation in the form of salaries, wages, and incentive wages and 2) indirect compensation or employee welfare such as health insurance, full salary without taking into account other factors that reduce hours. work.

The results of this study are in line with the opinion expressed by Siagaran (2003) that in developing a compensation system, the interests of employees must always be prioritized and then the interests of the organization. Therefore, when employees receive compensation that is proportional to their contribution, they will tend to maintain it and even improve their performance. The results of this study also support the results of research conducted by Anoki Herdian Dito (2010) which states that compensation has a positive and significant effect on

employee productivity. As well as other research conducted by Henofa (2017) that financial and non-financial compensation has a positive effect on employee productivity. Thus it can be said that compensation has a positive effect on employee productivity.

The Effect of Work Placement on Employee Productivity

The results of data analysis in this study obtained the value of the regression coefficient which shows a positive and significant influence between the work placement variables on the productivity of PT. PJB Services Unit PLTU Kendari. This shows that the work placement will be able to increase the productivity of PT. PJB Services Unit PLTU Kendari. According to the results of partial regression model testing, it is known that work placement has a positive and significant effect on employee productivity at PT. PJB Services Unit PLTU Kendari. It can be interpreted that the higher the work placement, the productivity of PT. PJB Services Unit PLTU Kendari will be even higher.

A way to produce skilled and reliable human resources requires a plan in determining the employees who will fill the jobs in the company concerned. Success in manpower procurement lies in the accuracy in placing new employees and old employees in new positions. The placement process is very decisive in getting competent employees that the company needs because the right placement in the right position will be able to help the company in achieving its goals.

The results of this study are in line with the opinion expressed by Siswanto Sastrohadiwiryo (2003) which states that workforce placement is the process of assigning tasks and jobs to workers who pass the selection to be carried out according to a predetermined scope and can account for all risks and possibilities involved. occurs over the duties and work, authority, and responsibilities. Similarly, according to Veithzal Rivai Zainal, placement is the assignment or reassignment of an employee to his new job. The results of this study also support the results of research conducted by Endang Haryati, et.al (2016) and Wisdalia Maya Sari (2018) concluded that work placement has a positive and significant effect on employee productivity.

Research Limitations

The researcher realizes that the implementation of this research cannot be separated from the limitations experienced, in addition to the limitations of time and cost, namely:

1. This study uses a questionnaire so that sometimes the answers given by respondents do not show the real situation because they are not supported by in-depth interviews.
2. The data obtained are direct answers from research respondents, so that the acquisition of data in this study is strongly influenced by the perception and honesty of respondents in providing answers to the statements given in the questionnaire.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the results of data analysis, proof of hypotheses, and discussion of research results, it can be concluded that:

1. Job rotation, compensation, and work placement have

a positive and significant impact on the productivity of PT. PJB Services Unit PLTU Kendari. This shows that the better the job rotation, compensation, and work placement, the higher the employee productivity.

2. Job rotation has a positive and significant effect on the employee productivity of PT. PJB Services Unit PLTU Kendari. This shows that the better the work rotation, the higher the employee productivity.
3. Compensation has a positive and significant effect on the employee productivity of PT. PJB Services Unit PLTU Kendari. This shows that the better the work rotation, the higher the employee productivity.
4. Work placement has a positive and significant effect on the employee productivity at PT. PJB Services Unit PLTU Kendari. This shows that the better the work placement, the higher the employee productivity.

6.2 Suggestions

Suggestions in this study are as follows:

1. For PT. PJB Services Unit PLTU Kendari is advised to continue to increase work rotation, compensation, and work placement so that it will have an impact on increasing employee productivity.
2. To obtain a more comprehensive explanation of the effect of job rotation, compensation, and job placement on the productivity of PT. PJB Services Unit PLTU Kendari, then in the next research it is recommended to be able to develop other variable dimensions, namely the work environment and work involvement variables. This is based on this research is part of the variables that affect employee productivity.
3. As reference material for further researchers who are expected to expand further from previous research both variables by adding work environment variables and work involvement as well as the object under study.

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