



The Effect of Work Stress and Work Conflict on Employees Turnover Intention In Middle Small Micro Enterprises (MSMEs) In South Tangerang Region

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ABSTRACT

This study aims to determine the effect of work stress and work conflict on the turnover intention of employees of Micro, Small and Medium Enterprises (MSMEs) in the South Tangerang Region. The method used is explanatory research with analysis techniques using statistical analysis with regression testing, correlation, determination, and hypothesis testing. The results of this study work stress have a significant effect on the turnover intention by 37.0%, the hypothesis test is obtained $t_{count} > t_{table}$ or $(7,438 > 1,986)$. Work conflict has a significant effect on the turnover intention by 49.9%, hypothesis testing is obtained $t_{count} > t_{table}$ or $(9,679 > 1,986)$. Work stress and work conflict simultaneously have a significant effect on turnover intention with the regression equation $Y = 9,021 + 0,272X_1 + 0,510X_2$. The contribution of the effect was 55.2%, the hypothesis test obtained $F_{count} > F_{table}$ or $(57,286 > 2,700)$.

Keywords: Job Stress, Work Conflict, Turnover Intention.

INTRODUCTION

Rapid environmental changes, which are marked by advances in information, changes in market tastes, changes in demographics, economic fluctuations, and other dynamic conditions require organizations to respond to changes to survive in global competition. Organizations often have to change their organizational structure and form so that they can respond to changes that occur (Maduningtias, 2020; Niswaty et al., 2019; Sari et al., 2020). These organizational changes will have an impact on every individual in the organization. Every individual who is part of an organization is required to develop and realize their full competence (Pitafi et al.,

2018; Singh, 2008; Waris, 2015; Zhang, 2018). The organization will take advantage of the competencies possessed by individuals by developing opportunities for each individual to develop their careers. Changes in organizational environmental conditions, both internal and external, encourage organizations to respond quickly (responsively) and adapt (adaptive) to a market environment full of competition.

Organizations must be more flexible to adapt to an increasingly competitive environment (Hatane, 2015; Ibrahim et al., 2017). Organizational flexibility is determined by resources that have high abilities and skills (knowledge assets) which make the organization have a competitive advantage so that it can win the competition (Parola et al., 2018; Švárová & Vrchota, 2014; Xu et al., 2013). In this era of globalization, competition in the market will be tighter. To be superior in competition, the company must have better performance, which depends on how superior the company is managed by managers and top decision-makers. To achieve better performance, the company must be able to take advantage of the existing resources, including maximizing the function of human resources. In general, human resources aim to improve company performance through the formation of reliable human resources (Kazakovs et al., 2015; Raudeliūnienė & Meidutė-Kavaliauskienė, 2014; Said et al., 2017; Sparkes & Miyake, 2000).

About human resources, from various studies that have been carried out, changes in organizational environmental conditions both internally and externally can directly or indirectly affect work conflict and employee stress levels which can reduce the level of job satisfaction which in turn can lead to the intention to move for employee (turnover intention) which in turn can lead to actual turnover. Various definitions of turnover have been put forward by the researchers. Turnover according to (Cotton & Tuttle, 1986) is defined as an estimate of the likelihood that an individual will remain in an organization. Therefore, the identification process of the factors that influence the intention to move (turnover intention) becomes an important matter to consider and becomes an effective way to reduce the actual turnover rate. In connection with the emergence of turnover intention, employees who have work conflicts will decrease their productivity, contribute less to organizational goals and objectives, and generally have a low desire to leave the company.

Likewise, Small and Medium Enterprises (UMKM) actors in the South Tangerang area are currently growing more and more. This indicates that the interest in community entrepreneurship is getting higher. However, the obstacle that is often faced is the increasing number of employees who leave work so that business people sometimes start again educating new employees to be able to carry out their jobs.

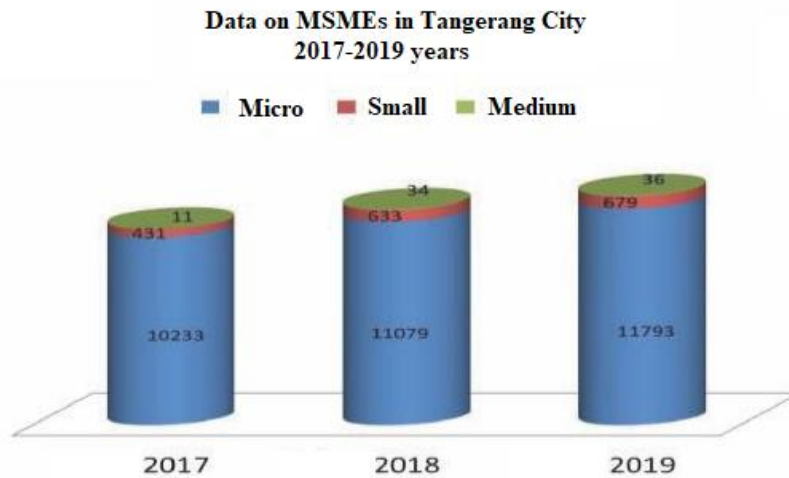
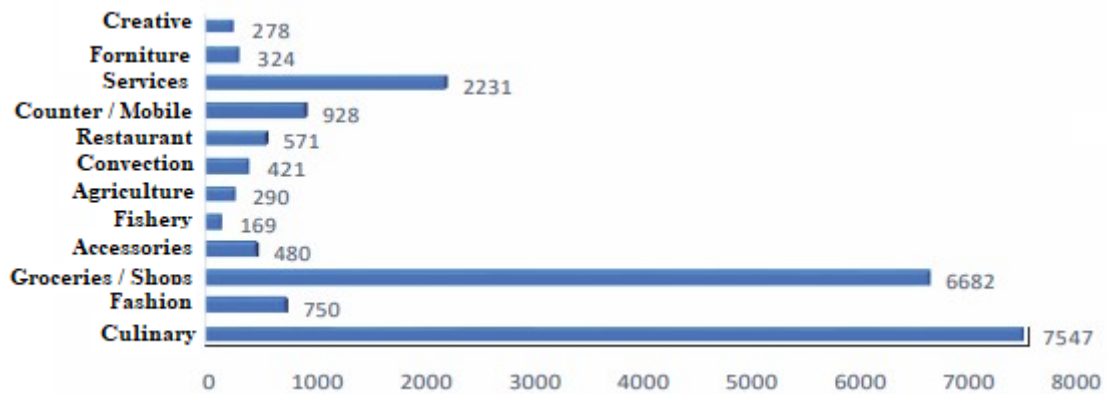


Figure 1. Number of MSMEs by Type in South Tangerang City (2019)

The relatively good development of MSMEs in South Tangerang also raises several obstacles in increasing the competitiveness of products in the market. Abidin and Dharma (2015) reveal the problems faced by MSMEs in South Tangerang stem from internal and external factors. First, MSMEs face limited capital constraints. Second, MSMEs face problems with human resources who have limited knowledge and skills. Third, weak business networks and market penetration due to the limited number of products and product quality that are not yet competitive to be able to compete with large businesses that have good marketing networks and technology utilization. Fourth, the flood of imported goods as an implication of free trade.



Source: Department of Cooperatives and SMEs in South Tangerang City

Worker dissatisfaction can lead to unwanted work results such as theft, looking for odd jobs, and can lead to absenteeism. Transfer of employees can have fatal consequences for organizations because they experience a shortage of experts in the labor market and lead to high educational costs for entry-level employees. One of the various factors that need to be addressed by the company to reduce employee turnover is how the company manages work conflicts faced by employees that are good and conducive to employee work activities and the existence of efforts to manage good and sustainable human resources to reduce stress levels that can be experienced by employees. There are many studies on employee job stress.

(Robbins & Coulter, 2012) defines stress as a dynamic condition in which individuals face opportunities, constraints, or demands related to what they really want and the results are

perceived as uncertain but important. Another definition of stress is put forward by (Rahutami, 1994) which defines stress in 3 categories/points of view, namely, stress which is defined from the definition of stimulus, the definition of response, and a combination of the three which is called the definition of stimuli-physiological. The definition of a stress stimulus is a force or stimulant that presses an individual so as to cause a response to the strain, where the tension in a physical sense changes shape. Meanwhile, when viewed in terms of response, stress is a physiological or psychological response from a person to environmental pressure, where the stressor is in the form of external events or situations that can be dangerous. From these two definitions, a third definition emerges which is a combined stimulus-physiological approach, namely, stress is a consequence of the reciprocal influence (interaction) between environmental stimuli and individual responses.

Apart from stress, another factor that becomes the variable in this study is work conflict. According to (Anatan & Ellitan, 2005), conflicts in the workplace, giving too much workload to employees can cause prolonged stress, namely unpleasant conditions or situations faced by everyone both physically and mentally. High work conflict in a company will make employees feel unhappy and do not have the awareness to be part of the company. This increases the desire to resign. The situation at a time of high work conflict can result in employee displacement (Chan, 2004).

Based on the background of these problems, the authors conducted a study entitled: "The Effect of Job Stress and Work Conflict on Turnover Intention of Employees of Micro, Small and Medium Enterprises (MSMEs) in South Tangerang Region".

METHOD

The population is a set of objects that are determined through certain criteria which will be categorized into the object to be studied. According (Sugiyono, 2017) defining population is the number of generalization areas consisting of objects or subjects that have the qualities and characteristics set by the researcher and conclusions are drawn. The population in the study amounted to 96 respondents of employees of Micro, Small and Medium Enterprises (UMKM) South Tangerang Region. According to (Sugiyono, 2017), "The sample is the number and characteristics of the population". Meanwhile, (Suharsimi, 2013) argues that "The sample is part or representative of the population under study". The sampling technique in this study was to use the Rao Purba formula and obtained a sample of 96 respondents. The type of research used is associative, where the aim is to find out how to find a connection between. In analyzing the data used instrument test, classical assumption test, regression, coefficient of determination, and hypothesis testing

RESULT AND DISCUSSION

Test Instruments

This test used the validity test and reliability test. The validity test is intended to determine the accuracy of the data regarding the suitability between what is being measured and the measurement results. According to (Sugiyono, 2017) "Valid means that there are similarities between the collected data and the real data". Meanwhile, (Ghozali, 2016) argues that "A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire." To test the validity, the 2 tailed significance value is seen compared to the 0.05 provided that:

- 1) If the 2 stringed significance value < 0.05 , then the instrument is valid,
- 2) If the 2 stringed significance value > 0.05 , then the instrument is not valid,

From the test results obtained for each item statement for all variables obtained a significance value of 2 tailed of $0.000 < 0.05$, thus the instrument is valid. The next test is the reliability union. The reliability test analysis model used in this study is the Alpha Cronbach model. According to Ghazali (2013), "reliability is a tool for testing the consistency of respondents' answers to the questions in the questionnaire. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time". The measurement is done by using Cronbach's Alpha analysis. Ghazali (2013) classifies the value of Cronbach's Alpha as follows: 1) If the value of Cronbach's Alpha > 0.60 , it is declared reliable; 2) If the value of Cronbach's Alpha < 0.60 , it is declared unreliable. The test results are as follows:

Table 1. Reliability Testing

Variable	Cronbach's Alpha	Critical Standards Alpha	Information
Work stress (X1)	0,715	0,600	Reliable
Work Conflict (X2)	0,700	0,600	Reliable
Turnover Intention (Y)	0,694	0,600	Reliable

Based on the results of the above testing, the overall variable job stress (X1), work conflict (X2) obtained a Cronbach alpha value greater than 0.60. Thus it is declared reliable.

Classic assumption test

The classical assumption test is intended to determine the accuracy of the data. According to Singgih Santoso (2011) "A regression model will be used to make forecasts, a good model is a model with minimal forecast errors". Therefore, a model before use should fulfill several assumptions, which are commonly called classical assumptions. In this study, the classical assumption tests used included: Normality Test, Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The results are as follows:

1. Normality test

The normality test is done to test whether the regression model, the dependent variable, and the independent variable are normally distributed or not. The results of the normality test using the Kolmogorov-Smirnov Test are as follows. Kolmogorov-Smirnov Normality Results Table 2.

Table 2. Results of Kolmogorov-Smirnov Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
<i>Turnover intention (Y)</i>	.082	96	.119	.983	96	.249

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of 0.119 is obtained where the value is greater than the value of $\alpha = 0.050$ or ($0.199 > 0.050$). Thus, the assumption of the distribution of the equation in this test is normal.

2. Multiconilierity Test

Mutlycolinearity testing is carried out to ensure that the independent variables do not have multicollinearity or do not have a correlation effect between the variables set as models in the study. The multicollinearity test is carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF). The test results are as follows. Table of Multicollinearity Test Results with Collinierity Statistic.

Table 3. Multicollinearity Test Results with Collinierity Statistic.

Model		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	Tolerance	VIF	
		B	Std. Error	Beta			
1	(Constant)	9.021	2.840				
	Work stress (X1)	.272	.082	.288	.638	1.568	
	Work Conflict (X2)	.510	.083	.533	.638	1.568	

a. Dependent Variable: *Turnover intention (Y)*

Based on the test results in the table above, the tolerance value for each independent variable is $0.638 < 1.0$ and the Variance Inflation Factor (VIF) value is $1.568 < 10$, thus this regression model does not occur multicollinearity

3. Autocorrelation Test

Autocorrelation testing is used to determine whether or not there are correlation deviations between sample members. The test was carried out with the Darbin-Watson test (DW test). The test results are presented in table 4.

Tabel 4. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.743 ^a	.552	.542	2.464	1.920

a. Predictors: (Constant), Konflik kerja (X2), Stress kerja (X1)

The test results in the table above show that the Durbin-Watson value is 1,920, this value is between the interval 1,550 - 2,460. Thus the regression model stated that there was no autocorrelation disorder

4. Heteroskedasticity test

Heteroscedasticity testing is intended to test whether in a regression model there is an inequality of residual variance. The test results are presented in table 5.

Table 5. Heteroskedasticity Test

Model		Coefficients ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	1.198	1.719		.697	.488	
	Stress kerja (X1)	-.062	.050	-.160	-1.249	.215	
	Konflik kerja (X2)	.080	.050	.203	1.585	.116	

a. Dependent Variable: RES2

The test results using the Glejser test obtained the Sig. > 0.05 . Thus regression model there is no heteroskedasticity disorder.

Descriptive Analysis

In this test, it is used to determine the minimum and maximum score, mean score and standard deviation of each variable. The results are as follows. Descriptive Statistics Analysis Results Table 6.

Table 6. Descriptive Statistics Analysis Results Table

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Stress kerja (X1)	96	32	48	38.02	3.850
Konflik kerja (X2)	96	30	47	38.60	3.807
Turnover intention (Y)	96	31	47	39.07	3.643
Valid N (listwise)	96				

Work stress is obtained by a minimum variance of 32 and a maximum variance of 48 with a mean score of 3.80 with a standard deviation of 3.850. Work conflict obtained a minimum variance of 30 and a maximum variance of 47 with a mean score of 3.86 with a standard deviation of 3.807. Turnover intention obtained a minimum variance of 31 and a maximum variance of 47 with a mean score of 3.90 with a standard deviation of 3.643.

Verificative analysis

This analysis aims to determine the effect of the independent variable on the dependent variable.

1. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are presented in table 7.

Table 7. Multiple Linear Regression Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.021	2.840		3.177	.002
	Work stress (X1)	.272	.082	.288	3.311	.001
	Work Conflict (X2)	.510	.083	.533	6.138	.000

Based on the test results in the table above, the regression equation $Y = 9.311 + 0.372 X1 + 0.406 X2$ is obtained. From this equation it is explained as follows:

- 1) A constant of 9.311 means that if the tour guide and promotion strategy do not exist, there is already a tourist interest value of 9.311 points.
- 2) The regression coefficient guides at 0.372, this figure is positive it means that whenever there is an increase in the guide by 0.372 then the tourists will be increased by 0.372 points.
- 3) The regression coefficient promotion strategy of 0.406, this figure is positive it means that whenever there is an increase in the promotion strategy of 0.406 then the tourists will be increased by 0.406 points.

1. Correlation Coefficient Analysis

Correlation coefficient analysis is intended to determine the level of strength of the relationship between the independent variable and the dependent variable either partially or simultaneously. The test results are presented in table 8.

Table 8. Test Results for Correlation Coefficient of Job Stress on Turnover Intention.

		Stress kerja (X1)	Turnover intention (Y)
Work stress (X1)	Pearson Correlation	1	.609**
	Sig. (2-tailed)		.000
Work Conflict (X2)	Pearson Correlation	.609**	1
	Sig. (2-tailed)	.000	

Based on the test results, it is obtained a correlation value of 0.609, meaning that job stress has a strong relationship to turnover intention.

Table 9. Test Results for Correlation Coefficient of Work Conflict on Turnover Intention

		Konflik kerja (X2)	Turnover intention (Y)
Work Conflict (X2)	Pearson Correlation	1	.707**
	Sig. (2-tailed)		.000
Turnover intention (Y)	Pearson Correlation	.707**	1
	Sig. (2-tailed)	.000	

Based on the test results obtained a correlation value of 0.707, meaning that work conflict has a strong relationship to turnover intention

Table 10. The Results of Correlation Coefficient Testing for Work Stress and Work Conflict simultaneously on Turnover Intention.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.542	2.464

a. Predictors: (Constant), Work Conflict (X2), Work Stress (X1)

Based on the test results obtained a correlation value of 0.743, meaning that work stress and work conflict simultaneously have a strong relationship to turnover intention.

2. Analysis of the coefficient of determination

Analysis of the coefficient of determination is intended to determine the percentage of influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

Table 11. The Results of Testing the Coefficient of Determination of Work Stress on Turnover Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.370	.364	2.905

a. Predictors: (Constant), Work Stress (X1)

Based on the test results, it was obtained a determination value of 0.370, meaning that work stress had an influence of 37.0% on turnover intention.

Table 12 The Results of Testing the Coefficient of Determination of Work Conflict on Turnover Intention.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.499	.494	2.592

a. Predictors: (Constant), Work Conflict (X2)

Based on the test results, it was found that a determination value of 0.499 means that work conflict has an influence of 49.9% on turnover intention.

Table 13. Results of Testing the Coefficient of Determination of Work Stress and Work Conflict on Turnover Intention.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.542	2.464

a. Predictors: (Constant), Work Conflict (X2), Work Stress (X1)

Based on the test results, it was obtained a determination value of 0.552, meaning that work stress and work conflict simultaneously contributed 55.2% to turnover intention, while the remaining 44.8% was influenced by other factors.

3. Hypothesis testing

a. Partial hypothesis test (t test)

Hypothesis testing with the t test is used to determine which partial hypothesis is accepted. The first hypothesis: There is a significant influence between job stress on turnover intention.

Table 14 Hypothesis Test Results for Job Stress on Turnover Intention.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.176	2.959		5.805	.000
	Stress kerja (X1)	.576	.077	.609	7.438	.000

a. Dependent Variable: *Turnover intention* (Y)

Based on the test results in the table above, the value of $t_{count} > t_{table}$ or $(7,438 > 1,986)$ is obtained, thus the first hypothesis that is proposed is that there is a significant effect between job stress on turnover intention is accepted.

Table 15. Hypothesis Test Results on Work Conflict on Turnover Intention.

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	12.978	2.709		4.791	.000
Konflik kerja (X2)	.676	.070	.707	9.679	.000

a. Dependent Variable: *Turnover intention (Y)*

Based on the test results in the table above, the value of $t_{count} > t_{table}$ or $(9.679 > 1.986)$ is obtained, thus the second hypothesis that is proposed is that there is a significant effect between work conflict on turnover intention is accepted.

Simultaneous Hypothesis Test (Test F)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted. The third hypothesis There is a significant influence between job stress and work conflict on turnover intention.

Table 16. Hypothesis Test Results Job stress and work conflict on turnover intention.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	695.741	2	347.871	57.286	.000 ^b
	Residual	564.748	93	6.073		
	Total	1260.490	95			

Based on the test results in the table above, the calculated F value $> F_{table}$ or $(57,286 > 2,700)$ is obtained, thus the third hypothesis that is proposed that there is a significant effect between work stress and work conflict on turnover intention is accepted.

The Effect of Job Stress on Turnover Intention

From the analysis, it was found that the job stress variable had a significant effect on turnover intention with a correlation value of 0.609, meaning that the two variables had a strong relationship with an influence contribution of 37.0%. Hypothesis testing obtained the value of $t_{count} > t_{table}$ or $(7,438 > 1,986)$. Thus, the first hypothesis that is proposed is that there is a significant effect between job stress and turnover intention is accepted.

The Effect of Work Conflict on Turnover Intention

From the analysis, it was found that the work conflict variable had a significant effect on turnover intention with a correlation value of 0.707, meaning that the two variables had a strong relationship with an influence contribution of 49.9%. Hypothesis testing obtained $t_{value} > t_{table}$ or $(9.679 > 1.986)$. Thus, the second hypothesis proposed that there is a significant effect between work conflict and turnover intention is accepted.

The Effect of Job Stress and Work Conflict on Turnover Intention

From the analysis, it was found that the variable work stress and work conflict had a significant effect on turnover intention by obtaining the regression equation $Y = 9.021 + 0.272X_1 + 0.510X_2$, the correlation value was 0.743 meaning that the two variables had a strong relationship with an influence contribution of 55.2% while the rest 44.8% influenced by other factors. Hypothesis testing obtained the value of $F_{count} > F_{table}$ or $(57.286 > 2,700)$. Thus the third hypothesis proposed that there is a significant effect between job stress and work conflict on turnover intention is accepted.

CONCLUSION

Job stress has a significant effect on turnover intention, the correlation value is 0.609 or strong, with a contribution of 37.0%. Hypothesis test obtained $t_{value} > t_{table}$ or $(7,438 > 1,986)$. Thus there is a significant influence between job stress on the turnover intention of employees of Micro, Small, and Medium Enterprises (MSMEs) in the South Tangerang Region. Work conflict has a significant effect on the turnover intention with a correlation value of 0.707 or strong with an influence contribution of 49.9%. Hypothesis test obtained $t_{value} > t_{table}$ or $(9,679 > 1,986)$. Thus there is a significant influence between work conflicts on the turnover intention of employees of Micro, Small, and Medium Enterprises (MSMEs) in the South Tangerang Region. Work stress and work conflict have a significant effect on the turnover intention with a correlation value of 0.743 or strong with an influence contribution of 55.2% while the remaining 44.8% is influenced by other factors. Hypothesis testing obtained the value of $F_{count} > F_{table}$ or $(57,286 > 2,700)$. Thus there is a significant influence between work stress and work conflict simultaneously on the turnover intention of employees of Micro, Small, and Medium Enterprises (MSMEs) South Tangerang Region.

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