



DOI: <https://doi.org/10.38035/gijea.v2i>

Received: January 18th, 2024, Revised: February 26th, 2024, Publish: March 4th, 2024

<https://creativecommons.org/licenses/by/4.0/>

Empowering Employees to Maximize Their Performance is a Key Factor in Achieving Excellence

Benny Chandra¹, Anoesyirwan Moeins², Marhalinda Marhalinda³

¹Universitas Persada Indonesia YAI, Jakarta, Indonesia, email: benny.chandra@upi-yai.ac.id

²Universitas Persada Indonesia YAI, Jakarta, Indonesia, email: anoesyirwanmoeins@upi-yai.ac.id

³Universitas Persada Indonesia YAI, Jakarta, Indonesia, email: marhalinda@upi-yai.ac.id

Corresponding Author: benny.chandra@upi-yai.ac.id¹

Abstract: The primary goal of this study is to comprehensively examine and evaluate multiple elements, namely: (1) Leadership, (2) Empowerment, (3) Performance, and (4) The impact of Leadership and Empowerment on the performance of Employees at PT Citra Teknik Medika in Bandung City. Both the simultaneous and partial effects will be taken into account during the analysis. To conduct this research, a combination of descriptive and explanatory surveys was utilized as the research methods. The employees of PT Citra Teknik Medika in Bandung were selected as the unit of analysis, with a sample size of 33 individuals. This investigation follows a causality approach and adopts a cross-sectional time frame. Upon examination of the study's results, it became evident that the workforce at PT Citra Teknik Medika in Bandung City possessed diverse viewpoints regarding leadership. The majority of employees responded favorably, although the overall level of empowerment within the organization was deemed less than satisfactory. In regard to performance, the employees of PT Citra Teknik Medika displayed a positive trajectory. Additionally, the study unveiled that both leadership and empowerment jointly contribute to employee performance. However, when analyzed individually, it was determined that leadership has a more significant influence on performance than empowerment. When seeking to improve overall performance, it is crucial to prioritize empowerment as it has a significant impact. Hence, it is highly recommended that the employees of PT Citra Teknik Medika in Bandung City make empowerment their top priority and actively participate in ongoing initiatives. This will enable them to enhance their skills and conduct their work with greater proficiency and professionalism.

Keyword: Leadership, Empowerment, Performance

INTRODUCTION

When considering an organization or institution, it is crucial to prioritize the human element. This includes paying close attention to behavior, attitudes, and other aspects that pertain to individuals within the company. It is important to recognize that humans are not inanimate objects; they are living beings who should be treated with dignity. To effectively

address this, it is necessary to have a capable and accountable leader who understands the distinct needs and aspirations of their team members.

The political landscape in Indonesia is undergoing a transformation, resulting in policy adjustments within government agencies. As a result, all employees at PT Citra Teknik Medica in Bandung City must comply with the newly implemented regulations to work towards a common objective of enhancing services for the Indonesian people and creating a fair and prosperous society in line with national development goals. The change in leadership also contributes to these developments. Initially, PT Citra Teknik Medica (PT. CTM) operated as a medical goods and equipment trading company. However, it has since expanded its operations to include medical gas installation services. Presently, PT. CTM operates from a centralized location that encompasses a building, workshop, and warehouse. This integrated approach has proven highly successful in securing a significant market share and establishing a strong reputation since the company's inception.

PT Citra Teknik Medica is a distinctive company providing services and products to hospitals. The procurement sector in Indonesia has witnessed significant growth in the field of central medical gas installation and accessories, especially in the retail-based refillable segment. Medical gas is present in the marketing area, serving the entire West Java region. The hospitals in this area, ranging from Class A to B, demonstrate an ongoing dedication to prioritizing the quality of their products. PT Citra Teknik Medica was awarded an ISO Certificate in the year 2016 as a means to establish confidence among consumers and business partners. This recognition highlights their commitment to innovation and reliability. The QHSE (Quality Health Safety Environmental) Quality Standards Integration System incorporates ISO 9001:2015, ISO 14001:2015, and ISO 18001:2007 Standards, which have been endorsed by the International Certification Body.

The employees at PT Citra Teknik Medica Bandung City are clearly demonstrating a noticeable decline in their performance levels, which is consequently impacting their capacity to deliver top-notch services to the community. The signs of this below-average performance are evident in their lack of accountability towards their assigned duties and a tendency to ignore established protocols, such as adhering to regular working hours and providing exceptional service. These findings, along with the outcomes of interviews conducted in 2022, provide valuable insights into this issue. At PT Citra Teknik Medica in Bandung City, the subpar performance of employees, falling short of predetermined standards, remains a prevalent issue. Furthermore, there is a noticeable absence of collaboration and coordination across all departments.

The role of leadership cannot be underestimated in its ability to enhance individual performance. Leaders serve as role models and sources of motivation for their employees, shaping their output in significant ways. Effective leaders must lead by example, demonstrating discipline, honesty, and fairness, and ensuring that their actions are in line with their words. The presence of strong leadership has a positive impact on the productivity of subordinates. Conversely, when leadership is lacking, the performance of those under them suffers greatly. Fiedler (2017), renowned for his "Contingency Fiedler" model, suggests that employee performance is greatly influenced by how well leadership aligns with the situational aspects of their role. From Fiedler's perspective, it can be inferred that inadequate leadership may be a contributing factor when employee performance falls short, affecting the delivery of exceptional service to the community, both in terms of taxes and non-taxes.

The decrease in employee performance is thought to be significantly impacted by empowerment. According to Mulyadi (2017: 135), employee empowerment is an upcoming trend in human resource management. Trust forms the foundation of empowerment, as stated by Pradiansyah (2012: 111). Yulk, as translated by Supriyanto (2019: 15), defines empowerment as the internal drive and self-assurance of individuals influenced by leadership

behavior, job characteristics, organizational structure, and personal needs and values. Taking these viewpoints into consideration, employee empowerment can be viewed as a means to cultivate the development of subordinates. Leaders recognize the importance of relying on others for assistance in completing tasks, thus necessitating their willingness to delegate responsibilities to subordinates. Empowered employees play a vital role in achieving task success and facilitating efficient performance.

METHOD

The methods utilized in this research are in accordance with the desired objectives, which primarily involve descriptive and verification techniques. The fundamental purpose of verification research is to evaluate the credibility of a hypothesis through on-site data collection. The focus of our study revolves around examining how leadership and empowerment influence the performance of employees at PT Citra Teknik Medika in Bandung City. The research utilized two distinct methodologies: the descriptive survey method and the explanatory survey method. The study falls within the realm of causality, as its objective is to explore the cause-and-effect relationship between the independent variable and the dependent variable. The analysis focuses specifically on the employees of PT Citra Teknik Medika Environment in Bandung City. Additionally, this research falls under the cross-sectional category, meaning that data were collected directly from participants at the research site to gather their perspectives on the subject being investigated.

Data/Information Sources and Methods

The sources of data for this study consist of secondary data, which are obtained from documentation or reports that are accessible within the organization. Specifically, the secondary data used in this study include the employee performance evaluations of PT Citra Teknik Medika Bandung City from the year 2019. On the other hand, primary data pertaining to leadership, empowerment, and employee performance is gathered directly from the employees themselves, who serve as respondents in this research.

At PT Citra Teknik Medika Bandung City, there were 33 employees involved in this study. In this research, the number of participants is decided based on the statistical test that will be employed. The chosen statistical test is path analysis, where the path coefficient is essentially a correlation coefficient. Consequently, the smallest sample size required for this path analysis is determined through the utilization of sampling methods, specifically saturated sampling. This saturated sampling mirrors the entire population, which comprises a total of 33 individuals. Thus, the sample size for this study equates to 33 individuals.

Analysis Design and Hypothesis Testing

After gathering the data, the variables that are ranked in order are converted into intervals using the Method of Successive Intervals. Before distributing the survey, the validity and reliability of the survey were examined through the application of the Correlation Product Moment formula (Sugiyono, 2001:182).

Before we can begin analyzing the data, it is important to first process it. The processing of data that has been gathered through interviews and questionnaires can be divided into three main steps: preparation, tabulation, and application of the data to the research approach. During the preparation phase, we collect the questionnaire sheets and check for their completeness. We also score them based on a predetermined scoring system. The research involved closed questionnaires with a 5-point scale. This scale helped measure the relationship between independent variables (X) and dependent variables (Y). The assumption was that this relationship was linear. The collected data was then analyzed using tabulated methods, aligning with the research objectives.

The method of analysis employed here is cross-sectional analysis. By utilizing a blend of these analytical techniques, one can derive comprehensive generalizations. To conduct our analysis, we have taken the following steps: First, we have designed the questionnaire to measure variables such as leadership, empowerment, and performance. These variables are represented using an ordinal scale, which means they can be ranked. We have used closed-end questions in the questionnaire, where each item is given five alternative answers. The respondent's chosen answer corresponds to a specific score value, and by adding up these scores for each item, we obtain the value of the variable.

At least interval data is required for the path analysis technique to be used. So, to transform the data, we use the method of successive intervals. We need to create pairs of data from independent and dependent variables for hypothesis testing. Moreover, we apply the tabulated data to the research approach called Path Analysis and rProduct Moment correlation analysis to examine the influence between the variables on employee performance. This is because each independent variable and dependent variable will show one path of influence. Basically, the path coefficient is a standardized regression coefficient. It is calculated from a database that has been standardized using Z-scores. This means that the data in the database have been transformed to have an average value of 0 and a standard deviation of 1. The standardized path coefficient is used to explain the extent of influence (not prediction) of independent variables (exogenous) on other variables that are considered as dependent variables (endogenous). Tobing (2005) suggests that path analysis is an appropriate method for examining variables that possess a causal relationship.

RESULTS AND DISCUSSION

Results

Leadership

Regarding the attitude, behavior and leadership style of a leader, employees at PT Citra Teknik Medika Kota Bandung feel that there is still something to be improved based on the results of research on leadership variables at PT Citra Teknik Medika Kota.

Employee Empowerment PT Citra Teknik Medika Bandung City

In carrying out people-rooted development, community empowerment encompasses two crucial aspects in national development. These include the strategy of community empowerment and the concept of people-rooted development. At PT Citra Teknik Medika Bandung City, leaders are excellent at empowering their subordinates. They constantly motivate their employees to be disciplined, obedient, and firm. Punishments are swiftly given to anyone who fails to meet the established standards.

Employee Performance at PT Citra Teknik Medika Bandung City

There are indicators that get low results, where employee performance assessments still need to be improved. The performance of employees of PT Citra Teknik Medika Bandung City still needs to be improved.

The influence of leadership and empowerment together on the performance of employees of PT Citra Teknik Medika Bandung City

If we want to understand how certain factors impact other factors, we can turn to the Path Analysis method developed by Sewall Wright. This approach allows us to determine the extent of a variable's influence on other variables, both directly and indirectly. Before coming to a conclusion about how much one variable affects other variables, it is important to conduct hypothesis testing. This testing can be done either as a whole or individually. In this particular case, the focus is on the influence of leadership and empowerment on the performance of

employees at PT Citra Teknik Medika in Bandung City. To carry out this analysis, path analysis is used, and the software used for this purpose is SPSS release 12. The first step in this process involves calculating the correlation between the variables, which can be seen in the table provided below.

Table 1. Correlation Matrix Between Variables

		Empowerment	Competency	Performance
Empowerment	Person Correlation	1	.487	.601
	Sig. (2-tailed)		.004	.000
N		33	33	33
Competency	Person Correlation	.487	1	.590
	Sig. (2-tailed)	.004		.000
N		33	33	33
Performance	Person Correlation	.601	.590	1
	Sig. (2-tailed)	.000	.000	
N		33	33	33

**Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 12.0 Output

According to the information provided in table 1, we have a correlation matrix that displays the extent of the connection between various variables, both dependent and independent. The path diagram illustrates the proportions for two independent variables (X1 and X2), highlighting their relationship with other variables. Additionally, each independent variable (X) is influenced by the correlational relationships of external variables (X1 and X2) which in turn impact the independent variable (Y). To conduct a path analysis, we follow these steps:

$$P_{Yxi} = \sum_{j=1}^k CR_{ij} r_{YX_j} \quad I = 1,2$$

And the overall influence of X₁ to X₂

$$R^2_{YX_1, X_2, \dots, X_k} = \sum_{i=1}^k p_{YX_i} r_{YX_i}$$

$$= 0.476$$

While the path coefficient of other variables outside the variable X₁ to X₂ is determined through:

$$p_{Y1} = \sqrt{1 - R^2_{YX_1, X_2}}$$

$$= 0.524$$

Influenced by other variables not included in the study, the effect of variables X1 and X2 together on variable Y is 0.476 or 47.6% of variables X1 and X2 together affect Y, with the remaining 0.524 or 52.4%. We will test the overall hypothesis in the following form, based on the positive influence between empowerment and competence on performance according to the theoretical framework.

Table 2. Simultaneous Test Results of X1 and X2 on Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.790 ^a	.624	.542	14.6655	.624	11.776	2	30

Model	Change Statistics		Durbin-Watson
	Sig. F Change		
1	.000 ^a		1.711

a. Predictors: (Constant), EMPOWERMENT, LEADERSHIP

b. Dependent Variable: PERFORMANCE

Source: SPSS 12.0 Output

Looking at Figure 1 below, we can observe that the calculated F value is 11,776, with a significance level of 0.00. This level is smaller than the threshold of 0.05, indicating that the simultaneous test results are proven to be significant. Therefore, we can proceed with further analysis through partial testing. Additionally, Table 2 below provides us with the results of the causal relationship or direct influence of X1 and X2 on Y. Table 3 Influence of X1 and X2 Variables to Y and Influence Beyond Sub Variables

Table 3. Influence of Variables X1 and X2 to Y and Influence Beyond Variables X1 and X2

Interpretation of Analysis Path		
Description	Influence	%
Effect of X1, X2 to Y	0.624	62.4
Influence Beyond X1 and X2	0.376	37.6
Total		100

Source: Statistical Processing Results SPSS Program

Based on the findings of the test, it is evident that both empowerment and competence play a significant role in influencing employee performance, accounting for 62.4% of the overall impact. The remaining 37.6% is attributed to other factors that were not specifically examined by the author. Nevertheless, if we delve deeper into the analysis, it becomes apparent that empowerment holds a stronger sway over employee performance compared to leadership, as visually represented in Figure 1 provided below.

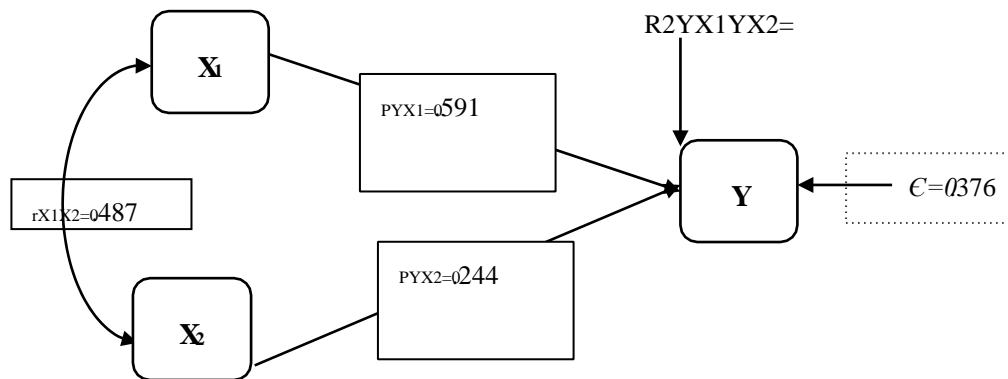


Figure 1. Causal Diagram Between Leadership (X1) and Empowerment (X2) on Performance (Y)

Description:

X₁ = Leadership

X₂ = Empowerment

Y = Employee Performance

C = Residual Variables (other variables outside the X1 and X2 variables that influence) to the effect variable (*endogenous*) expressed by the numerical value of the *path coefficient (Path Coefficient)* of the *exogenous variable*.

Looking at Figure 1 above, we can observe that empowerment has a significant impact on performance, with a path coefficient of 0.591, whereas competence only has a coefficient

of 0.244. It is worth noting that both variables have been found to influence employee performance, as indicated in Table 4 below.

Table 4. Partial Test Results Between X1 and X2 on Y Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	13.342	5.434		.3312	.600
1	LEADERSHIP	.443	.445	.591	5.123	.000
	EMPOWERMENT	.554	.432	.244	2.112	.000

a. Dependent Variable: Performance

Source: SPSS 12.0 Output

Looking at the data in table 4, we can observe that the t count for leadership is 5.123 with a significance level of 0.011, which is below the threshold of 0.05. This indicates that leadership has a significant impact on performance. Hence, we can conclude that leadership plays a meaningful role in contributing to performance through empowerment.

In a similar fashion, the measure of empowerment yields a t value of 2.112 and a significance level of 0.015, which is below the standard threshold of 0.05. This substantiates the assertion that empowerment indeed has a significant impact on employee performance. Thus, the contribution of empowerment holds great significance, aligning with Khan's perspective (1997) which characterizes empowerment as an interpersonal connection aimed at cultivating trust between employees and management. Byars and Rue (2004), on the other hand, define empowerment as a form of decentralization that involves granting decision-making authority to subordinates. On a different note, Kartasmita (1996: 133) contends that community empowerment encompasses two crucial aspects within national development: the notion of development that is deeply rooted in the people, and community empowerment as a strategy for implementing such people-centric development.

CONCLUSION

Bandung City's PT Citra Teknik Medika must make significant improvements to its low leadership, specifically in terms of attitude, behavior, and leadership style. At PT Citra Teknik Medika Kota Bandung, empowerment is generally well-run. However, there are still some aspects that are not taken into consideration. Especially in regards to the amount of work completed and the quality achieved, the performance of PT Citra Teknik Medika Bandung City employees still does not meet the predetermined standards this year. The efficiency of time to do a job is also lacking.

The performance of employees at PT Citra Teknik Medika in Bandung City is influenced by both leadership and empowerment. However, it is the leadership that primarily has a significant impact on performance compared to empowerment. Coefficient values on variables not examined in this study, apart from the leadership and empowerment variables, can have an impact on employee performance. The journey towards enhancing leadership commences with a shift in attitudes amongst leaders, as they endeavor to establish a deeper connection with their subordinates.

This entails a departure from autocratic behaviors, and an embrace of a more collaborative approach. Simultaneously, there is an emphasis on empowering employees, by instilling a sense of accountability, bolstering their skills, and nurturing their personal growth. Consequently, these efforts culminate in improved employee performance, manifested through accomplishments accomplished over the course of a year, enhanced time management efficiency, and the attainment of high-quality work outputs.

REFERENCES

- A. A. Anwar Prabu Mangkunegara, 2018, *Corporate Human Resource Management*, 3rd Printing, PT.Remaja Rosda Karya, Bandung.
- Achmad Bachrudin and Harapan L. Tobing, 2015, *Data Analysis for Survey Research Using LISREL*, FMIPA UNPAD, Bandung.
- Achmad S. Ruky, 2016, *Performance Management System*, PT Gramedia Pustaka Utama Jakarta.
- Arikunto, Suharmini.2013, *Research Management*, Rineka Cipta, Jakarta. As'ad, Mohammad, 2011. *Industrial Psychology*, Liberty, Yogyakarta.
- Bambang Kusriyanto 2018,*Improving Employee Productivity* PT Pustaka Presindo, Jakarta.
- Bambang Wahyudi, 2012. *Human Resource Management*, Jakarta: Erlangga
- Bernardine, Jhon H, and Joice E Russel, 2013, *Human Resource Management*, Third Edition, McGraw- Hill, Inc. New York.
- Brinkman, Richard L., 2020, The Dynamic of Corporate Culture: Conception and Theory, *International Journal of Social Economic*, Vol. 96, No. 5, @ MCB University Press.
- Brown, F. William, and Nancy G. Dodd, 2019, Utilizing Organizational Culture Gap Analysis to Determine Human Resource Development Needs, *Leadership & Organization Development Journal*, Vol. 17, No. 7, pp. 374 - 385, @ MCB University Press
- Cascio F, Wayne, 2013, *Managing Human Resources*, McGraw-Hill Irwin, London Chester I. Barnard, 2017, *Human Resource Management*, Seventh Edition, Prentice Hall International, New Jersey.
- Cherrington, David J, 2019, *The Management of Human Resource*, Fourth Edition, Prentice Hall, New York.
- Cunha, Rita C., and Carry L. Cooper, 2019, Does Privatization Affect Corporate Culture and Employee Wellbeing, *Journal of Managerial Psychology Vol.17, No. 1* pp. 21 - 49, MCB UP Limited.
- Davis, Keith, and John W. Newstrom, 2012, *Organizational Behaviour, Human Behaviour at Work*, 11th Edition, McGraw-Hill Irwin, New York.
- Dennis, in Stewart & Sylvia. 2018. *The Process of Communication: An Introduction To Theory and Practise*.
- Denton, Robert. 2017, *Organizational Planning*, Mc. Graw Hill Book Company, New York.
- Dunnette, Daniel, and Robert L. Kahn. 2013. *The Social Psicology of Organizations*. 2ndnd ed, New Jersey.
- Gibson, James L, and James H, Donnely, 2014, *Organizational Behaviour, Structure and Process*, 11th Edition SC, Mc.Graw-Hill, London.
- Gisela. Hageman, 2020, *The Constuction of a. Managerial Comunication Climate*, Gower Publishing Company Ltd, England.
- Gomes, Faustino Cardoso, 2020, *Human Resource Management*, Yogyakarta, Andi Offset
- Harrison, Roger, and Herb Stokes, 2012, *Diagnosing Organizational Culture*, Second Edition, Jossey-Bass/Pfeiffer A Wiley Company, San Francisco.
- Heskett. James, L and W. Earl Sasser, JR, and Leomad A. Schlesinger, 2017, *The Service Profit Chain*, The Free Press, New York.
- Katz, Daniel, and Robert L. Kahn. 2016. *The Social Psychology of Organization*. Harper & Row, New York
- Kast, Freemont E, and James E. Rosenzweig, 2015, *Organization and Management: A System and Contingency Approach*, Third Edition, Mc.Graw-Hill, Tokyo, Japan.
- Khan. Z, et. al. 2017. *Impact of Performance Appraisal on Employee's Performance Including the Moderating Role of Motivation: A Survey of Commercial Banks in Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan*. Universal Journal of Industrial and Business Management 5(1): 1-9.

- Kilmann, Robert H., and Saxton, MJ, 2015, *Gaining Control of the Corporate Culture*, Josse-Bass, San Francisco, USA.
- Kreitner & Kinici, 2013, *Organizational Behavior*, USA: Allyn And Bacon, Needham Heights.
- Kroeber and Kluckhohn, 2020. *Communication Ethics*. Translation, Rosda Karya, Bandung
- Lovelock, Christopher, H and Laurent, K Wright, 2012, *Service Marketing and Management*, Prentice-Hall International, Inc. New Jersey.
- Luthans, Fred, 2012, *Organizational Behaviour*, Ninth Edition, Mc.Graw- Hill, New York.
- Lok, Peter; John Crawford, 2019, The Relationship Between Commitment and Organizational Culture, Subculture, Leadership Style and Job Satisfaction in Organizational Change and Development, *Leadership & Organization Development Journal*, Volume 20, Number 7, pp. 365-374 Copyright @MCB University Press, Sidney.
- Mauil, R, P Brown, and R Cliffe, 2020, Organizational Culture and Quality Improvement, *International Journal of Operation and Productivity Management*, Vol. 21 No. 3, pp. 302-326, London.
- Moh. Nazir, Ph.D. 2013. *Research Methods*. Jakarta: Ghalia Indonesia.
- Moshavi, D. & Terborg, J.R, 2012, The job satisfaction and performance of contingent and regular customer service representatives: A human capital perspective. *International Journal of Service Industry Management*.
- M. Admanari, 2018, *Organizational Culture as a Tool to Improve Company Performance*. Jakarta: Salemba Empat
- Mitchel T.R. and Larson. 2018. *People and Organization; An Introduction to Organizational Behavior*. Singapore: Mc Graw Hill Inc.
- Muhammad, Arni, 2021, *Organizational Communication*, Bumi Aksara, Jakarta.
- Noe, A, Raymond, John R, Hollenbeck and Barry, Eirhart, 2013, *Human Resource Management*, McGraw Hill New York
- Parrek, Udai, 2020, *Organizational Behavior*, PT. Binaman Pressindo, Jakarta.
- Robbins, Stephen P, 2013, *Organizational Behaviour*, Ninth Edition, Prentice Hall, New Jersey.
- Redding, W. Charles, 2012, *Communication Within the Organization*, New York, Industrial Communication Council, Inc.
- Raymond H. Van Zelst. 2018. *Sociometrically Selected Work Teams Increase Production*, *Personal Psychology*, 5 No. 3
- R. Wayne & Faules, F. Don 2018. *Organizational Communication Strategies to Improve Company Performance*, Rosda Karya, Bandung
- Sekaran, Uma, 2020 *Research Methods for Business*, International Edition, Prentice Hall, USA.
- Sedarmayanti, 2021, *Organizational restructuring and empowerment to face the dynamics of environmental change: Viewed from Several Essential and Actual Aspects*, Mandamaju, Bandung
- Siagian S, 2018. *Human Resource Management; Appointment and Placement of Human Resources*, Haji Masagung, Jakarta
- Stoner, James, A.F. & Sirait, Alfonsus. 2016. *Management, Second Edition (Revised)* Erlangga, Jakarta
- Steven Ott, 2019, *Organizational Behaviour*, 8th Edition, Mc.Graw-Hill, Boston.
- Sugiyono, 2020, *Business Research Methods*, Bandung: Alfabeta.
- Suandi Prawirosentono, 2020, *Human Resource Management, Policy, Employee Performance*, First Edition, BPFE, Yogyakarta.
- Sule Ernie and Saefullah. 2015, *Human Resources*, Gunung Agung, Jakarta.
- Turner, Gregory B, and Barbara Spencer, 2019. Understanding of Marketing Concept in Organizational Culture, *European Journal of Marketing*; Volume 31 No. 2, MCB University Press, London.
- Uchyana, Onong Efendy, 2020, *Philosophy of Communication*, Remaja Roda Karya, Bandung.

- Wijana, I Dewa Putu. 2015. *Human Resource Management*. Yogyakarta: Andi Yogyakarta.
- Wilbur Schramm. 2015. *The Nature of Mass Communication, The Process and Effect of Mass Communication*. University of Illinois Urbana
- Wiryanto, 2014. *Introduction to Communication Science*, Gramedia, Jakarta
- William B, Jr, and Werther, 2020. *Human Resources and Personnel Management*, Fifth Edition, McGraw- Hill, Boston, U.S.A.