

THE INFLUENCE OF TRAINING TOWARDS EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT

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Abstract

The purpose of this study was to determine and explain the significant influence of employee training on employee engagement and organizational commitment, to know and explain the effects of training on employee engagement and organizational commitment, to know and explain the effects of training on employee engagement and organizational commitment.

This research was conducted at PT Telekomunikasi Indonesia Witel Jabar Bandung with training of independent variables, employee engagement as moderating variable, and organizational commitment as dependent variables. The purpose of this study was to determine training, employee engagement and organizational commitment to employees of PT Telekomunikasi Indonesia Witel Jabar. In addition to knowing the effects of training, employee engagement and organizational commitment on employees of PT Telekomunikasi Indonesia Witel Jabar.

The method that is used in this research is quantitative method with one independent variable consisting of training (X) as independent employee engagement (Y) as moderating variable and organizational commitment (Z) dependent variable.

Measurement scale that utilized in this research is ordinal scale. The population of this research is 684 from the employee of PT Telekomunikasi Indonesia Witel Jabar. From a population of 684 employees and obtained a sample of 253 employees. The collected data is then analysed using the Classic Assumption Test, Validity Test, Reliability Test, Hypothesis Test, with the help of the SPSS Version 21 For Windows program. The results of this study can be seen that training have a significant influence on employee engagement and organizational commitment indicated that the value of each R count 41.3% and 28.7%.

The variable used in this study is that training significantly influences organizational commitment by using employee engagement as intervening variable. It is suggested that the next researcher can examine other factors that influence employee engagement and organizational commitment, for example, soft skills, job engagement, motivation and other variables.

Keywords: Training; Employee Engagement; Organizational Commitment.

1. INTRODUCTION

PT Telekomunikasi Indonesia, Tbk or often called Telkom Indonesia is a big corporate as service and network provider telecommunication in Indonesia. Telkom Indonesia is a State-Owned Enterprise State (or Badan Usaha Milik Negara or BUMN) whose shares are majority held by Indonesian Government and the remaining shares traded on the Jakarta Stock Exchange through a public offering without listing. PT Telkom Indonesia (Persero) Tbk (Telkom) is a State-Owned Enterprise (BUMN) engaged in information technology and communication services (ICT) and telecommunication network in Indonesia. Telkom's majority shareholder is the Government of the Republic of Indonesia of 52.09%, while the remaining 47.91% is controlled by the public. Telkom shares are traded on the Indonesia Stock Exchange (IDX) with the code "TLKM" and New York Stock Exchange (NYSE) code "TLK".

HCM provides training for the employee of Telkom Indonesia. Training and development as a process where employees gain knowledge and skills that will improve and develop them to

perform tasks to accomplish their personal and organizational goals. Their responsibility includes talent management, career management, leadership development, talent retention and reward management, organization culture development. Every one of us has heard the term employee engagement. It has been on the mind of the world's best business pioneers throughout the previous couple of years and has spread as a key term from association to association like rapidly spreading fire. HR offices everywhere throughout the globe have been caught up with creating systems, while businesses' ideal and most splendid idea pioneers have all had their say on it. (Smith, Nik Penhale. 2018).

Commitment resembles a passion. Much the same as different interests in life, for example, sport, nourishment, reading. Commitment at work has three characterizing qualities:

1. Time flies and people forget they are working
2. Work gives employees energy; it doesn't drain
3. Employees feel motivated and want to do their work everyday

As a rule, the advantages of work engagement can be part into three general categories: employee, organization, and customers. (Smith, Nik Penhale. 2018).

Employees who are engaged in their work and bring passion into the workplace put more effort into their work, are more productive, make more effective use of resources, act as the company's advocates and are happier at work (Bailey C, Madden A, Alfes. 2015; In Smith 2018, page 10).

For organization, employee engagement expands representative maintenance and dedication. Exceedingly drew in representatives are unwilling to leave and are less disposed to be enticed to search for employment outside of the association. In dangerous businesses commitment has likewise been corresponded with expanded security levels. Maybe above all, the commitment has been connected to larger amounts of benefit and business execution. (Markos & Sandhya Sridevi. 2010; in Smith, 2018, page 10).

Consistently Aon estimates representative commitment for more than 1,000 organizations around the world. This examination has been led utilizing information from more than 8 million worker reactions in 2016 and 2017. The reactions originate from associations with as few as 100 representatives to the most complex associations with a huge number of workers. More than 60 enterprises are spoken to in the examination. Based on global survey employee engagement from Aon Hewitt, from 2014 to 2018 there are increasing and decreasing in each year. (Aon Hewitt Survey, 2018)

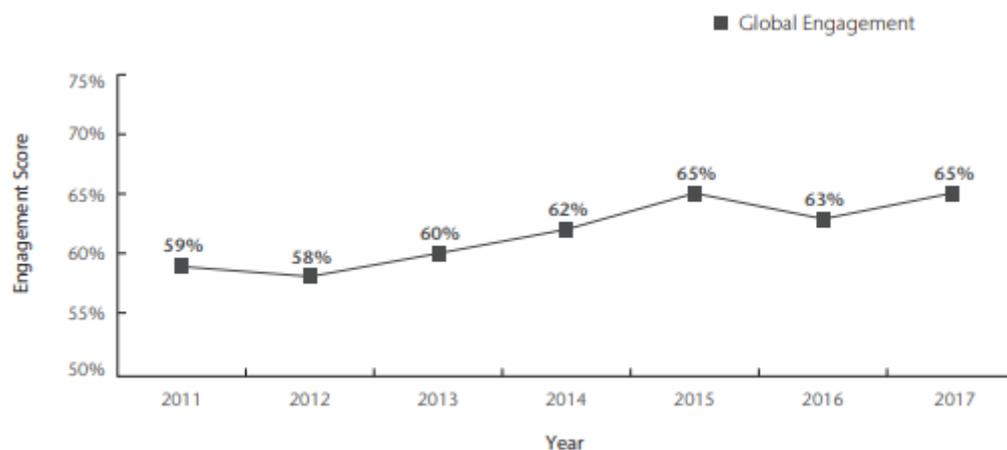


Figure 1. 1 Aon Hewitt Global Survey Employee Engagement, 2018.

Source: <http://www.aon.com/>

Employees will develop faster and better, and can work more efficiently, if before they work, they receive training first, under the supervision of an expert instructor supervisor. (Manullang, 2012). An employee who has just worked in a company must be given training so that the employee knows how to do the work in accordance with the job description he has in the company. Not only for new employees, but training must also be given to employees who have long worked to develop their skills and abilities. PT Telekomunikasi Indonesia Witel Jabar develop the

employee and can achieve the goals. Regarding of it, PT Telekomunikasi Indonesia Witel Jabar need to increase the employee performance by training and develop. Based on the data that already explained, the employee engagement demonstrates a change over the timeframe, while it ought to be increase or decrease has a reliable accomplishment in every period.

Training usually focuses on providing employees with special skills or helping them correct weaknesses in their performance. Therefore, to support the need for skilled employees and professional companies, they prefer to provide training to all employees to achieve optimal work results. Hence, in this research, the author wants to focus on the Training in PT Telekomunikasi Indonesia Witel Jabar which as per some past examinations, those 2 aspects are having relationship to the Work Engagement and Organizational Commitment.

2. LITERATURE REVIEW

2.1 Human Resource Management

Human Resource Management is the process of obtaining, training, assessing, and compensating employees, paying attention to their work relationships, health and security, and about their justice problems (Dessler, 2013:30)

2.2 Organizational Commitment

Buchanan (2017) state that organizational behaviour is the study of the structure and management of organizations, their environments, and their surroundings, and the activities and cooperation of their individual individuals and gatherings.

2.3 Training and Development

Noe (2017) reveals training is a planned business enterprise to facilitate employee learning regarding competencies related to their work. This competence includes knowledge, skills or behavior that are very important to support employee performance.

2.4 Employee Engagement

According to Bakker dan Laiter (2010:4) "Work engagement is the the assumed opposite of burnout. Engaged employees have a sense of energetic and effective connection with their work activities and they see themselves as able to deal well with demands of their job". This implies the representatives included and they see themselves prepared to manage with their activity requests well.

2.5 Organizational Commitment

According to Colquitt et al. (2018), organizational commitment is defined as the desire on the part of an employee to remain a member of the organization.

3. RESEARCH METHODES

3.1 Based on Method

The method that is used in this research is quantitative method. According to Darmawan (2013: 37), quantitative research is a process of finding knowledge that uses numerical data as a tool to find information about what we want to know. Quantitative method used to look at the populace or certain examples, information gathering utilizing research instruments, quantitative information examination/insights, with the expect to test a theory that has been set.

3.2 Based on Purpose

This research is using descriptive research. According to Darmawan (2013: 37), descriptive research is research that seeks to explain the current problem solving based on data so that it presents data analyse and interpret.

3.3 Based on Type of Research

The type of research that used in this study is causal analysis. Causal analysis is utilized when the creator needs to depict the reason for an issue, either exploratory or non-trial (Indrawati, 2015). Understanding with this examination, the creator needs to distinguish what are the huge elements that will impact the representatives' commitment and authoritative responsibility in PT Telekomunikasi Indonesia Tbk.

3.4 Based on Unit of Analysis

The unit of analysis in this research is individual, where the author wants to analyse the individual, which consist of the employee in PT Telekomunikasi Indonesia Tbk.

3.5 Based on Involvement of Researcher

This research is using the non-intervention setting. Non-intervention setting is used in conducting the study in a natural setting essentially means that the author is simply observing the subjects in their "real life" environments.

3.6 Based on Time Dimension

In this research, the author is using the cross-sectional time dimension, which is collecting the data in only once, during the period of daily, weekly, or monthly, in order to answer the research questions. In other words, the data gathered for a specific point in time.

3.7 Measurement Scale

Measurement scale that utilized in this research is ordinal scale. According to Indrawati (2015), ordinal scale is a scale that sort rankings between classifications, in this way, it will recognize a condition to another condition.

Scale of instrument that used in this research is Likert scale. Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Hikmawati, 2017: 38). The use of the Likert scale, the variables to be measured are translated into variable indicators. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions (Hikmawati, 2017: 38). Each question that answered will get the score. In this research, neutral answers can be ignored to avoid the sense of uncertainty that is not expected. Umar (2005) revealed that the data on the category of "neutral" is not used in the analysis if the respondents will not give a reason. This aim to avoid the Error Central Tendency. Error central tendency is the tendency of respondents to choose the answer that is neutral or in the middle, so it will difficult to analyse. In this research the measurement scale and a score value can be seen in the following table below:

Table Likert Scale

Alternative answer	Scale
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

Source from the researcher. (2018)

3.8 Data Collection

a. Direct Observation

In this research, the author used field research in order to obtain the information, facts, and data. Field study is intended to offer students the chance to analyse the issue in the field, assess the advantage of the thoughts that displayed in the organization and social occasion data from the human asset and advancement division in Telkom Corporate University. Therefore, the author is conducted the causal study to examine the important cause between variables in correlational studies that related to the problem.

b. Type of Data

The type of data that used in this research included:

1. Primary data

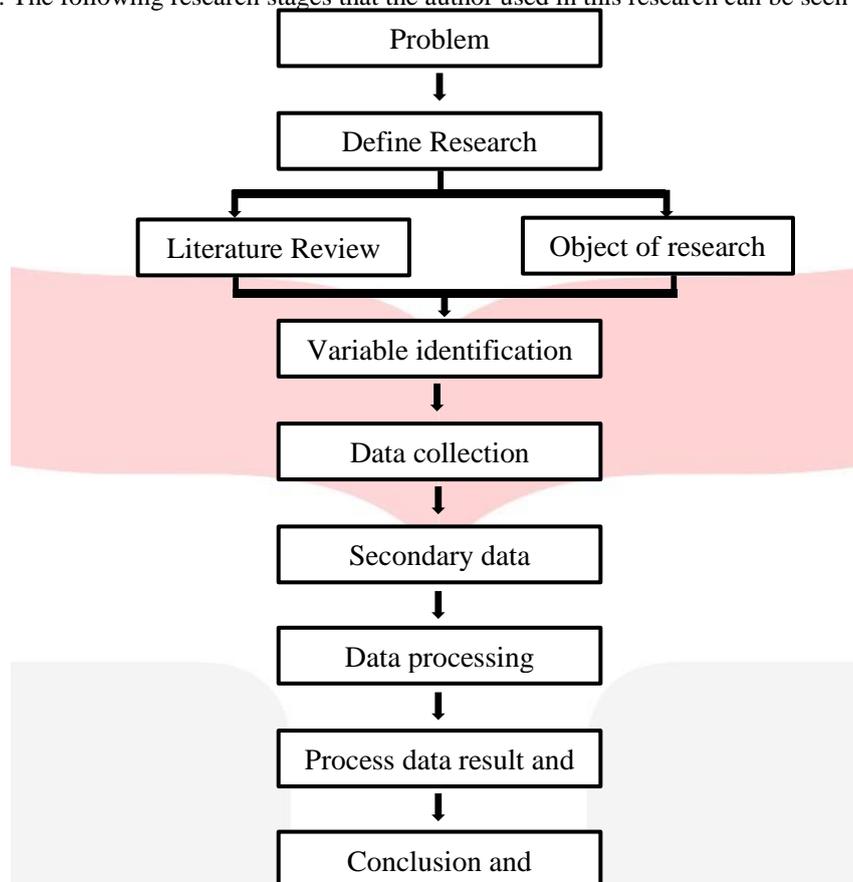
Primary data is data provided directly to researchers (Widodo, 2017: 72). Thus, in this research the author conducted the data by spreading the questionnaires, in which the respondents are the employee of PT Telekomunikasi Indonesia Tbk.

2. Secondary Data

According to Widodo (2017: 72), secondary data is data obtained indirectly given to researchers, in the form of documents. Secondary data used in this study are based on books, journals, previous research, and the internet

3.9 Research Stages

A good research is research that carried out systematically or in accordance with the correct steps. The following research stages that the author used in this research can be seen below:



3.10 Path Analysis

According to Newsom (2015) mediation is a hypothesized causal chain in where one variable influences a second variable that, in turn, affects a third variable. The intervening variable, M, is the mediator. It “mediates” the connection between an indicator, X, and an outcome. This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The equations are:

$$Z = \alpha + \beta_1 X + \beta_2 Y + \beta_3 XY + e$$

Z: Organizational Commitment

α : Constants

β_1 : Regression coefficient Training

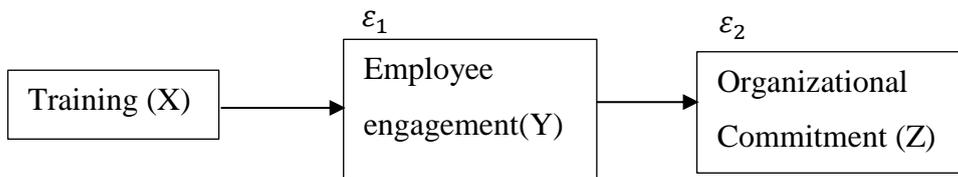
X: Training

β_2 : Regression coefficient Employee Engagement

Y: Employee Engagement

e: error rate

Based on these coefficient values, it will be known which variable gives the biggest effect of the smallest influence on the dependent variable. The following figure is a path analysis model in this study:



4. ANALYSIS AND DISCUSSION

4.1 Characteristic by gender

The first respondent’s characteristic of this study is gender. The characteristic shown in table below:

Table Respondent’s gender

Gender	Frequency	Percentage
Male	173	68.37%
Female	80	31.63%
Total	253	100%

Source: Processed by Author 2019

According to Robbins (26, 2018), 2012 meta-analysis of job performance studies found that women scored marginally higher than men on execution measures (although, appropriate to our dialog on separation, men were evaluated as having higher advancement potential). As shown in the table 4.1, PT Telekomunikasi Witel Jabar is dominated by male employee, there are 173 male respondents (68.37%), and 80 female respondents (31.63%), with the total number of respondents is 253.

The second respondent’s characteristic of this study is age. The characteristic shown in table below:

Table Respondent’s age

Age range	Frequency	Percentage
15 – 65	253	100%

Source: Processed by Author 2019

According to Robbins (25,2016), based on studies of the age–turnover relationship, the older you get, the less likely you are to quit your job. As shown in the table, training program are attended by the employee who are younger and new to the company.

4.2 Training and Development (X)

Based on the results of data processing on training variables (X) found, the lowest percentage of statement is on the indicator A11 “I attended training to get more knowledge for work.” which is 84%, from this percentage of those indicators it can be seen that statement number A11 has the smallest percentage that can be interpreted by employees at PT. Telekomunikasi Indonesia Witel Jabar does not think attend training can gain more knowledge. The highest percentage of the statement is indicator A4 that is 91% which is “I feel training has a purpose to improve my job skill.”, the employee of PT. Telekomunikasi Indonesia Witel Jabar willing to attend training to improve their ability.

From the results of data processing on training variable (X) found, the percentage of variable average is 88%. To find out the average percentage of variables by calculating the percentage of the total statement then divided by the number of statements. Based on the percentage of the training variable (X), which is included in the high category, which if explained in the continuum line of research can be seen in Figure 4. 1 below.

$$Total\ average\ percentage = \frac{Total\ of\ Percentage}{Total\ of\ the\ indicators}$$

4.3 Employee Engagement (Y)

Based on the results of data processing on employee engagement variables (Y) found, the lowest percentage of statement is on the indicator B15, B16, B19, and B20 which is 86%. The

highest percentage of the statement is indicator B21 that is 91% which is "I consider completing my work a challenge.", the employee of PT. Telekomunikasi Indonesia Witel Jabar are feel their challenge is completing work.

From the results of data processing on the employee engagement variable (Y) found, the percentage of variable average is 88%. To find out the average percentage of variables by calculating the percentage of the total statement then divided by the number of statements.

4.4 Organizational Commitment (Z)

Based on the results of data processing on organizational commitment variables (Z) found, the lowest percentage of statement is on the indicator C32 "I am aware of the consequences leaving the company." which is 86%, from this percentage of those indicators it can be seen that statement indicator number C32 has the smallest percentage that can be interpreted by employees at PT. Telekomunikasi Indonesia Witel Jabar does not aware of the consequences leaving the organization. The highest percentage of the statement is indicator C27 that is 91% which is "I feel related to this organization.", the employee of PT. Telekomunikasi Indonesia Witel Jabar are having a relation to the company.

From the results of data processing on the organizational commitment variable (Z) found the percentage of variable average is 88%. To find out the average percentage of variables by calculating the percentage of the total statement then divided by the number of statements.

4.4 Discussion and Research Results

In this study, there were questionnaires with 14 statement items for training, 10 statement items for employee engagement variables, and 12 statement items for organizational commitment variables were filled by 253 respondents. Data from the questionnaire were processed by the coefficient of determination test and partial test (t test), with the aim to determine the effect of intervening variables namely employee engagement on the organizational commitment. Based on the coefficient of determination test in table 4.12, shows that the value of R^2 is 28.7%. This means that employee engagement has an effect of 28.7% on organizational commitment, while 71.3% of organizational commitment is influenced by other variables.

Based on the partial test results (t test) in table 4.13 shows that $t_{\text{arithmetic}} > t_{\text{table}}$, which is $4.572 > 3.340$. This indicates that H_0 is rejected, which means that training has a significant effect on employee engagement. Based on the F test shows that F value is 23.196, this indicates that H_0 is rejected and H_1 is accepted. Based on the path analysis shows that the value of R^2 is 41.3% and 28.7%. This means that training has an effect of 41.3% on employee engagement, while 58.7% of employee engagement is influenced by other variables and employee engagement has an effect 28.7% on organizational commitment while 71.3% is influenced by other variables. Based on the partial test results (t test) in table 4.13 shows that $t_{\text{arithmetic}} > t_{\text{table}}$, which is $5.787 > 3.340$. This indicates that H_0 is rejected, which means that training has a significant effect on employee engagement. Judging from the two tests, it can be concluded that if the training score increases by one unit, it will increase the organizational commitment score through employee engagement done by employees by 0.344 with an error of 0.766. If the employee engagement score increases by one unit, it will increase the organizational commitment score done by employees by 0.359 with an error of 0.713 of employees at PT Telekomunikasi Indonesia Witel Jabar.

5. Conclusion and Suggestion

5.1 Conclusion

Based on the research conducted on the influence of training towards employee engagement and organizational commitment in PT Telekomunikasi Indonesia Witel Jabar, some conclusions can be drawn that are able to answer the formulation of the problems formulated in this study, the answers are as follows:

a. Training variable reached 88% classified as very high, Employee engagement variable reached 88% classified as very high, Organizational Commitment variable reached 88% classified as very high.

b. Training have a positive and significant influence on the organizational commitment through the employee engagement of PT Telekomunikasi Witel Jabar employee in contributing for the company that there is an effect of 41.3% between training and employee engagement and 28.7% between employee engagement and organizational commitment.

5.2 Suggestion

5.2.1 Practical Aspects

- a. Based on the results of the research on training in PT Telekomunikasi Indonesia Witel Jabar employee is classified as high. Training are needed because the employee will be led to be able to gain the knowledge and ability to work more effectively and facilitate employee learning regarding competencies related to their work. To improve the training of employee who are still low, where the dimensions of enrolling in course with a percentage of 84%. The training programs from the company is to facilitate and improving their competencies and skill. Because training is one way to improve employee skills.
- b. Based on the results of the study of employee engagement in PT Telekomunikasi Indonesia Witel Jabar employee is classified as high. To improve the employee engagement of employee who are still low, where the dimensions of enthusiasm and dedication in the company have a result with a percentage of 86%. To further enhance the employee engagement of environment for the employee, the company should improve in making the workplace with enthusiasm to the employee so they can deliver they best at work and the employee are dedicated to the company.
- c. Based on the results of the study of organizational commitment in PT Telekomunikasi Indonesia Witel Jabar employee is classified as high. To improve the organizational commitment of employee who are still low, where the dimensions of awareness of the consequences have a result with a percentage of 86%. To further enhance the organizational commitment of awareness for the employee, the company should give an information about the consequences.

5.2.2 Theoretical Aspects

- a. The variable used in this study is that training significantly influences organizational commitment by using employee engagement as intervening variable. It is suggested that the next researcher can examine other factors that influence employee engagement and organizational commitment, for example, soft skills, job engagement, motivation and other variables. This suggestion is proposed to obtain more varied results and enrich existing theories.
- b. Based on this research method using quantitative methods for future research is recommended to use qualitative research methods.
- c. Based on the object of research, further researchers should use different scope and use simple linear regression analysis to give different research results, so that further research is expected to expand the object of research or conduct research at universities and other majors.

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