
The Effect of Career Development on Employee Performance at PT Angkasa Pura Solusi

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ABSTRACT

This research is motivated by a decrease in work productivity in Indonesia, which impacts employee performance. One of the company's efforts to increase employee productivity and performance is employee career development through training activities. Through employee career development, employee knowledge, abilities, and skills will increase and impact employee productivity and performance. This study aims to determine the effect of career development on employee performance. The population is the total number of objects of a study. The population in this study were employees of PT Angkasa Pura Solusi Soekarno-Hatta International Airport Terminal 3 Domestic, 4th Floor Office Building, Tangerang, amounting to 99 people. At the same time, the sample in this study was 80 people—data analysis technique using simple linear regression analysis. The results showed a positive influence between career development and employee performance when viewed from the t-test with a value of $t_{count} > t_{table}$ ($7.185 > 1.988$) with a significant level of 0.05. Based on the analysis of the coefficient of determination, it can be seen that the R Square value of 0.398 or 39.8% of employee performance variables can be explained by career development variables. In comparison, the remaining 60.2% is influenced by other variables not explained by the author in this study. The results showed a positive influence between career development and employee performance when viewed from the t-test with a value of $t_{count} > t_{table}$ ($7.185 > 1.988$) with a significant level of 0.05. Based on the analysis of the coefficient of determination, it can be seen that the R Square value of 0.398 or 39.8% of employee performance variables can be explained by career development variables. In comparison, the remaining 60.2% is influenced by other variables not explained by the author in this study. The results showed a positive influence between career development and employee performance when viewed from the t-test with a value of $t_{count} > t_{table}$ ($7.185 > 1.988$) with a significant level of 0.05. Based on the analysis of the coefficient of determination, it can be seen that the R Square value of 0.398 or 39.8% of employee performance variables can be explained by career development variables. In comparison, the remaining 60.2% is influenced by other variables not explained by the author in this study.

Keywords: career development, employee performance

INTRODUCTION

The introduction explains the main points discussed as the research/problem background, including the research issues, research objectives, and a summary of relevant theoretical studies. Companies engaged in any field will constantly be challenged by increasingly fierce

and competitive competition; in facing this competition, sophisticated technology will not be enough to make the company a winner. Sophisticated technology must be supported by human resource capabilities that are continually developed to increase employees' skills and potential. No matter how advanced technology is, when human resources lack potential, it will not

guarantee the smooth operation of the company's operations. It means that the more the skills and potential of employees increase, the more products produced will increase, which will improve employee performance. In other words, labor productivity is one of the critical factors that affect performance.

Labor productivity in Indonesia continues to increase over time, and various innovations continue to be made to develop faster and massively. However, since the Covid-19 outbreak in early 2020, several companies have experienced a decline in productivity; this is related to declining employee performance, some employees have experienced layoffs, and even some companies have to go out of business. Data from NurAzizah (2020) explains that the percentage of Indonesian labor productivity is at 74.4 percent. This level of productivity is below the Association of Southeast Asian Nations (ASEAN) average of 78.2 percent. Secretary-General of the Ministry of Manpower, Anwar Sanusi, in his written statement (Friday, November 13, 2020),

A decrease in the level of productivity results in a decrease in the level of performance. It is due to the Covid-19 outbreak. To break the chain of the spread of Covid-19, the government issued Government Regulation Number 21 of 2020 concerning PSBB Guidelines or Large-Scale Social Restrictions. In this regard, the local government (Tangerang Mayor) issued a regulation related to the Implementation of Micro-scale Community Activity Restrictions (PPKM) in Tangerang City as stated in Tangerang Mayor Regulation No. 8 of 2021, Tangerang Mayor Regulation No. 9 of 2021, and Circular No. 180/416- Bag.Hkm/2021 concerning the Enforcement of Restrictions on Micro-Based Community Activities and the Establishment of Covid-19 Handling Command Posts at the Village Level. "During the Micro PPKM, the implementation is 50% WFH and 50% WFO in the work area. For the business sector, it is allowed until 21.00 WIB. Previously, it was only allowed until 19.00 WIB," said the Mayor of Tangerang, Arief R Wismansyah, Tuesday, February 9, 2021.

In addition to causing a decrease in productivity, the implementation of WFH also resulted in several things. First, before the pandemic, employees worked in the office; if there was a problem or problem, then the decision-making process could be resolved directly. After implementing WFH, the smooth running of the work depends on the smooth running of the internet network. If there is an internet network interruption, it will result in a slow completion process. Second, in terms of supervision. If you work in an office, managers can easily supervise the work of their employees. If you work from home, leaders need to find ways to control the performance of their employees so that work continues smoothly. Third, Implementing stringent health protocol rules has forced several companies to regulate the number of workers who work from home (WFH) and work from the office (WFO) so that sitting positions are spaced according to health protocol rules. Some companies get around this by making a picket schedule when they come to work alternately. This condition significantly affects the decline in productivity and employee performance and impacts the continuity of the company.

High work productivity will have an impact on increasing employee performance. It is known that productivity compares the work (output) with the resources used (input). So that if human resources in a company have high knowledge, abilities, and skills, then productivity will also increase automatically, meaning that performance will also increase. Rivai (in Ade Dharma Kurniawan, Abdul Rivai, et al., 2018: 18) said that performance is a natural behavior displayed by every person as work performance generated by employees by its role in the company. One of the company's efforts to increase employee productivity and performance is through employee career development.

For example, companies affected by the COVID-19 pandemic are companies engaged in airport services, namely PT Angkasa Pura Solusi, whose address is Soekarno-Hatta International Airport Terminal 3 Domestic 4th Floor Office Building, Tangerang Banten. Overall, the achievement of the target can be said to be

stable. However, when viewed in timeliness, work completion has decreased due to WFH and WFO, even though there is a time target. During a pandemic like this, companies must be able to maintain the performance of their employees so that company goals can be achieved. According to Kasmir (2015), ability, expertise, and knowledge are several factors that influence performance. Ability is a person's capacity to perform various tasks in a job; expertise is an ability to operate work more efficiently and precisely. Knowledge is knowledge about work. One can have all three of these things when attending training. Training is one of the efforts made by the company in order to improve employee performance. Training is also a part of career development. According to Arif Yusuf Hamali (2016:153), "career development is an effort that is carried out formally and continuously with a focus on improving and adding to one's abilities".

Similarly, what was conveyed by Rustam Supendy and Harsum in their research that employees who received career development in the appropriate category were 13 people (36.1%) and employees who received career development in the inappropriate category were 23 people (63.9%), employees who received career development in the inappropriate category. have good work productivity as many as 15 people (41.7%) and employees who have work productivity in the less category as many as 21 people (58.3%), career development factors statistically have a positive effect on efforts to increase employee work productivity. Based on the above background, the topic to be taken in this research is "The Influence of Career Development on Employee Performance at PT Angkasa Pura Solusi".

Literature review

1. Career Development

Andrew J. Fubrin (in Anwar Prabu Mangkunegara, 2013: 77) suggests that: "Career development, from the organization's standpoint, is the personnel activity which helps individuals plan their future career within the enterprise, to help the enterprise achieve and the employee

achieves maximum self-development". This means career development is an employment activity that helps employees plan their future careers so that the company and the employees concerned can develop themselves to the maximum. According to Arif Yusuf Hamali (2016:153), "career development is an effort that is carried out formally and continuously with a focus on improving and adding to one's abilities". According to Flippo (in Donni Juni Priansa, 2017: 188) states that: "Career development is a series of separate work activities, but still constitutes or has a relationship that is complementary, sustainable, and gives meaning to the lives of employees". From the opinions above, it can be concluded that career development is a program created by the company aimed at employees to improve the abilities and skills of employees so that they can develop to the maximum.

Career Development Indicators

According to Sarinah Sihombing (2015: 95-97), several things related to the individual career development of an employee are:

- 1) Job performance (job performance)
- 2) Exposure (exposure)
- 3) Network work (network)
- 4) Resignations
- 5) Loyalty to the organization (organizational loyalty)
- 6) Mentors and sponsors
- 7) Subordinates who have vital roles (key subordinates)
- 8) Opportunities to grow (growth opportunities)
- 9) International experience

Anwar Prabu Mangkunegara, (2013:67) suggests that:

"Performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone)". The definition of performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. According to Yoyo Sudaryo (2018: 205) states that: "performance is a work achieved by a person in carrying out the tasks assigned to him and how much they can contribute to the organization".

According to Kasmir (2019: 182), “performance is the result of work or work behavior that has been achieved in completing the tasks and responsibilities given within a certain period”

Factors Affecting Employee Performance

- 1) Ability and expertise
- 2) Knowledge
- 3) work plan
- 4) Personality
- 5) Work motivation
- 6) Leadership
- 7) Leadership style
- 8) Organizational culture
- 9) Job satisfaction
- 10) Work environment
- 11) Loyalty
- 12) Commitment
- 13) Work discipline

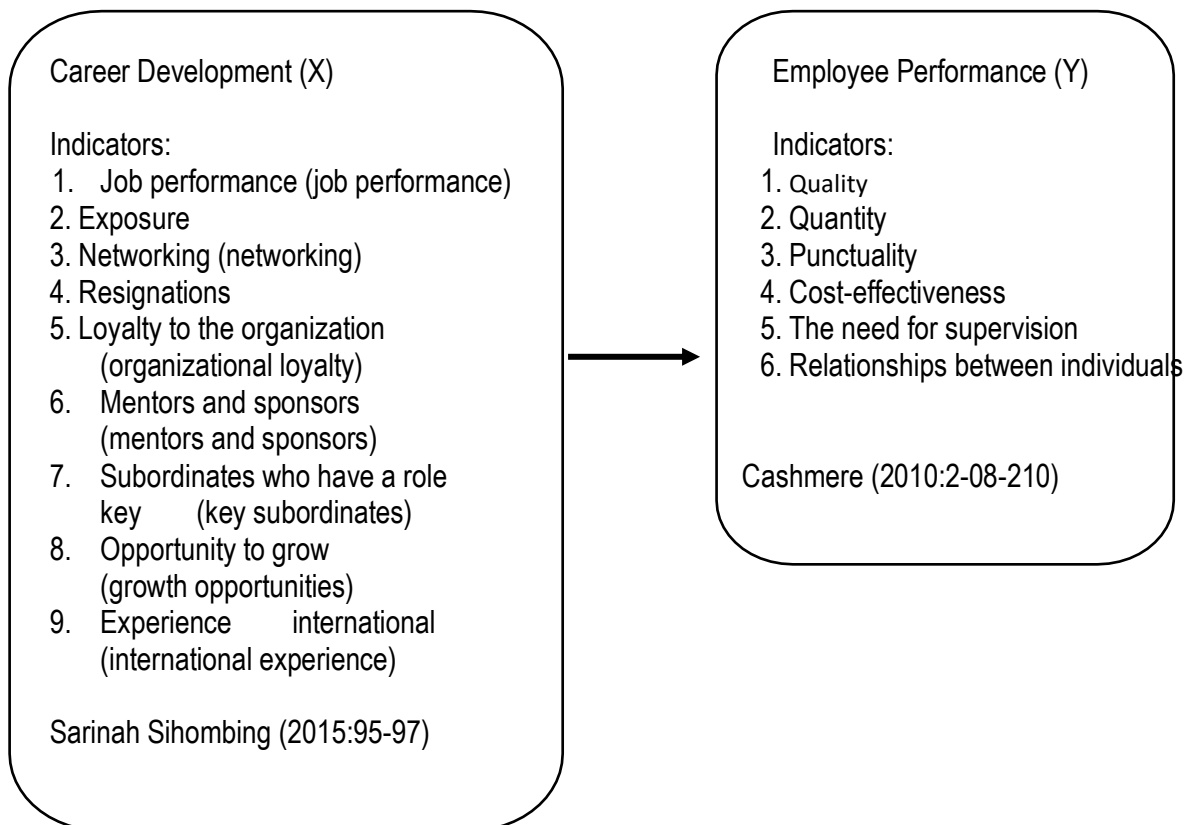
METHOD

This quantitative research can be categorized as explanatory research that explains the position of the constructs studied and the relationship between one construct and another or research

that explains the relationship between research variables and hypothesis testing formulated previously. The data collection technique in this research is a questionnaire done by giving a set of questions or a written statement to the respondent to answer. The total population in this study was 99 people, staff, and managers at PT Angkasa Pura Solusi. The sampling technique used is Probability Sampling with simple random sampling, namely the sampling of members of the sample and the population is carried out randomly without regard to the existing strata in the population.

The data analysis used in this research is descriptive. This analysis describes the information extracted from the data comprehensively by describing the data in various ways. These methods include presenting data using tables and graphs, summarizing and explaining data related to the measure of central tendency and data variation or the form of data distribution (Sugiarto, 2017:270).

Figure 2.1 Framework for Thinking



RESULT and DISCUSSION

**a. Instrument Test
 1) Validity Test**

Table 4.20 Validity Test Results

Variable	Indicator	Value of r count	Table r value	Information
Career Development	X1 (Work Achievement)	0.733	0.4438	Valid
	X2 (Exposure)	0.506		
	X3 (Network)	0.691		
	X4 (Resignation)	0.518		
	X5 (Loyalty to the Organization)	0.654		
	X6 (Supervisor and Sponsor)	0.539		
	X7 (Subordinate Who Has a Key Role)	0.682		
	X8 (Opportunity to Grow)	0.651		
	X9 (International Experience)	0.698		
Employee performance	Y1 (Quality)	0.781		
	Y2 (Quantity)	0.775		
	Y3 (Time Punctuality)	0.785		
	Y4 (Cost Effectiveness)	0.743		
	Y5 (Need for Supervision)	0.547		
	Y6 (Interpersonal Relations)	0.725		

Source: SPSS 25 Data Processing Results (2021)

The table above shows the calculated r-value independent variables and dependent variables > r table (0.4438), and the significance level is can be declared valid. below 0.05. So, it can be concluded that all

2) Reliability test

Table 4.21 Reliability Test Results

Variable	Number of Indicators	Cronbach's Alpha
DevelopmentCareer	9	0.754
Employee performance	6	0.780

Source: SPSS 25 Data Processing Results (2021)

Based on the results of the reliability test alpha values > 0.60. Therefore, the results of the above, it can be seen that all variables, namely reliability test on all variables are reliable. career development (variable X) and employee performance (variable Y), obtained Cronbach

b. Classic assumption test

1. Normality test

Table 4.22 Normality Test Results

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual

N		80
Normal Parameters, b	mean	.0000000
	Std. Deviation	2.17444886
Most Extreme Differences	Absolute	.066
	Positive	.062
	Negative	-.066
Test Statistics		.066
asymp. Sig. (2-tailed)		.200c,d

Source: SPSS 25 Data Processing Results (2021)

Based on results normality test known usually distributed. It can be concluded that the residual value is usually distributed. value significance $0.200 > 0.05$, then

2. Heteroscedasticity Test

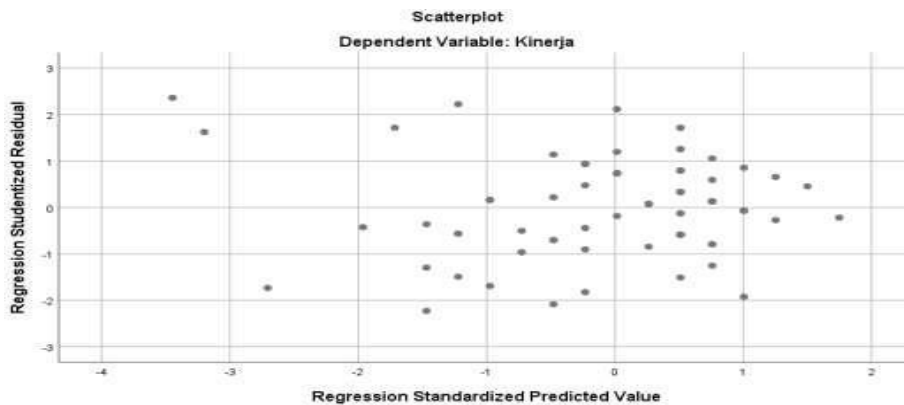


Figure 4.1 Heteroscedasticity Test Results
 Source: SPSS 25 Data Processing Results (2021)

Based on the scatterplot curve above, it can be seen that the points spread freely and do not form a specific clear pattern. So it can be concluded that there is no heteroscedasticity problem, which means the data is Homoscedasticity, so it can be used for Regression tests (Hypothesis Testing).

Table 4.23 Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performance	Between	(Combined)	373,460	18	20,748	5.11	.000

Employee	N					8	
* Developer just Career	Groups	linearity	247,220	1	247.220	60.983	.000
		Deviation from linearity	126,240	17	7.426	1.832	.044
	Within Groups		247,290	61	4.054		
	Total		620,750	79			

Source: SPSS 25 Data Processing Results (2021)

From the table above, it can be seen that the development and employee performance) do not have a linear relationship. Sig Linearity is $0.044 < 0.05$, so it can be concluded that the variables X and Y (career

c. Hypothesis testing

Table 4.24 T . Test Results Coefficients^a

Unstandardized Coefficients			Standardized Coefficient ts Beta	T	Sig
Model	B	Std. Error			
1 (Constant)	8,771	2,324		3,775	.000
Pem career building	.438	.061	.631	7.185	.000

a. Dependent Variable: Employee Performance

Source: SPSS 25 Data Processing Results (2021)

This T-test was conducted to compare the value of tcount with the t-table. If $t\text{-count} > t\text{-table}$, it can be stated that the career development variable (X) influences the employee performance variable (Y).

Based on the SPSS "Coefficients" output table above, it is known that the Significance value (Sig) of the Career Development variable (X) is 0.000. Because the value of Sig $0.000 < 0.05$, it can be concluded that H1 or the

first hypothesis is accepted. It means that Career Development (X) affects Employee Performance (Y). It can be seen that the t-value of the Career Development variable is 7.185. because the value of $t\text{-count} > t\text{-table}$ $7.185 > 1.988$, it can be concluded that H1 or the first hypothesis is accepted. It means that Career Development (X) affects Employee Performance (Y).

2) Coefficient of Determination Test

Table 4.25 Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631a	.398	.391	2.18834

a. Predictors: (Constant), Career Development

Source: SPSS 25 Data Processing Results (2021)

From the table above, it can be seen that the value of the correlation (R) is 0.631. From the output, the coefficient of determination (R Square) is 0.398, which implies that the influence of the independent variable (Career Development) on

the dependent variable (Employee Performance) is 39.8%. In comparison, the remaining 60.2% is influenced by other variables not explained by the authors in this study.

c. Simple Linear Regression Analysis

Table 4.26 Results of Simple Linear Regression Analysis

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficient s Beta	T	Sig.	
	B	Std. Error				
1	(Constant t)	8,771	2,324		3,775	.000
	PembangCareer	.438	.061	.631	7.185	.000

a. Dependent Variable: Employee Performance
 Source: SPSS 25 Data Processing Results (2021)

The table above shows the Constant (a) value of 8,771 and the Career Development value (b / regression coefficient) of 0.438, so the regression equation is:

$$Y = a + bX + e$$

$$Y = 8771 + 0.438X + e$$

From the equation above, it can be explained that the constant of 8,771 means that the consistent value of the Employee Performance variable is 8,771. The X regression coefficient of 0.438 states that for each additional unit of Career Development value, the Employee Performance value increases by 0.438. The positive sign on the regression coefficient value indicates that the two variables are directly proportional. If there is an increase in the Career Development variable, the Employee Performance variable will follow according to the regression coefficient value. This positive sign also answers the hypothesis that the Career Development variable has a positive and significant effect on employee performance. This study indicates that respondents' perceptions of career development are critical to employee performance.

Discussion result

This study found the results after all data had been collected and the analysis results had been completed. Regarding the results found in this study, the suitability of theories, opinions, or previous research presented by previous research results. The following will be explained in the analysis of the findings in this study, namely as follows:

The Effect of Career Development on Employee Performance

From the research obtained regarding the effect of career development on employee performance, the t-value for the career development variable is 7.185, and the t-table with = 5% is known to be 1.988. So it can be seen that tcount is more significant than t-table and the significance value of career development is 0.000 < 0.05, which means from these results it can be concluded that H0 is rejected (Ha is accepted), indicating that there is a positive and significant influence between career development on

employee performance at PT Angkasa Pura Solusi.

It means that career development can improve employee performance at PT Angkasa Pura Solusi, where good career development will create a good performance. For companies that have suitable career development activities can improve the performance of their employees, and vice versa. If career development activities in the company are not suitable, it will impact employee work productivity.

The influence of career development on employee performance occurs because it is by the knowledge, expertise, and skills at work so that employees can complete their work and have a positive impact on their performance.

The results of this study are in line with previous research conducted by (Amelia Yuniar Yusup & Romat Saragih 2020) and (Bachtiar Arifudin Husain 2020), which stated that career development has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the research discussion, the following conclusions can be drawn: Career development has a positive and significant effect on employee performance at PT Angkasa Pura Solusi. It means that the better the career development of employees, will improve employee performance.

The coefficient of determination test results shows that the R Square value of 0.398 or 39.8% of employee performance variables can be explained by career development variables, while the remaining 60.2% is influenced by other variables not explained by the author in this study.

B. Suggestion

Based on the results of research, discussion, and conclusions, the suggestions given are as follows:

1. Career development for PT Angkasa Pura Solusi employees to improve their performance.

2. Study could be developed using variables other than career development.
3. This research can be a reference and a basis for comparison for further research.

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