

THE INFLUENCE OF WORK FAMILY CONFLICT AND WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE AT PT. SAMUDERA PASTRY INDONESIA

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ABSTRACT

This research aims to determine the effect of work family conflict and work life balance on employee performance at PT Samudera Pastry Indonesia which is based on the fact that many employees are not yet optimal in carrying out their performance with clear evidence that many people still make mistakes, paying little attention to product quality, not being on time and targeting not achieved and also a lack of independence in completing tasks. With this, researchers conducted research with the aim of finding ways to improve the quality of employee performance. The population in this research is all employees who work at PT Samudera Pastry Indonesia, totaling 39 people. Data collection techniques in this research were interviews and questionnaires with data analysis using descriptive methods and using multiple regression. The conclusion obtained from the research results is that work family conflict and work life balance have a significant effect on the performance of PT Samudra Pastry Indonesia employees with a contribution of 81.6%, while the remaining 18.4% is determined by other factors not observed in this research.

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INTRODUCTION

Human resources are the main asset for organizations who are planners and active actors of various activities within the organization. Human resources have thoughts, feelings, desires, status and educational background whose thought patterns can be brought into an organizational environment. So the success of an organization is supported by the career development opportunities provided to employees. Achieving organizational goals also does not only depend on technology, but is more dependent on the humans who carry out their work.

Performance is the basis for achieving the goals of an organization. The success of an organization in improving performance depends on the quality of employee work. Quality of work is very important because it is able to increase employee participation in the organization. Performance is also related to the quantity achieved by an employee, an employee in carrying out his duties should be in accordance with the responsibilities given so as to achieve a good quantity. Punctuality and effectiveness in completing tasks that are the employee's responsibility and achieving targets based on company time standards are also related to the employee's performance. To achieve a level of effectiveness in the process of achieving goals, it must be supported by facilities and infrastructure and all existing elements in the company. From an office perspective, performance is influenced by teamwork, communication, adaptability, knowledge and ability to organize work. If employees are able to work together with a team, communicate well with other employees, adapt to

the targets given by the company and have abilities in the field of work and are able to manage the workload given to employees, the company will be able to achieve sales or performance targets.

PT Samudera Pastry Indonesia, which operates in the culinary sector, means that employees pay little attention to the quality of the product. We can see the quality of this product from the ingredients used. Most employees are negligent in entering recipes, such as entering doubles or not being careful in entering recipes, causing the product to fail and fail. according to SOP. Apart from that, accuracy in baking bread often results in negligence in the baking time which causes the product to burn. The large number of employees in the company means that work is completed more quickly, causing employees to relax because they have no more work to do. In terms of independence, there are still many employees who ask other employees for help, for example, to clean the work area and still lack the self-awareness to do it themselves. Or often ask other employees for help even though they already have their own picket schedule.

One factor that can influence employee performance is work family conflict. Work Family Conflict is a form of role conflict within a person that arises due to role pressure from work (work demands) and role pressure from family (family demands). An example of pressure at work (work demand) is the workload demands that must be achieved so that the company's targets are also achieved. achieved long and irregular or flexible working hours, interpersonal conflicts in the work environment or supervisors who are less supportive. Meanwhile, pressure in the family (family demand) such as feeling that the main responsibility is the children, interpersonal conflicts within the family, and lack of support from family members. The problem that occurs at PT Samudera Pastry Indonesia related to work family conflict is that there is a sales target from the company that must be realized, employees are required to complete the production target that has been set by the company every month, this causes employees to experience pressure. Apart from that, production targets that must be achieved every month often cause employees to work overtime, thereby reducing their time with their families. The lack of independence that employees have causes them to often ask for help from other employees, causing other employees to feel disturbed. Sometimes employees also feel that family is the main thing, causing employees to be neglectful and not optimal in carrying out their duties, plus the lack of support from family which sometimes means employees are not enthusiastic about carrying out their duties at the company. Another factor that can influence employee performance is work life balance. Work-life balance is an important factor that companies need to consider, including time balance, engagement balance and satisfaction balance in creating a policy so that work performance is maintained.

The problem faced by PT Samudera Pastry Indonesia employees is that they feel they do not have enough time to balance work and their personal life, because employees spend more time at work. Normal working time is around 8 hours, overtime work is 11 hours. However, the working time spent sometimes does not match the specified time because the goods produced have not reached the target, which results in employees increasing the amount of time to meet production according to the target. This makes employees feel that working hours are taking up their time at the company. Another factor that can influence employee performance is work life balance. Work-life balance is an important factor that companies need to consider, including time balance, engagement balance and satisfaction balance in creating a policy so that work performance is maintained. Based on the results of observations made by the author at PT Samudera Pastry Indonesia, the phenomenon that occurs is work-family conflict experienced by employees, this can be seen from the long working hours and pressure from superiors to achieve sales targets so that employees feel that the demands of employee responsibility are very high. big. In addition, interpersonal conflicts within the family, as well as a lack of support from family members cause employees to experience decreased performance. Apart from employees feeling that they do not have enough time to balance work and their personal lives, this is because employees spend more time at work, so employees think that the working hours set by the company take up too much time for employees' personal lives.

METHOD

According to (Sugiyono, 2014: 148) population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. Thus, the population of this study is all employees who work at PT Samudera Pastry Indonesia, totaling 39 people.

A sample is a part of a population that is considered representative of that population. To determine the sample size according to (Arikunto, 2016: 112), if there are less than 100 subjects, it is better to take all of them so that the population is used as a sample. The sample is part of the number and characteristics of the population. In this research, the census method was used, namely the entire population was sampled as 39 employees at PT Samudera Pastry Indonesia.

The type of data source used in this research uses two data, namely primary data and secondary data. Primary data is data obtained from respondents, namely employees of PT Samudera Pastry Indonesia. Meanwhile, secondary data is data obtained directly from the company.

The data collection techniques used are descriptive statistical analysis techniques and inferential statistical analysis. Descriptive analysis was carried out to provide an overview of data distribution, frequency, histogram, mode, median, mean and standard deviation. Inferential statistical analysis is used to test hypotheses, but first the analysis requirements are tested, namely the normality test and linearity test. Hypothesis testing consists of Simple Linear Regression Test, Multiple Linear Regression Test, F Test and T Test, and Calculation of the Coefficient of Determination.

The validity test is used to determine the validity of the question items used in the research. Valid means that the instrument can be used to measure what it is supposed to measure. How to find the r table (there is an r table attached) where $df = n-2$ with sig 5%. If r is calculated $>$ corrected item = valid question item. If r is calculated $<$ corrected item = the question item is invalid. Testing the validity of this research data was carried out using the Pearson Correlation method, namely comparing the calculated r (Pearson Correlation value) with the r table (obtained from the r table). To determine the validity of the statement items on the Work Family Conflict variable (X1), the Work Life Balance variable (X2) and the Employee Performance variable, it is necessary to calculate the r table at a significant level of 0.05 with a 2-sided test and $N = 39$, then the r value is obtained table is 0.316. In this research there are ten statements in the Work Family Conflict variable. If the result of r calculated is greater than r table then the statement item is valid. Results of the validity test of the Work Family Conflict variable (X1).

RESULTS AND DISCUSSION

1. Validity test

The validity test is used to determine the validity of the question items used in the research. Valid means that the instrument can be used to measure what it is supposed to measure. How to find the r table (there is an r table attached) where $df = n-2$ with sig 5%. If r is calculated $>$ corrected item = valid question item. If r is calculated $<$ corrected item = the question item is invalid.

Testing the validity of this research data was carried out using the Pearson Correlation method, namely comparing the calculated r (Pearson Correlation value) with the r table (obtained from the r table). To determine the validity of the statement items on the Work Family Conflict variable (X1), the Work Life Balance variable (X2) and the Employee Performance variable, it is necessary to calculate the r table at a significant level of 0.05 with a 2-sided test and $N = 39$, then the r value is obtained table is 0.316. In this research there are ten statements in the Work Family Conflict variable. If the result of r calculated is greater than r table then the statement item is valid. The results of the validity test for the Work Family Conflict variable (X1) can be seen in table 1.

Table 1. Performance Variable Validity Test Results

Variable	Item	r count	r table	Information
Performance	Y.1	0.669	0.316	Valid
	Y.22	0.499	0.316	Valid
	Y.3	0.407	0.316	Valid
	Y.4	0.571	0.316	Valid
	Y.5	0.552	0.316	Valid
	Y.6	0.463	0.316	Valid
	Y.7	0.672	0.316	Valid
	Y.8	0.707	0.316	Valid
	Y.9	0.691	0.316	Valid

Y.10	0.378	0.316	Valid
Y.11	0.476	0.316	Valid
Y.12	0.427	0.316	Valid
Y.13	0.576	0.316	Valid
Y.14	0.587	0.316	Valid
Y.15	0.521	0.316	Valid
Y.16	0.51	0.316	Valid
Y.17	0.334	0.316	Valid
Y.18	0.355	0.316	Valid
Y.19	0.356	0.316	Valid
Y.20	0.467	0.316	Valid
Y.21	0.453	0.316	Valid
Y.22	0.411	0.316	Valid
Y.23	0.426	0.316	Valid
Y.24	0.447	0.316	Valid
Y.25	0.394	0.316	Valid

Source: 2023 Data Processing Results

From table 1, it can be seen that of the 25 statement items for the employee performance variable (Y), all statement items are declared valid because they have a calculated r value greater than 0.316, so they can be declared valid.

Table 2. Validity Test Results for the Work Family Conflict Variable

Variable	Item	r count	r table	Information
Work Family Conflict	X1.1	0.34	0.316	Valid
	X1.2	0.469	0.316	Valid
	X1.3	0.463	0.316	Valid
	X1.4	0.397	0.316	Valid
	X1.5	0.597	0.316	Valid
	X1.6	0.759	0.316	Valid
	X1.7	0.688	0.316	Valid
	X1.8	0.728	0.316	Valid
	X1.9	0.827	0.316	Valid
	X1.10	0.756	0.316	Valid

Source: 2023 Data Processing Results

From table 2 it can be seen that the calculated r of all statement items is greater than the table r, so that all statement items on the work family conflict variable can be declared valid.

Table 3. Work Life Balance Variable Validity Test Results

Variable	Item	r count	r table	Information
Work Life Balance	X2.1	0.785	0.316	Valid
	X2.2	0.691	0.316	Valid
	X2.3	0.476	0.316	Valid
	X2.4	0.707	0.316	Valid
	X2.5	0.695	0.316	Valid
	X2.6	0.582	0.316	Valid
	X2.7	0.742	0.316	Valid
	X2.8	0.741	0.316	Valid
	X2.9	0.742	0.316	Valid
	X2.10	0.542	0.316	Valid
	X2.11	0.675	0.316	Valid
	X2.12	0.555	0.316	Valid
	X2.13	0.798	0.316	Valid
	X2.14	0.7	0.316	Valid
	X2.15	0.733	0.316	Valid

Source: Data Processing Results2023

From table 3 it can be seen that all the statements used for the work life balance variable (X2) have valid values, as evidenced by the calculated r value being greater than the r table, namely 0.316.

2. Reliability Test

Reliability is determined on the basis of the proportion of the total variance that is the true total variance. The greater the proportion means the higher the reliability, providing facilities for measuring reliability with the Cronbach alpha statistical test. If the Cronbach's Alpha value is > 0.60 , it is said that the questionnaire is realistic (Sugiyono, 2012).

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Std. Cronbach's Alpha
Work Family Conflict	0.76	0.6
Work Life Balance	0.763	0.6
Employee performance	0.739	0.6

Source: 2023 Data Processing Results

3. Multiple Linear Regression Analysis

To test the hypothesis which states that there is an influence between incentives and rewards on the productivity of PT Suka Fajar employees in Pekanbaru, you can see in table 5 the results of the double linear regression analysis below:

Table 5. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	,882	,308		2,866	,007
	Work Family Conflict	,263	0.115	,226	2.28	,029
	Work Life Balance	,524	0.071	,734	7.41	,000

a. Predictors: (Constant), Work Family Conflict, Work Life Balance

b. Dependent Variable: Employee Performance

Source: 2023 Data Processing Results

The data from the respondents' responses is then distributed into the SPSS program to find out how the influence of these factors can be seen using multiple linear regression analysis obtained using the SPSS program so that an equation like the following can be obtained:

$$Y = 0.882 + 0.263 X_1 + 0.524 X_2 + \epsilon$$

The results of the equation pertaining to PT Samudera Pastry Indonesia's employee performance, work family conflict, and work life balance can be interpreted in a comprehensive manner. Initially, the constant (a) stands at 0.882, which indicates that the baseline performance of the employees prior to considering work family conflict and work life balance was 0.882. Regarding work family conflict, the regression coefficient is 0.263. This implies that with each unit increase in work family conflict, employee performance is expected to rise by 0.263. Conversely, a unit decrease in work family conflict is predicted to result in a corresponding decrease in employee performance by 0.263. Similarly, the regression coefficient for work life balance is 0.524. This suggests that for every unit increase in work life balance, there is a predicted increase of 0.524 in employee performance. Likewise, a decrease in work life balance by one unit is anticipated to lead to a reduction in employee performance by the same measure, 0.524.

4. Hypothesis Testing Results

a. t Test Results

The t test is used to determine the significant level of influence of the independent variable (X) on the dependent variable (Y). For the t test, pay attention to t count, whether it is significant if $t\text{-count} > t\text{-table}$. $t\text{ table} = n - k = 63 - 3 = 60$ (1.671).

Table 6. t Test Results (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,882	,308		2,866	,007
1 Work Family Conflict	,263	,115	0.226	2.28	,029
Work Life Balance	,524	0.071	,734	7.41	,000

a. Predictors: (Constant), Work Family Conflict, Work Life Balance

b. Dependent Variable: Employee Performance

Source: 2023 Data Processing Results

From the analysis presented in table 7, a comprehensive understanding emerges regarding the impact of Work Family Conflict and Work Life Balance on employee performance at PT Samudera Pastry Indonesia. The study reveals that the t-count value for Work Family Conflict is 2.277. This exceeds the t-table value of 2.028 ($2.277 > 2.028$) and accompanies a significance value of 0.029, which is below the threshold of 0.05 ($0.029 < 0.05$). Therefore, it is concluded that Work Family Conflict positively and significantly affects employee performance, supporting the first hypothesis. Similarly, the t-count value for Work Life Balance stands at 7.412, surpassing the t-table value ($7.412 > 2.028$). Given that its significance level is also below 0.05 ($0.000 < 0.05$), this indicates a significant effect of Work Life Balance on employee performance, validating the relevant hypothesis.

In addition, the F test results, which aim to ascertain the combined influence of all independent variables on the dependent variable, further strengthen these findings. Employing a 5% significance level, the decision-making process compares the Fcount from the results with the Ftable value, determined by the number of independent variables and sample size. With degrees of freedom at 37 (39-2) and an Ftable value of 3.27 at a confidence level of 0.05, the hypothesis is accepted when Fcount exceeds Ftable or the significance level is below 0.05. This outcome suggests that collectively, the independent variables have a significant effect on the dependent variable, thereby reinforcing the individual impacts of Work Family Conflict and Work Life Balance on employee performance.

Table 8. F Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9,593	2	4,796	85,446	,000a
Residual	2,021	36	,056		
Total	11,614	38			

a. Predictors: (Constant). Work Family Conflict, Work Life Balance

b. Dependent Variable: Employee Performance

Source: 2023 Data Processing Results

From table 9 it can be seen that the Fcount value is 85.446 with an Ftable of 3.27. This shows that $F_{count} > F_{table}$ with a significant value that is smaller than the predetermined significance level, namely $0.000 < 0.05$. It can be concluded that there is a simultaneous influence of the independent variables Work Family Conflict and Work Life Balance which together influence the dependent variable Employee Performance.

b. Coefficient of Determination Test Results (R^2)

The coefficient of determination is used to measure the contribution of the Work Family Conflict and Work Life Balance variables to employee performance. The greater the correlated coefficient of determination, the better. Because the analysis used is multiple linear regression, the guideline for determining the strength of the relationship between the Work Family Conflict and Work Life Balance variables on employee performance can be seen from the Adjusted R Square (R^2) value, as follows:

Table 9. Determination Test Results (R^2)

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909a	.826	.816	0.23693

a. Predictors: (Constant), Work Family Conflict, Work Life Balance

b. Dependent Variable: Employee performance

Source: 2023 Data Processing Results

The results of the regression calculations in table 10 show that the coefficient of determination (R^2) (Adjusted R Square) obtained is 0.816. This means that employee performance can be explained by the Work Family Conflict and Work Life Balance variables of 81.6%, while the remaining is 18.4% is explained by other variables not proposed in this study. It can also be seen that the coefficient of determination (R^2) which is getting closer to 1 (one) means that every increase in the independent variable will affect the increase in the dependent variable, which means that the Work Family Conflict and Work Life Balance variables will affect the increase in the variable. Employee performance.

DISCUSSION

1. In this research, two independent variables and one dependent variable were used, namely Work Family Conflict (X_1) and Work Life Balance (X_2) to determine their effect on Employee Performance (Y) at PT Samudera Pastry Indonesia. Based on this research, it can be seen that the Work Family Conflict variable (X_1) has a positive and significant effect on Employee Performance (Y), likewise the Work Life Balance variable (X_2) has a positive and significant effect on Employee Performance (Y). Then, simultaneously, both the Work Family Conflict (X_1) and Work Life Balance (X_2) variables have a positive and significant effect on the performance of PT Samudera Pastry Indonesia employees.
2. Based on the results of the t test, it shows that Work Family Conflict has a positive and significant effect on employee performance. This is proven by the results of the t test to answer the hypothesis where the t count is greater than the t table, namely $2.277 > 2.028$ with significance smaller than 0.05, namely $0.029 < 0.05$, thus Work Family Conflict has a positive and significant effect on Employee Performance.
3. Based on the results of the t test, it shows that work conflict has an effect on employee performance. This proves from the results of the statistical hypothesis test where tcount is greater than ttable, namely $(7.412 > 2.022)$, with significance smaller than 0.05, namely $0.000 < 0.05$, so Work Life Balance has a significant positive effect on Employee Performance. Work life balance partially has a significant influence on employee performance at PT Samudera Pastry Indonesia, so the hypothesis is accepted, meaning that work life balance has a significant effect on employee performance. The indicators used to measure the work life balance variable are time balance, engagement balance and satisfaction balance.
4. Based on the results of the analysis of the answers given by respondents and through statistical tests, the results of the multiple linear regression test were obtained, namely $Y = 0.882 + 0.263$

and Work Life Balance, then Employee Performance will remain at 1.585. The regression coefficient value of 0.263 states that for every additional 1 unit of Work Family Conflict, it is predicted that employee performance will increase by 0.263. The regression coefficient value of 0.524 states that for every 1 unit increase in Work Life Balance, it is predicted that employee performance will increase by 0.524.

5. Based on the results of the F test, it shows that Work Family Conflict and Work Life Balance influence employee performance. This proves from the results of the statistical hypothesis test where Fcount is greater than Ftable, namely $85.446 > 3.27$ with significance smaller than 0.05, namely $0.000 < 0.05$, so Work Family Conflict and Work Life Balance together have a significant effect on Performance. Employee.

Based on the results of the determination coefficient test for the Work Family Conflict and Work Life Balance variables and their influence on PT Samudera Pastry Indonesia Employee Performance, it can be seen that the Adjusted R Square (R²) value is 0.816 which can be interpreted as that the Work Family Conflict and Work Life Balance variables have an influence of 81.6% of PT Samudera Pastry Indonesia Employee Performance while the rest is influenced by other variables outside the research model. This explains that the performance of PT Samudera Pastry Indonesia employees is more than half influenced by Work Family Conflict and Work Life Balance, so companies need to pay attention to Work Family Conflict and Work Life Balance in the form of a balance between work and the time employees need with their families.

CONCLUSION

It can be concluded that this study aims to understand the influence of work-family conflict and work-life balance on employee performance at PT Samudera Pastry Indonesia. The background of this study is the suboptimal performance of employees, reflected in various issues such as errors in work, lack of attention to product quality, non-compliance with time, and unmet targets.

This research involved all employees at PT Samudera Pastry Indonesia, totaling 39 people. The methodology used included interviews and questionnaires, with data analysis using descriptive and multiple regression methods. The research results show that work-family conflict and work-life balance significantly affect employee performance at PT Samudera Pastry Indonesia, contributing 81.6%, while the remaining 18.4% is influenced by other factors not observed in this study.

This research supports that a balance between work and personal life of employees is important for optimal performance. PT Samudera Pastry Indonesia, as a company in the culinary sector, faces challenges in maintaining product quality due to the lack of employee independence and internal conflicts. Therefore, this study recommends that the company consider these aspects in their policies to improve employee performance.

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