

# Antecedents That Influence Employee Performance in PT Lion Air with Organizational Culture as a Mediation Variable

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JSM  
Volume 5  
Number 1  
January 2023

Received on 04 Aug 2022

Revised on 18 Oct 2022

Accepted on 03 Nov 2022

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DOI: 10.37479

## ABSTRACT

**Purpose:** This study aims to determine and analyze the effect of motivation and career development on employee performance and the organizational culture of PT Lion Air employees.

**Design/Methodology/Approarch:** This quantitative research takes place in PT Lior Air with 100 empolyees as the research sampel. The data collected by online qustionare and the analysis technique using statistical method ed by SmartPLS 3.0.

**Findings:** Development have positive impact on corporate culture. Motivation have positive impact on employee performance. Meanwhile, Career development have no impact employee performance. Also Organizational culture have no impact employee performance.

**Keywords:** Motivation; Career Development; Organizational Culture; Employee Performance

## INTRODUCTION

Human resource management is an indispensable element for an organization regardless of size, and human resources are regarded as a very important element in the development process of an organization because the development of service quality is realized with the support of high quality human resources (Tangkilisan, 2015). The role of human resources is vital to carry out work processes and achieve company goals when supported by good human resource management.

Achieving a company's goals requires excellent employee performance. Performance is the result of the work that an individual or group of people within an organization can perform to achieve the goals of the organization, depending on their responsibilities and abilities. There is a close correlation between individual performance and organizational performance. In other words, the better the employee's performance, the better the organization's performance

(A. A. P. Mangkunegara, 2015; Prawirosentono, 2012).

Employee performance needs to be considered through employee motivation. Motivation is an encouragement from within the employee/individual to act to achieve. Achievement-giving motivation is one alternative to improving employee performance to achieve company's goals. In addition, the presence of motivation is expected to encourage enthusiasm in work so that employees work not based on coercion but as a duty as a sense of responsibility and self-awareness so that they can impact employee performance (Hindriari, 2018; Negash et al., 2014).

Career development can affect employee performance too. Career development is an increase that employees can obtain that encourages increased performance to achieve the desired career. Career development can improve employee competence, which can impact employee performance (Oduma & Were, 2014; Parerung et al., 2015; Pratiwi et al., 2015).

A company also needs to pay attention to the organizational culture of the company. Organizational culture is a framework that becomes an employee identity that can shape employee attitudes and behavior to make decisions for employees and direct actions to achieve organizational goals (Judge & Robbins, 2017; Rivai & Mulyadi, 2012).

The preliminary observations on airline PT Lion Air employees showed that most employees did not feel any career development. This can be a problem when employee performance decreases when employees think they have worked with good motivation and are supported by good organizational culture but are not supported by career development (Muhajir, 2019). Therefore, need to pay attention to these factors in order to keep your employees performing well at all times.

Employee performance is the result of quality and quantity work that employees perform to perform their duties responsibly, where the work results must be shown concrete evidence and can be measured through certain standards systematically against the potential of employees in their efforts to develop the organization to achieve company goals (P. A. Mangkunegara, 2009; Martoyo, 2015; Sedarmayanti, 2011). Employee performance can be measured by the quantity of work, cooperation, time management, and existence.

Organizational culture is a framework that becomes the identity of employee groups that can shape employee attitudes and behavior to make decisions for employees and direct feelings, thoughts, and reactions to the environment to achieve organizational goals. Organizational culture in a company can be described through the values and norms that are upheld by the company (Kreitner & Kinicki,

2005; Rivai, 2010; Uha, 2015). The organizational culture built by the company and the organizational culture that occurs in employees is an indicator that can be used as a measuring tool for organizational culture.

Motivation is an internal or external driving force to encourage the individual to carry out an activity to work effectively and integrate with all his efforts to achieve goals (Handoko, 2015; Hasibuan, 2017; P. A. Mangkunegara, 2009). Motivation consists of positive and negative motivation, as well as primary and secondary motivation (Dimiyati & Mudjiono, 2021; Hasibuan, 2017). The need for Achievement can measure employee motivation, the need for affiliation, and the need for power (Hasibuan, 2017).

Career development is a process of increasing individual work abilities through which a person contributes to the exploration, consolidation, success, and fulfillment of one's career to achieve the desired career (Marwansyah, 2014; Rivai & Sagala, 2016; Widodo, 2015). Career development is an activity that helps employees plan their future careers within the company so that they and the company can reach their full potential.. Career development can be achieved through coaching from leadership, education and training, promotions, and transfers. Indicators of fair treatment can measure career development in a career, concern for direct superiors, and level of satisfaction with careers (Siagian, 2015).

The relationship between motivation and employee performance has been studied by Erwatningsih (2019), state that employee motivation has a connection with employee performance. Muhajir (2019) also conducted (2019) a similar study stating that motivation can influence employee performance.

Research conducted by Mulyadi et al. (2018) that examined employee performance at national bank companies stated that career development had a significant positive effect on performance. Similar to the study, Dewi et al. (2021) research also indicated that employee development could influence employee performance. Based on the results of the two studies above, it can be concluded that employee performance will increase if it is balanced with career development.

Tampubolon et al. (2015) and Suherman (2011) state that organizational culture influences employee performance. Improving an excellent organizational culture will have a good impact on employee performance.

The relationship between motivation and organizational culture was previously investigated by Nadhiroh (2019) that examined the employees of Koperta Langgeng Mulyo Ngancar Kediri. The results of his research stated that motivation have positive impact on organizational culture, so any increase that occurs in work motivation

can provide an increase in organizational culture. The researcher found that no research examined the impact of career development on organizational culture, so this will fill the gap in previous research.

## METHODS

This study uses quantitative methods using primary data obtained using surveys. This method aims to understand, explain and analyze the correlation between the independent and dependent variables. The research was analyzed using relevant statistical data to test hypotheses to clarify the description of the object under study to conclude the problem. Total population are 132 and using Solvin method to determine the sample. This are only with Lion Parcel Jakarta employee.

Table 1. Operational Variables

Variable	Dimension	Indicator	Scale
Motivation (X1)	Need for achievement	1. "Personal responsibility in making decisions". 2. "High achiever enthusiasm."	Likert
	Need to affiliate	1. "The desire to work with others." 2. "Willingness to take risks" 3. "The desire to work better than others."	Likert
	The need for power.	1. "Communication to fellow employees." 2. "Leader to his subordinates." 3. "Cooperation between employees."	Likert
Career development (X2)	Fair treatment in career.	1. "Promotion" 2. "Performance Appraisal"	Likert
	The concern of immediate superiors	1. "Feedback on task execution" 2. "Career Planning"	Likert
	Level of satisfaction with career	1. "Achievements in the current position." 2. "Time taken for current position."	Likert
Organization culture (Y1)	Organizational culture built by the company.	1. "Organizational tolerance for risky work." 2. "Clarity about suggestions and expectations for the	Likert

		<p>achievements the organization wants to achieve.”</p> <p>3. "Organizational efforts to create good coordination between organizational units."</p> <p>4. "Superior support includes communication.”</p> <p>5. "Conflict tolerance, the extent to which employees are encouraged to express conflicts and opinions openly.”</p>	
	Organizational culture that occurs in employees.	<p>1. "Freedom of work in getting the job done”</p> <p>2. "Overall employee commitment to the organization.”</p> <p>3. "Communication pattern"</p>	Likert
Performance (Y2)	<i>Quality of work</i>	<p>1. "Employees are careful at work to minimize errors in work results."</p> <p>2. "Employees are able to work in accordance with predetermined work standards"</p>	Likert
	<i>Quantity of work</i>	<p>1. "Employees are able to complete all the work that is their main task."</p> <p>2. "Employees are able to complete any additional work assigned to them.”</p>	Likert
	<i>Cooperative</i>	<p>1. "Employees are able to work well with other co-workers.”</p> <p>2. "Employees comply with existing regulations”</p>	Likert
	<i>Time management</i>	<p>1. "Employees are able to complete tasks on time in accordance with the provisions."</p>	Likert

		2. "Employees do not delay the work that has been assigned"	
	<i>Existence</i>	1. "Employees are present at the office according to predetermined working hours." 2. "Employees do not leave the office during working hours, except for work needs"	Likert

## RESULTS

### Outer Model Evaluation

The evaluation of the external model consists of testing the validity of the construct, including convergence validity and discriminant validity, and testing the reliability of the construct. With this tests, the instrument can be measured and determine the capabilities. At the same time, with reliability test consistency of the instrument can be measured.

### Convergent Validity

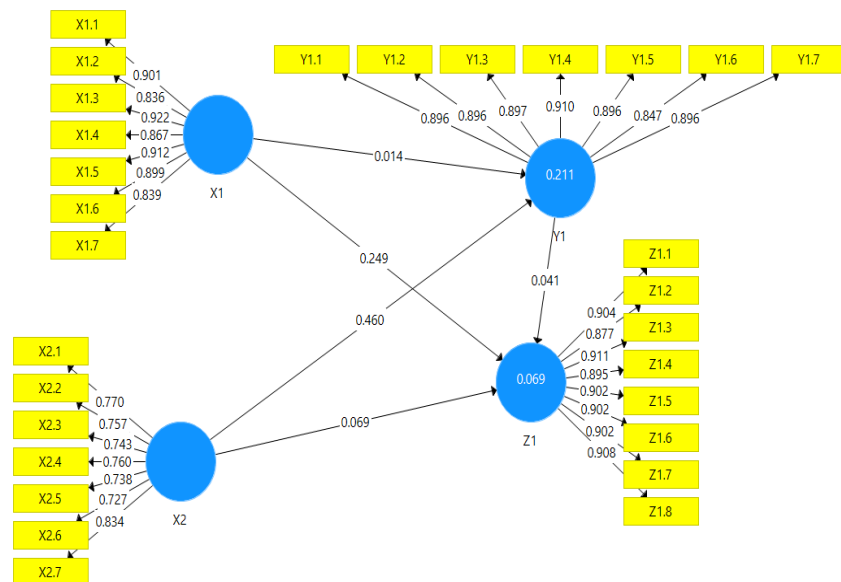


Figure 1. Outer Model

The following table is the size of the outer loading value for each indicator;

Table 2. Average Variant Extracted (AVE)

Variable	Indicator	Outer Loading
Motivation	X1.1	0.901
	X1.2	0.836
	X1.3	0.922
	X1.4	0.867
	X1.5	0.912
	X1.6	0.899
	X1.7	0.839
Career Development	X2.1	0.770
	X2.2	0.757
	X2.3	0.743
	X2.4	0.760
	X2.5	0.738
	X2.6	0.727
	X2.7	0.734
Organizational Culture	Y1.1	0.896
	Y1.2	0.896
	Y1.3	0.897
	Y1.4	0.910
	Y1.5	0.896
	Y1.6	0.847
	Y1.7	0.896
Employee Performance	Z1.1	0.904
	Z1.2	0.877
	Z1.3	0.877
	Z1.4	0.911
	Z1.5	0.895
	Z1.6	0.902
	Z1.7	0.902
	Z1.8	0.908

From table 2, we can see that each indicator in each research variable has an outer loading value is greater than 0.6. The study's results prove that the outer loading value meets the convergence validity requirement and the outer loading value is between 0.5 - 0.6 (Imam, 2014). It can be concluded that each indicator has been declared valid or appropriate for use in research purposes or for further analysis.

### Discriminant Validity

Table 3. Average Variant Extracted (AVE)

Variable	AVE Value
Motivation	0.779
Career development	0.580
Organizational culture	0.795
Employee performance	0.810

Table 3 shows the value of AVE motivation, career development, organizational culture, and employee performance > 0.5. Based on the Average Variant Extracted (AVE) the value must be > 0.5 for each variable as a condition of a good model. Which mean each variable has met the requirements of good discriminant validity.

### Composite Reliability

Table 4. Composite Reliability

Variable	Composite Reliability
Motivation	0.961
Career development	0.906
Organizational culture	0.964
Employee performance	0.972

Based on the results of Table 4 shows that the entire value of the composite reliability of the research variables is 0.7. In qualifying for testing, each variable must have composite reliability of > 0.6. This means that all of the variables are reliable at a high level.

### Cronbach Alpha

Table 5. Cronbach Alpha

Variable	Cronbach's Alpha
Motivation	0.954
Career development	0.879
Organizational culture	0.957
Employee performance	0.967

Cronbach Alpha is used to strengthen the previous reliability proponents. Cronbach alpha that is qualified and qualified must have a value of Cronbach alpha > 0.7. Table 5 shows each research variable's Cronbach alpha data output is 0.7. Which means, all of the variable in the study has met the requirements of the Cronbach alpha value.



## Evaluation of Inner Model and Path Coefficient

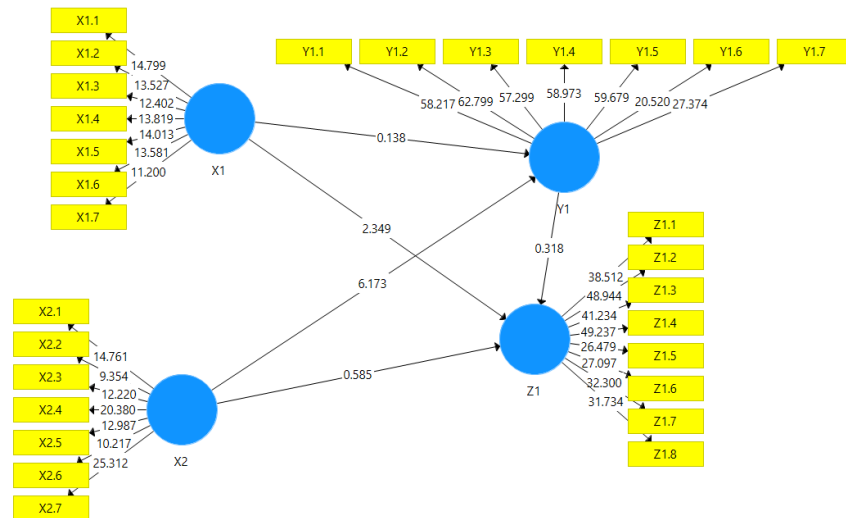


Figure 2. Inner Model

The results of the study of the strapping boot model are illustrated through the inner model in Figure 2. Path Coefficient testing aims to determine the measure the impact between independent variable and dependent variable. Furthermore, the coefficient of determination (R-Square) is used to determine how much the impact between independent variable and dependent variable.

Figure 2 above shows the inner model schema, which explains that the largest t-statistic value is shown in the influence of career development on organizational culture of 6,173. Furthermore, motivation on employee performance 2,349 is the second largest effect. In comparison, the smallest effect on the motivation variable on organizational culture is 0.138.

The results of the description above indicate that the independent variable of organizational culture in this research model has a path coefficient value with a positive number. There are also independent variables that do not impact organizational culture. This means that every value change of the path coefficient value is giving impact on organizational value. On variables that do not have an effect, it means that every change that occurs in the independent variable does not provide a strengthening or weakening of organizational culture variables.

The results of the description above indicate that employee performance in this research model has a path coefficient value with a positive number. There are also independent variables that do not impact employee performance. This means that every value change of

the path coefficient value is giving impact on employee performance. For variables that do not have an effect, any changes that occur in the independent variable do not strengthen or weaken the employee performance variable.

### The goodness of Fit Test

Table 6. Goodness of Fit Test

Construct	R2
Organizational culture	0.211
Employee performance	0.069

From R-Square of Table 6 shows that organizational culture variable can be influenced by 21,1% of independent variables. Furthermore, employee performance variable is influenced by motivation, career development, and organizational culture by 6.9%.

### Hypothesis Test

Table 7. Path Coefficient, T-statistic, and P-value

Path coefficient	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Value
Motivation => Organizational Culture	0.014	0.013	0.111	0.129	0.897
Career Development => Organizational Culture	0.460	0.471	0.078	5.930	0.000
Motivation => Employee Performance	0.249	0.270	0.104	2.393	0.017
Career Development => Employee Performance	0.069	0.086	0.116	0.596	0.551
Organizational culture => Employee Performance	0.041	0.035	0.131	0.313	0.754

Table 7 shows that motivation have no impact on organizational culture, with a t-statistic value of  $0.129 < 1.96$ . Career development have positive impact on organizational culture with a t-statistic value of  $5.930 > 1.96$ . Motivation have positive impact on employee performance with a t-statistic value of  $2.393 > 1.96$ . Career

development have no impact on employee performance, with a t-statistic value of  $0.596 < 1.96$ . Organizational culture does not significantly affect employee performance, with a t-statistic value of  $0.313 < 1.96$ .

## **DISCUSSION**

### **Influence of Motivation on Organizational Culture**

Based on path coefficient value of 0.014 indicates that motivation contributes 1.4% to work culture, and the remaining 98.6% is a contribution from factors other than motivation. This shows that the growth that occurs in motivation has not been able to have a significant impact on improving organizational culture.

Employee motivation is an internal or external driving force for an individual to encourage the individual to carry out an activity to work effectively and integrate with all his efforts to achieve goals (Handoko, 2015; Hasibuan, 2017; P. A. Mangkunegara, 2009). The results of this study have different results compared to research conducted by Nadhiroh (2019), stating that motivation have impact on organizational culture.

Widyawanti (2015) states that a good organizational culture can be seen from several aspects, including knowledge of organizational risks where employees already know what risks the organization may face. Employees also have enough attention to problems in detail with good employee accuracy but the employee's accuracy in realizing mistakes is not maximized. In the results-oriented aspect of organizational culture, employees feel that the organization has emphasized the importance of quality work results, they also often get demands for satisfying work.

### **Influence of Career Development on Organizational Culture**

Based on based path coefficient value of 0.460 indicates that career development contributes 46% to work culture, and the remaining 54% is a contribution from factors other than career development. This shows that the growth that occurs in career development can have a significant impact on improving organizational culture. So that the higher value of career development causes an increase in the value of organizational culture.

Career development is a process of increasing individual work abilities through which a person contributes to the exploration, consolidation, success, and fulfillment of one's career to achieve the desired career (Marwansyah, 2014; Rivai & Sagala, 2016; Widodo, 2015). The results of this study are new findings that previously, there

was no research to examine the effect of career development on organizational culture.

According to Samsudin in Yusuf (2016:153) career development is a condition that shows an increase in a person's status in an organization on a career path that has been determined in the organization concerned. The relationship between career development and performance is proven in a study conducted by Neysa Meryl Ozora, Rita N. Taroreh (2019) with the title "The Effect of Organizational Change and Career Development on Employee Performance at PT. Pangansari Utama (PSU) Freeport Project. The results of his research show that career development has a significant effect on employee performance, the better the career development you have, the better the employee performance will be.

### **Influence of Motivation on Employee Performance**

Based on path coefficient value of 0.249 indicates that motivation contributes 24.9% to employee performance. This shows the growth that occurs in motivation can have a significant impact on increasing employee performance. So that the higher value of motivation causes an increase in the value of employee performance.

Motivation is a tendency to engage in activities, starting from an inner drive and ending with self-adjustment. Self-adjustment is said to satisfy motives (P. A. Mangkunegara, 2009). This study's results are similar to research by Muhajir (2019), which states that employee performance can be affected by motivation.

### **Influence of Career Development on Employee Performance**

Based path coefficient value of 0.069 indicates that motivation contributes 6.9% to employee performance. This shows that the growth that occurs in career development has not been able to have a significant impact on improving employee performance. This study's results differ from Mulyadi et. al. (2018) which states that career development positively influences employee performance.

Research conducted by Bianca (2013) shows the results that employee career development directly has a positive influence on employee performance. The results of this study are also in accordance with previous research proposed by Anfferney Dallen Mewoh, Pio and Sumayku (2017), namely the Effect of Organizational Culture on Employee Performance at PT. Wenang Permai Sentosa. With the results of organizational culture has a positive and significant effect on employee performance. This proves that the factors that make organizational culture affect employee performance are employees who are committed to the company and can work well with the team and understand what the company's goals are. The better the

organizational culture that employees have, the higher the employee's performance.

### **Influence of Organizational Culture on Employee Performance**

Based on path coefficient value of 0.041 indicates that organizational culture contributes 4.1% to employee performance, and the remaining 95.9% is a contribution from factors other than organizational culture. This shows that the growth that occurs in organizational culture has not been able to have a significant impact on improving employee performance.

Organizational culture is a form of perception that is owned and implicitly accepted by a group and determines how the group feels, thinks and responds to its diverse environment (Kreitner & Kinicki, 2005). This study's results differ from Suherman (2011) research, which states that organizational culture influences employee performance.

## **CONCLUSION**

### **Conclusion**

Based on the findings of the research results above, it can be summerize as follows:

1. Motivation have no impact on organizational culture of PT Lion Air employees.
2. Career development have positive impact on the organizational culture of PT Lion Air's employees.
3. Motivation have positive impact on the employee performance of PT Lion Air.
4. Career development have no impact the employee performance of PT Lion Air.
5. Organizational culture have no impact the employee performance of PT Lion Air.

### **Suggestion**

The results of the research conclusions make some suggestions that may be useful as follows:

1. Motivation have no impact on organizational culture. In this regard, the researcher suggests that if the company can motivate employees at work, in addition to fostering a good organizational culture, increasing employee motivation is also able to have a positive influence on employee performance.
2. Career development have no impact on employee performance. In this regard, the company can provide information about the career development mechanism implemented in the company. With the clarity of career development that the company has, it is hoped that

it will improve employee performance in achieving the career goals that employees want.

3. Organizational culture have no impact on employee performance. In this regard, the company is expected to be able to pay attention to the culture that exists in the company's environment, especially in terms of involvement in decision-making. When employees feel that they are given a share in decision-making, there is a commitment that arises from employees to provide the best employee performance. It can create a good organizational culture if this happens to all employees.

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