

## The Relationship Between Employee Satisfaction Levels, Financial Compensation and Employee Empowerment

Suseno Hadi Purnomo<sup>1</sup>, Muhammad Faisal Arief<sup>2</sup>, Elyas Albar<sup>3</sup>

<sup>1</sup>Universitas Wahid Hasyim Semarang

<sup>2,3</sup> STIEM Bongaya Makassar

*Susenohadipurnomo73069@gmail.com*



©2018 –Bongaya Journal of Research in Management STIEM Bongaya. Ini adalah artikel dengan akses terbuka dibawah licenci CC BY-NC-4.0 (<https://creativecommons.org/licenses/by-nc/4.0/> ).

**Abstract :** *This research aims to determine and demonstrate the extent of the influence of financial compensation and employee empowerment on job satisfaction at the South Sulawesi Province BKKBN Agency. This type of research is quantitative. The population in this study was all employees of the South Sulawesi Province BKKBN Agency. Meanwhile, the sample was selected using a population-based approach, with a total of 71 respondents. The sampling technique was carried out based on population research. The data used in this research are primary and secondary. The data analysis uses multiple regression in SPSS. The results of this research show that Financial Compensation and Employee Empowerment do not have a significant effect on Job Satisfaction; however, Financial Compensation has a positive but not significant effect, and Employee Empowerment has a positive but not significant effect. Job satisfaction.*

**Keywords:** *Financial Compensation, Employee Empowerment, Job Satisfaction*

**Abstrak :** Penelitian ini bertujuan untuk mengetahui dan membuktikan untuk seberapa besar pengaruh Financial Compensation dan Employee Empowerment terhadap kepuasan kerja di Badan BKKBN Provinsi Sulawesi Selatan . Jenis Penelitian ini bersifat kuantitatif. Populasi dalam penelitian ini adalah seluruh pegawai Badan BKKBN Provinsi Sulawesi Selatan. Sedangkan pengambilan sampelnya menggunakan penelitian populasi dengan jumlah 71 responden. Teknik pengambilan sampel dilakukan berdasarkan penelitian populasi. Jenis data yang digunakan dalam penelitian ini adalah data primer dan data sekunder. Teknik analisis data menggunakan Teknik analisis regresi berganda dengan menggunakan SPSS .Hasil penelitian ini menunjukkan bahwa Financial Compensation Dan Employee Empowerment secara simultan tidak berpengaruh signifikan Terhadap Kepuasan Kerja, Financial Compensation berpengaruh positif tapi tidak signifikan terhadap Kepuasan Kerja, Employee Empowerment berpengaruh positif tapi tidak signifikan terhadap Kepuasan Kerja.

Kata Kunci : Financial Compensation, Employee Empowerment, Kepuasan Kerja

### INTRODUCTION

The presence of human resources within an organization becomes even more crucial because the organization itself is created by humans, and these resources enable it to survive and succeed. Through the efforts and creativity of human resources, organizations can produce quality products and services. This illustrates human resources (HR) as a crucial factor for an organization's success. Therefore, these HR must be managed optimally so they can be fully utilized for the organization's benefit. Human resources are a company asset that must be nurtured and developed to make an optimal contribution to the company's survival. Companies must improve the skills and professionalism of their human resources for the company's benefit. Two aspects of human potential are quantity and quality. One aspect that must be demonstrated

is quality, which can only be achieved through training and development of human resources. This is necessary because human resources are the factor that most influences a company or organization's quality (Siregar 2018). (Suryani et al., 2023).

Job satisfaction will encourage employees to perform better, and better performance will lead to higher economic rewards. If the reward is perceived as appropriate and fair, greater satisfaction arises because employees feel they are receiving rewards commensurate with their performance. Conversely, if the reward is perceived as not commensurate with the level of performance, uncertainty tends to arise (Daulay et al., 2017) in (Bhastary, 2020). Job satisfaction is dynamic in the sense that it is not a fixed condition that can be influenced and changed both inside and outside the workplace. As job satisfaction increases, it also decreases. Consequently, managers must pay more attention to this issue (Jufrisen & Azila, 2023). Employee satisfaction is related to employee work engagement because the latter significantly influences the outcomes of the work assigned to an employee (Eliyana et al., 2019). Some managers assume that high job satisfaction leads to high work participation, which in turn leads to high performance (Davidescu et al., 2020) in (Fathia & Noor, 2023).

According to Suryani et al. (2023), employee satisfaction arises when the compensation received is satisfactory. Employee satisfaction or dissatisfaction with the compensation received influences the results of their work. Therefore, compensation is an aspect of organizational policy that must be continuously addressed to ensure fair and appropriate compensation and job satisfaction for each employee. According to Mangkunegara (Retnoningsih, Sunuharjo, & Ruhana, 2016), compensation provided to employees significantly influences job satisfaction, motivation, and work performance. (Rahayu & Pramuarso, 2019).

In addition to satisfaction, employee empowerment is a crucial factor in fostering it (Wardani, 2017). Employee empowerment is part of development activities within the employee environment, which involves providing sufficient authority and responsibility to complete tasks and make decisions. Empowerment is one manifestation of a decentralized system that involves subordinates in decision-making. (Efikasi et al., 2020)

The National Population and Family Planning Agency (BKKBN) is a non-ministerial government agency under the President and accountable to him. Pursuant to Law Number 52 of 2009, Article 56, paragraph (2), the BKKBN is tasked with implementing population control and family planning. The population must be a central point in sustainable development in all sectors to create an ideal balance between population growth and the carrying capacity of the environment. A phenomenon observed at the BKKBN office is employee dissatisfaction with the benefits provided. This is indicated by the frequent late payment of benefits, resulting in many employees lacking enthusiasm for performing their jobs optimally.

#### *Employee Empowerment Theory Study*

Hendro (2018) argues that providing appropriate compensation is one way for companies to increase job satisfaction, which in turn, leads to improved performance. This is because improved employee performance will also improve company performance. (Gazea P & Adnyani, 2022)

#### *Employee Empowerment*

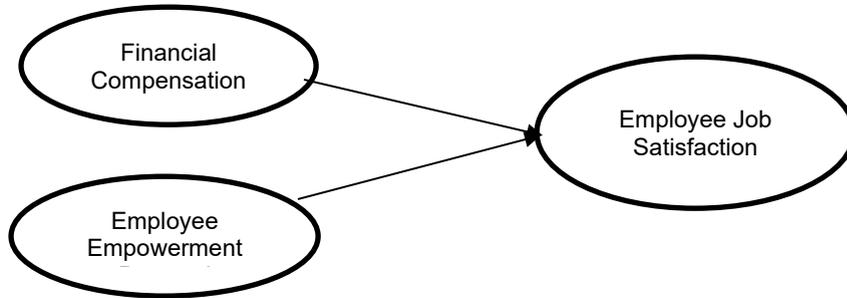
According to Gibson et al. (2016:67), empowerment is the process of granting employees the authority to make decisions regarding their workload. Empowerment is a process in which managers help people obtain and use the authority needed to make important decisions about themselves and their work (Schermerhorn et al. 2016). As a result of the principles discussed above, empowerment can be stated as an action taken by management towards employees, empowering them to feel more self-determined, have meaning, competence, and influence in their roles within the business. (Rizana, 2020)

#### *Job Satisfaction*

Job satisfaction is one factor in achieving optimal work results. If management is satisfied, it will have a positive impact on the company's development. However, if employees are dissatisfied, it will negatively impact the organization. Whether an employee wholeheartedly

serves the organization depends largely on how they feel about their work, coworkers, and management. (Nurpratama & Yudianto, 2022)

**Figure 1. Conceptual Framework**



**Hypothesis**

Based on the theoretical foundation, previous research, and theoretical framework, the hypotheses proposed in this study are as follows:

1. Financial Compensation Has a Positive and Significant Influence on Employee Job Satisfaction.
2. Employee Empowerment Has a Positive and Significant Influence on Employee Job Satisfaction.
3. Financial Compensation and Employee Empowerment Have a Positive and Simultaneous Influence on Employee Job Satisfaction.

**RESEARCH METHOD**

The approach used in this study is an associative approach. According to Sugiyono (2019), associative research is a research problem formulation that examines the relationship between two or more variables. In this study, an associative research strategy was used to identify the extent to which financial compensation and employee empowerment influence employee job satisfaction. The population in this study comprised all 71 employees of the National Population and Family Planning Agency (BPKB) in South Sulawesi Province. The sampling technique used in this study was saturated sampling, in which the entire population served as the sample. Therefore, the sample size for this study was 71 employees.

The data used in this study were qualitative data quantified, namely, data obtained from the distribution of written questionnaires to respondents. These data were scored numerically and used to analyze the research results. In this study, primary data were collected through a questionnaire survey distributed to employees of the National Population and Family Planning Agency in South Sulawesi Province.

**RESEARCH RESULTS AND DISCUSSION**

**Table 1. Validity Test Results**

Variable		R Hitung	R Table	Description
Financial Compensation (X1)	X1.1	0.595	0.361	Valid
	X1.2	0.442	0.361	Valid
	X1.4	0.441	0.361	Valid
	X1.5	0.468	0.361	Valid
	X1.6	0.798	0.361	Valid
	X1.7	0.798	0.361	Valid
	X1.8	0.798	0.361	Valid
Employee Empowerment (X2)	X2.1	0.922	0.361	Valid
	X2.2	0.922	0.361	Valid
	X2.3	0.922	0.361	Valid
	X2.4	0.922	0.361	Valid

	X2.5	0.922	0.361	Valid
Employee Job Satisfaction (Y)	Y.1	0.671	0.361	Valid
	Y.2	0.591	0.361	Valid
	Y.3	0.729	0.361	Valid
	Y.4	0.748	0.361	Valid
	Y.5	0.640	0.361	Valid
	Y.6	0.420	0.361	Valid

Based on the reliability test above, it can be concluded that all variables used in this study are reliable, as the Cronbach's alpha value is above 0.60.

**Table 2. Realibility Test**

Variable	Coefficient Alpha	Description
Financial Compensation (X1)	0.719	Reliabel
Employee Empowerment	0.695	Reliabel
Employee Job Satisfaction	0.701	Reliabel

Based on the reliability test above, it can be concluded that all variables used in this study are reliable, this is because the Chrombach alpha value is above 0.60.

**Table 3. Normality Test  
One-Sampe Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		71
Norma Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.00650615
Most Extreme Differences	Absoute	.094
	Positive	.059
	Negative	-.094
Test Statistik		.094
Asymp. Sig. (2-taied) <sup>c</sup>		.192
Monte Caro Sig. (2-taied) <sup>d</sup>	Sig.	.118
	99% Confidence Ower Interval	.110
	Upper Bound	.127
		Bound

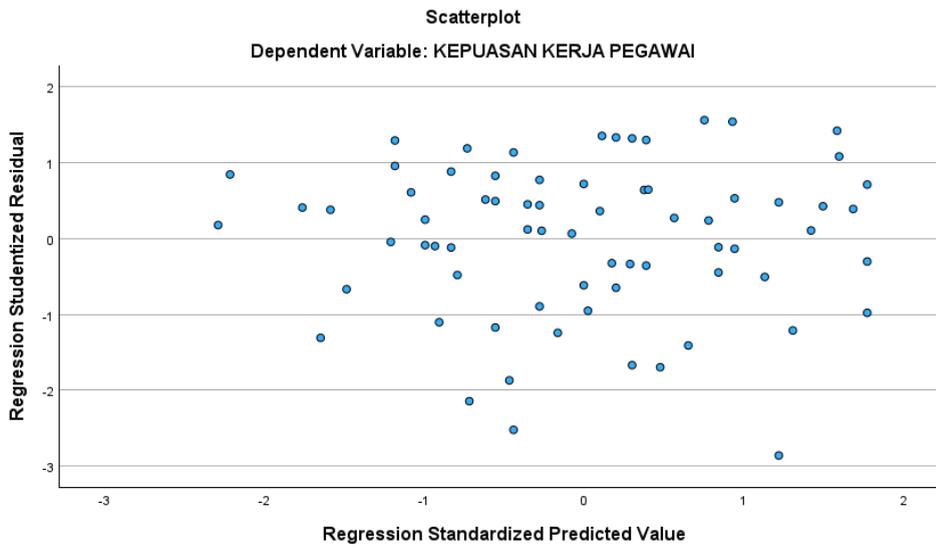
Based on the table above, the results of the normality test show that the asymp. Sig. (2-tailed) The Kolmogorov-Smirnov test statistic is 0.192; since it is greater than 0.5, the data are normally distributed...

**Table 4 Multicollinearity test**

Mode		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Error Std.	Beta		
1	(Constant)	13.192	5.776		2.284	.026
	Financial Compensation	.164	.113	.173	1.444	.153
	Employee Empowerment	.112	.125	.107	.892	.376

The table above shows that the VIF values for all independent variables in this study are less than 10. Meanwhile, the tolerance values for all independent variables are greater than 0.10. It can be concluded that there are no symptoms of multicollinearity.

**Figure 2. Heteroscedasticity Test**



The table above shows that the points are randomly distributed, not forming a specific pattern, and the distribution is neither above nor below 0 on the Y-axis. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model in this study, making the regression model suitable for use.

**Table 5. Heteroscedasticity Test Coefficient**

Mode	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.584	3.447		-.169	.866
Financial Compensation	.025	.068	.044	.365	.716
Employee Empowerment	.064	.075	.104	.856	.395

Based on the table above, the three variables do not exhibit heteroscedasticity because sig > 0.05.

**Table 6. Descriptive Statistiks Test**  
**Descriptive Statistiks**

	N	Minimum	Maximum	Mean	Std. Deviation
Financial Compensation	71	20	34	28.73	3.234
Employee Empowerment	71	28	42	35.32	2.927
Employee Job Satisfaction	71	14	27	21.85	3.064
Valid N (istwise)	71				

Based on the test results above, it can be seen that with a sample size of 71, financial compensation obtained a minimum score of 20, a maximum score of 34, a mean of 28.73, and a standard deviation of 3.234.

Employee Empowerment obtained a minimum score of 28, a maximum score of 42, a mean of 35.32, and a standard deviation of 2.927. Job satisfaction obtained a minimum score of 14, a maximum score of 27, a mean of 21.85, and a standard deviation of 3.064.

**Table 6. Multiple Linear Regression Test Results Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.192	5.776		2.284	.026
	Financial Compensation	.164	.113	.173	1.444	.153
	Employee Empowerment	.112	.125	.107	.892	.376

From the calculation results in the table above, a multiple linear regression equation for this study can be created as follows:

$$Y = 13.192 + 0.164X_1 + 0.112X_2$$

1. The constant ( $\alpha$ ) value of 13.192 indicates that if there are no independent variables (Financial Compensation and Employee Empowerment), Employee Job Satisfaction will still produce a value of 13.192. In other words, if the Financial Compensation and Employee Empowerment variables have no effect or are equal to 0, then Employee Job Satisfaction will still produce a value of 13.192.
2. The Financial Compensation coefficient ( $X_1$ ) value of 0.164 indicates that every one-level increase in financial compensation will increase Employee Job Satisfaction by 0.164, or by 0.164%.
3. The Employee Empowerment coefficient ( $X_2$ ) value of 0.112 indicates that every one-level increase in the value of Employee Empowerment will increase employee job satisfaction by 0.112, or 0.112%.

**Table 7. Simultaneous Test Results (F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.560	2	12.280	1.320	.274 <sup>b</sup>
	Residual	632.736	68	9.305		
	Total	657.296	70			

Based on the analysis, it is evident that financial compensation and employee empowerment can jointly influence job satisfaction. This is evidenced by the calculated f-value of 1.320, which is smaller than the table f-value ( $1.320 < 3.132$ ). With a significance value of 0.274 ( $0.274 > 0.05$ ),  $H_a$  is rejected and  $H_o$  is accepted. It can be concluded that financial compensation and employee empowerment do not have a simultaneous and insignificant effect on employee job satisfaction..

**Table 8. Results of the Partial Test (T-Test) Coefficients<sup>a</sup>**

Mode	Unstandardized Coefficients		Standardize Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.192	5.776		2.284	.026
Kompensasi Finansia	.164	.113	.173	1.444	.153
Employee Empowerment	.112	.125	.107	.892	.376

Based on the table above, observing the t-column and sig., it can be explained as follows:

*The Effect of Financial Compensation Variables on Employee Job Satisfaction*

The test results in this study obtained a calculated t-value of 1.444 with a significance level of 0.153. Since the calculated t-value of  $1.444 < 1.996$  and the significance level of  $0.153 > 0.05$ , it can be concluded that the hypothesis  $H_a$  is rejected and  $H_o$  is accepted, meaning that the financial compensation variable has a positive but insignificant effect on Employee Job Satisfaction.

*The Effect of Employee Empowerment Variables on Employee Job Satisfaction*

The test results in this study obtained a calculated t-value of 0.892 with a significance level of 0.376. Since the t-test is  $0.892 < 1.996$  and the significance value is  $0.376 > 0.05$ , it can be concluded that the hypothesis  $H_a$  is rejected and  $H_o$  is accepted, meaning that the Work Discipline variable has a positive but insignificant effect on Employee Performance.

**Table 9. Results of the Coefficient of Determination (R<sup>2</sup>) Test Mode Summary<sup>b</sup>**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193 <sup>a</sup>	.037	.009	3.050

The output evidence above shows a coefficient of determination (R<sup>2</sup>) of 0.193, or 19.3%. This indicates that the relationship between the independent variables, Financial Compensation and Employee Empowerment, and the dependent variable, job satisfaction, is in the moderate category.

The R-square value is 0.037, or 0.37%. This indicates that job satisfaction (Y) can be explained by financial compensation (X1) and Employee Empowerment (X2), with 0.37% of the variance, while the remaining variance is explained by other factors influencing job satisfaction outside the research model.

*The Effect of Financial Compensation on Employee Job Satisfaction*

The test results obtained in this study yielded a t-value of 1.444 with a significance level of 0.153. Because the t-value is  $1.444 < 1.996$  and the significance level is  $0.153 > 0.05$ , it can be concluded that the hypothesis  $H_a$  is rejected and  $H_o$  is accepted, meaning that the Financial Compensation variable has a positive but insignificant effect on Employee Job Satisfaction. This research aligns with Ucky Meiasari et al. (2020), who state that Financial Compensation has a positive but insignificant effect on Employee Job Satisfaction. However, it differs from the research (Hermingsih & Purwanti, 2020), which stated that Financial Compensation has a significant negative effect on Employee Job Satisfaction.

### ***The Effect of Employee Empowerment on Employee Job Satisfaction***

The test results obtained in this study yielded a t-value of 0.892 with a significance level of 0.376. Because the t-test is  $0.892 < 1.996$  and the significance value is  $0.376 > 0.05$ , it can be concluded that the hypothesis  $H_a$  is rejected and  $H_o$  is accepted, meaning that Employee Empowerment has a positive but insignificant effect on Employee Job Satisfaction. This research aligns with (Fitriati, 2021) and (Odjo, 2013), which state that Employee Empowerment has a positive but insignificant effect on Employee Job Satisfaction. Financial Compensation and Employee Empowerment Have No Simultaneous and Insignificant Effect.

Based on the evidence, it is clear that financial compensation and Employee Empowerment can jointly influence job satisfaction. This  $H_a$  is supported by the calculated f-value of 1.320, which is smaller than the f-table value ( $1.320 < 3.132$ ), with a significance value of 0.274 ( $0.274 > 0.05$ ). Therefore,  $H_a$  is rejected and  $H_o$  is accepted. It can be concluded that financial compensation and employee empowerment have no significant, simultaneous effect on employee job satisfaction.

### **Conclusion**

Based on the research results you presented, the calculated t-value is 1.444 with a significance level of 0.153. Because the calculated t-value (1.444) is less than the t-table value (1.996), and the significance value (0.153) is less than the specified significance level (0.05), the negative hypothesis ( $H_o$ ) is accepted, and the alternative hypothesis ( $H_a$ ) is rejected. The financial compensation variable has a positive but insignificant effect on employee job satisfaction. The calculated t-value is 0.892, with a p-value of 0.376. Because the calculated t value (0.892) is also less than the t table value (1.996) and the significance value (0.376) is less than the specified significance level (0.05), then the no hypothesis ( $H_o$ ) is accepted, and the alternative hypothesis ( $H_a$ ) is rejected. The Employee Empowerment variable has a positive, but not significant, influence on Employee Job Satisfaction. Thus, it can be concluded that in this study, both variables (Financial Compensation and Employee Empowerment) have a positive, but not significant influence on Employee Job Satisfaction. Based on the results of the regression test for the third hypothesis, it can be concluded that Financial Compensation ( $X_1$ ) and Employee Empowerment ( $X_2$ ) have a simultaneous effect on Employee Performance ( $Y$ ). The calculated F value is 1.320, which is greater than the F table ( $1.320 > 3.132$ ). With a significant value of 0.274 ( $0.274 < 0.05$ ). This means that Financial Compensation and Employee Empowerment are important factors in influencing Employee Satisfaction at the BKKBN office in South Sulawesi province.

### **References**

- Amalia, G. N., & Rizaldi, A. (2021). Pengaruh Pemberdayaan Karyawan, Kecerdasan Emosional, dan Kepuasan Kerja Karyawan terhadap Komitmen Organisasional pada Plan A di Perusahaan Industri Suku Cadang dan Aksesoris Kendaraan Bermotor Kota Cimahi. *Journal of Economics, Management, Business and Accounting*, 1(2), 180–195.
- Anugrah, A. I., Sasmita, J., & Kornita, S. E. (2022). Pengaruh Gaya Kepemimpinan, Motivasi Dan Stress Kerja Terhadap Kepuasan Kerja Dan Kinerja Pegawai Perwakilan Bkkbn Provinsi Riau. *Jurnal Daya Saing*, 8(2), 271–276.
- Bhastary, M. D. (2020). Pengaruh Etika Kerja dan Stres Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmiah Magister Manajemen*, 3(2), 160–170.
- Efikasi, P., Dan, D., Terhadap, P., & Hs, E. W. (2020). *Kerja Dengan Komitmen Organisasi Sebagai Mediasi ( Studi Empirik Pada Guru SMK Negeri 4 Kendal ) Jurnal Ekonomi Manajemen dan Akuntansi Latar Belakang Masalah Sumber daya manusia , adalah aset paling berharga dan paling penting yang dimiliki oleh suatu or. 49.*

- Fathia, S., & Noor, H. (2023). Leader-Member Exchange Terhadap Kepuasan Kerja: Mediasi Komitmen Organisasi dan Perceived Organizational Support. *Jurnal Ilmiah Manajemen Dan Bisnis*, 24(1), 26–41.
- Fitriati, R. (2021). Pengaruh Pemberdayaan dan Kompetensi Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Karyawan. *Pawiyatan*, 1, 24–32.
- Gazela P, I. K. S., & Adnyani, I. G. A. D. (2022). Peningkatan Financial Compensation Dan Pengembangan Karir Untuk Meningkatkan Kepuasan Kerja. *E-Jurnal Manajemen Universitas Udayana*, 11(5), 968.
- Hermingsih, A., & Purwanti, D. (2020). Pengaruh Kompensasi Dan Beban Kerja Terhadap Kepuasan Kerja Dengan Motivasi Kerja Sebagai Variabel Pemoderasi. *Jurnal Dimensi*, 9(3), 574–597.
- Lodjo, F. S. (2013). Pengaruh Pelatihan, Pemberdayaan Dan Efikasi Diri Terhadap Kepuasan Kerja\_Lodjo\_2013. *Emba*, 1(3), 747–755.
- Lucky Meilasari, L. E., Parashakti, R. D., Justian, J., & Wahyuni, E. (2020). Pengaruh Kompensasi, Beban Kerja Dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmu Manajemen Terapan*, 1(6), 605–619.
- Marcus, G. V, Dotulong, L. O. H., Raintung, M. C., Komunikasi, P., Pegawai, P., Pendelegasian, D. A. N., Terhadap, W., Kerja, E., Kantor, D. I., Marcus, G. V, Dotulong, L. O. H., Manajemen, J., Ekonomi, F., Marcus, G. V, Dotulong, L. O. H., & Raintung, M. C. (2023). Kementerian Agama Provinsi Sulawesi Utara The Influence Of Communication , Employee Empowerment And Delegation Of Authority On Work Effectiveness In The Regional Office Of The Ministry Of Religion Of North Sulawesi Province . *Jurnal EMBA Vol . 11 No . 3 J. 11(3)*, 1074–1086.
- Nurpratama, M., & Yudianto, A. (2022). Pengaruh Gaya Kepemimpinan Dan Fasilitas Kerja Terhadap Kepuasan Kerja Pada Pegawai Kpu Kabupaten Indramayu. *Jurnal Investasi*, 8(1), 36–46. <https://doi.org/10.31943/investasi.v8i1.184>
- Rahayu, G., & Pramularso, E. Y. (2019). Pengaruh Kompensasi terhadap Employee Job Satisfaction Bagian SDM & Umum PT KAI Daerah Operasi 1 Jakarta. *Jurnal Perspektif*,
- Rizana, D. (2020). Pengaruh Kompensasi dan Pemberdayaan Terhadap Loyalitas Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal E-Bis (Ekonomi-Bisnis)*, 4(2), 179–191.
- Sugiyono. (2019a). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabet.
- Sugiyono, P. D. (2019b). Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, R&D (Cetakan Ke 26). In *Bandung: CV Alfabeta*.
- Suryani, Rindaningsih, I., & Hidayatulloh. (2023). Systematic Literature Review (SLR): Pelatihan Dan Pengembangan Sumber Daya Manusia. *Jurnal Pendidikan Dan Riset Ilmu Sains*, 2(3), 363–370.
- Wardani, R. (2017). Pengaruh Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja Pada Pegawai Dinas Pendidikan Pemuda dan Olahraga Kabupaten Lombok Barat. *Jurnal Valid*, 14(2), 112–130. wardani
- Wicaksana, A., & Rachman, T. (2018). Pengaruh Kualita Pelayanan Terhadap Talent Manajemen. *Angewandte Chemie International Edition*, 6(11), 951–952., 3(1), 10–27.