

article category : Logistic Management

Effects Of Transformational Leadership. Training. And Job Satisfaction On Employee Performance With Organizational Commitment As A Between Variable

Yusuf Ronny Edward ¹⁾. Kuras Purba ²⁾

¹⁾ Manajemen Ekonomi. Fakultas Ekonomi Universitas Prima Indonesia

²⁾ Fakultas Ekonomi Universitas Sari Mutiara Indonesia

ARTICLE INFORMATION

Article history:

Received: December 14. 2022

Revised: March 06. 2023

Accepted: May 28. 2023

Keywords:

Transformational Leadership;
Job Satisfaction;
Employee Performance;
Organizational Contracts;
Training

ABSTRACT

This study aims to determine and analyze the effects of transformational leadership, training, and job satisfaction on employee performance through organizational commitment at PT Asia Mulia Transpacific. This study uses a quantitative associative method with structural equation modeling. The collect data from the variables of transformational leadership, training, job satisfaction, organizational commitment, and employee performance. The sampling technique used is proportional stratified random sampling using the Slovin formula. Based on SEM analysis, transformational leadership, training, and job satisfaction positively and significantly impact employee performance through organizational commitment. The contribution of transformational leadership, training, job satisfaction, and organizational commitment variables together in shaping employee performance is 74.7%. The rest, as much as 25.3%, is explained by other variables outside the study.

This is an open access article under the [CC-BY](https://creativecommons.org/licenses/by/4.0/) license.



Corresponding Author:

Yusuf Ronny Edward
Fakultas Ekonomi Universitas Prima Indonesia
Email: yusufedward1984@gmail.com

© 2023 Some rights reserved

INTRODUCTION

Indonesia is a maritime country where sea transportation is a transportation route that is considered more effective and efficient for the distribution of needs to various regions. One of the government programs that can support the transportation of state logistics is the sea highway program. This program can strengthen connectivity and make the maritime industry's position more strategic [1]. [2].

One of the companies engaged in the maritime industry is PT Asia Mulia Transpacific. PT Asia Mulia Transpacific is a leading shipping company in Indonesia with sufficient experience in providing Tug & Barge and Bulk Carrier services for all domestic needs. In order to fulfill the function of the company, quality service is one of the keys, which is supported by the quality of existing human resources [3].

Quality human resources are balanced with good performance, where performance is an essential foundation in an organization. The

organizational goals cannot be achieved if the performance is not good. Performance determines an organization's competitive advantage because, basically, individual performance significantly affects team performance and overall organizational performance. The function of human resource management should be implemented with a performance appraisal. With a work assessment, the management will quickly determine the number of salaries, bonuses, and other benefits entitled to employees [4].

According to Robbins et al. (2007) [5], performance is work performance, quantity, and quality achieved by a person during a specific period, usually within one year. To measure the performance of employees at PT Asia Mulia Transpacific, they conduct a performance appraisal every semester. The first-semester assessment starts from January to June, while the second-semester assessment from July to December. The performance of PT Asia Mulia Transpacific employees is still not optimal. It tends to decrease, as seen in [table 1](#) and [table 2](#).

Table 1. Performance Assessment Results of PT Asia Mulia Transpacific Semester I of 2019

Value	Number of Employees (People)	Percentage (%)
A (81 – 100)	6	7
B (71 – 80)	37	34
C (56 – 70)	44	31
D (45-55)	22	19
E (01 -44)	7	6

Source: Processed Data (2019)

Table 2. Performance Assessment Results of PT Asia Mulia Transpacific Semester II Year 2019

Value	Number of Employees (People)	Percentage (%)
A (81 – 100)	6	5

Value	Number of Employees (People)	Percentage (%)
B (71 – 80)	37	32
C (56 – 70)	44	38
D (45-55)	22	19
E (01 -44)	7	6

Source: Processed Data (2019)

One factor that affects employee performance is organizational commitment. According to Nawawi. (2001) [6]. organizational commitment is the level of trust and acceptance of workers towards an organizational goal and a desire to remain in the organization. Employees with high organizational commitment will be oriented toward high performance [7]. Organizational commitment is strongly influenced by several factors. namely transformational leadership. training. and job satisfaction. This is in line with research Bhaskara & Subudi. (2019) [8] which shows that transformational leadership and job satisfaction have a positive and significant effect on organizational commitment. Likewise Lauranda. (2018) [7] research states that training also has a positive and significant effect on organizational commitment.

According to Simamora. 2004) [9]. transformational leadership is the ability to inspire & motivate leaders to achieve more significant results than initially planned and for internal rewards. Lie (2018) [10] states that job satisfaction is a general attitude towards one's work. While training is defined as a learning process to increase knowledge and skills in a relatively short time and prioritize practice over theory [11].

Referring to the description above encourages researchers to conduct research whose purpose is to find out. analyze and examine more deeply the effects of transformational leadership. training. and job

satisfaction that affect employee performance with organizational commitment as an intermediate variable at PT Asia Mulia Transpacific.

RESEARCH METHOD

This research was conducted for 8 (eight) months starting from October 2019 to June 2020 at PT Asia Mulia Transpacific. located at Boulevard Street Barat Raya No. 40-44. Blok A2. Plaza Pacific. Kelapa Gading Jakarta Regency. Indonesia. The type of research used in this study is associative research. Moreover. according to Latan et. all (2016) [12]. associative quantitative research is research aiming to know the effect or relationship between two or more variables. In this study. the associative research method was used to determine the magnitude of the influence between variables. This study's population was all PT Asia Mulia Transpacific employees in 2019. totaling 116. Data was collected by making a list of questions using a Likert scale of 1 (strongly disagree) and 5 (strongly agree). In this study. the variables used include transformational leadership as an exogenous latent variable ($\xi_1/X1$). training as an exogenous latent variable ($\xi_2/X2$). job satisfaction as an exogenous latent variable ($\xi_3/X3$). organizational commitment as an endogenous latent variable (η_1/Z) and employee performance as an endogenous latent variable (η_2/Y). Figure 1 The following is the model used in this study.

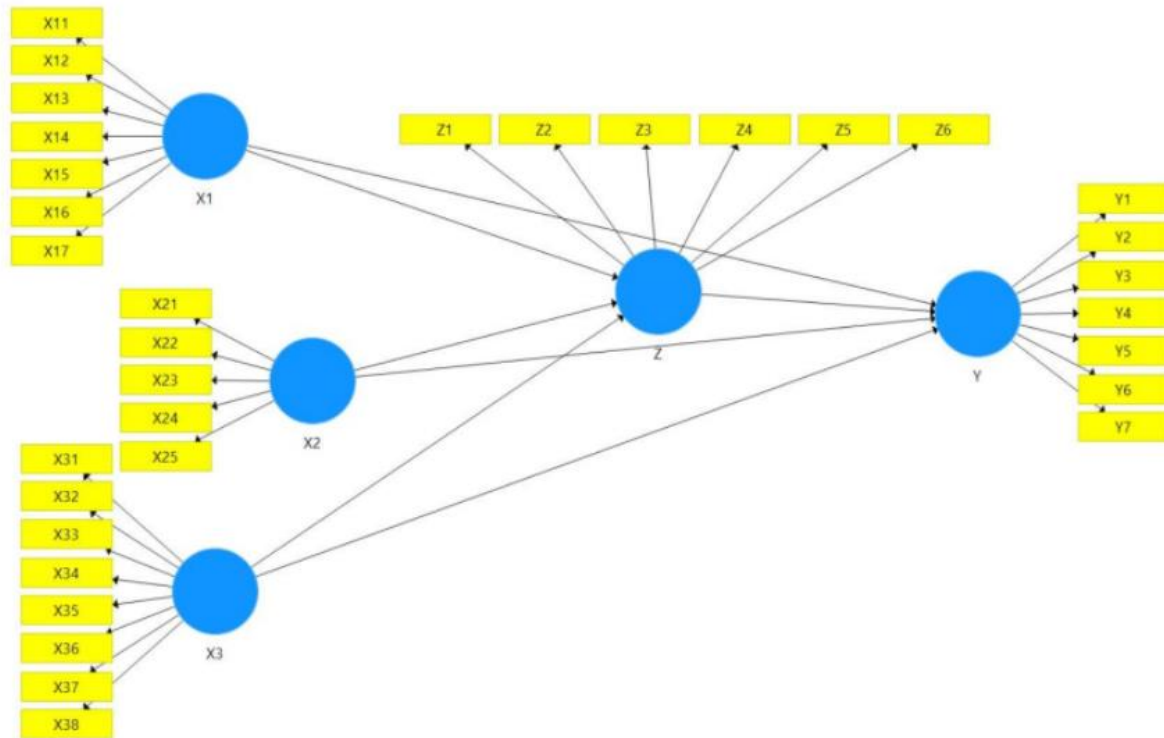


Figure 1. Research Model.

The data in figure 1 were analyzed using a structural equation modeling (SEM) tool with the SmartPLS 3.0 application program. Before the data was processed, a questionnaire was given to 30 employees of PT Multi Jaya Samudera, namely a company engaged in the same field first outside the respondents who had been determined to submit the validity and reliability of the research questionnaire. The questionnaire will be distributed to respondents if it is valid and reliable. Further evaluation of the model will be carried out with an evaluation of the inner and outer models, followed by hypothesis testing.

RESULT AND DISCUSSION

PT Asia Mulia Transpacific is a shipping company founded in 2012 in Kelapa Gading, Jakarta. PT Asia Mulia Transpacific provides Tug & Barge to attract and push ships at ports and Bulk to transport coal

throughout Indonesia. Descriptive statistics were carried out on various research variables: transformational leadership, training, job satisfaction, organizational commitment, and employee performance. The descriptive statistical analysis provided is the description of the respondents at PT Asia Multi Transpacific, while the results of the descriptive statistical analysis state that, in general, transformational leadership with an average value of 3.89, organizational commitment with an average value of 3.82, and an average value of performance employees 3.87. Inferential statistical analysis uses structural equation capital, composed of outer model and internal model analysis. A convergent validity assessment is carried out by reviewing the Average Variance Extracted (AVE) value. If the AVE value obtained is better than 0.50, then the indicators used have met convergent validity [12].

Table 3. Average Variance Extracted (AVE)

Variables	AVE
Transformational Leadership	0.716
Training	0.666
Job Satisfaction	0.727
Organizational Commitment	0.643
Employee Performance	0.699

Source: Processed Data (2020)

Based on Table 3. It can be seen in this study that the AVE results are above 0.50. It can be said that various indicators contained in the study are valid or, in other words, meet the convergent validity criteria. Discriminant validity relates to the principle that measurements of different

constructs should not be highly correlated. The discriminant validity test value was obtained based on the cross-loading with the construct. An indicator is declared valid if the value to the target construct has the highest value compared to other constructs.

Table 4. Cross Loading Value

	X1	X2	X3	Z	Y
X11	0.800	0.413	0.380	0.444	0.479
X12	0.856	0.505	0.413	0.472	0.573
X13	0.856	0.475	0.333	0.365	0.531
X14	0.873	0.547	0.392	0.476	0.622
X15	0.886	0.469	0.324	0.522	0.556
X16	0.865	0.542	0.328	0.515	0.563
X17	0.781	0.495	0.280	0.495	0.535
X21	0.466	0.745	0.269	0.436	0.505
X22	0.477	0.867	0.436	0.560	0.566
X23	0.514	0.857	0.461	0.551	0.651
X24	0.439	0.861	0.418	0.490	0.624
X25	0.491	0.741	0.489	0.506	0.515
X31	0.414	0.458	0.821	0.517	0.575
X32	0.396	0.403	0.811	0.510	0.566
X33	0.339	0.383	0.882	0.583	0.592
X34	0.318	0.416	0.889	0.481	0.550
X35	0.323	0.452	0.862	0.459	0.547
X36	0.365	0.468	0.870	0.505	0.583
X37	0.310	0.471	0.839	0.409	0.525
X38	0.348	0.447	0.844	0.501	0.575
Z1	0.373	0.512	0.419	0.738	0.567
Z2	0.431	0.505	0.473	0.814	0.619

	X1	X2	X3	Z	Y
Z3	0.470	0.504	0.501	0.800	0.637
Z4	0.461	0.530	0.393	0.835	0.598
Z5	0.522	0.492	0.480	0.816	0.667
Z6	0.421	0.471	0.535	0.803	0.696
Y1	0.467	0.488	0.510	0.653	0.786
Y2	0.505	0.536	0.530	0.635	0.838
Y3	0.536	0.595	0.547	0.671	0.868
Y4	0.538	0.544	0.528	0.652	0.861

Source: Processed Data (2019)

Based on Table 4. it can be seen that when indicators are linked to the intended construct. each indicator has a high factor loading value compared to when the indicator is combined with other constructs. For example. the loading factor for transformational leadership indicators (X11 to X17) is higher for building transformational leadership than other constructs. As a sample. the loading factor X11 of transformational leadership is 0.800. which is higher than the loading factor X11 for training (0.413). job satisfaction (0.380). organizational commitment (0.444). and employee performance (0.479). This is also seen in

other indicators. The indicator is valid. which means it has met the criteria for discriminant validity.

Another method can be used to review discriminant validity. namely by comparing the AVE root value (square root of average variance extracted) in each construct with the correlation between the constructs in the model. Suppose the AVE root in each construct is higher than the correlation between constructs in the model. In that case. the model has sufficient discriminant validity. The results of discriminant validity in this study can be seen in Table 5.

Table 5. Square Root of AVE

	Leadership Transformational	Training	Job Satisfaction	Organizational Commitment	Performance Employee
Transformational Leadership	0.846				
Training	0.584	0.816			
Job Satisfaction	0.414	0.512	0.853		
Organizational Commitment	0.559	0.625	0.585	0.802	
Employee Performance	0.654	0.704	0.663	0.789	0.836

Source: Processed Data (2020)

Based on Table 5 It states that the AVE value on the diagonal is greater than the correlation value between the constructs in the model. This shows that the model

and its indicators have met the criteria for discriminant validity so that it is declared valid.

Internal Consistency Reliability is carried out to review the composite reliability value through block indicators assessing the construct. Test the reliability of each

indicator can be done with an internal Consistency Reality. The rule of Thumb value composite reliability must be higher than 0.70 [12].

Table 6. Composite Reliability

Variables	Composite Reliability
Transformational Leadership	0.946
Training	0.909
Job Satisfaction	0.955
Organizational Commitment	0.915
Employee Performance	0.942

Source: Processed Data (2020)

The composite reliability in [table 6](#) shows the composite reliability of 0.70 for all constructs and states that all constructs in the model whose estimation of internal consistency reliability met.

The Cronbach's Alpha strengthens the reliability test. and if the Cronbach's Alpha value obtained is much higher than 0.70. it can be accepted. The results of Cronbach's Alpha in this study are shown in [Table 7](#).

Table 7. Cronbach's Alpha

Variable	Cronbach's Alpha
Transformational Leadership	0.934
Training	0.873
Job Satisfaction	0.946
Organizational Commitment	0.888
Employee Performance	0.928

Source: Processed Data (2020)

The structural research model can be seen in [Figure 2](#). Based on [Table 7](#). it can be seen that Cronbach's Alpha is above 0.70 for all

constructs. It can be said that Cronbach's Alpha criteria are met and can be accepted.

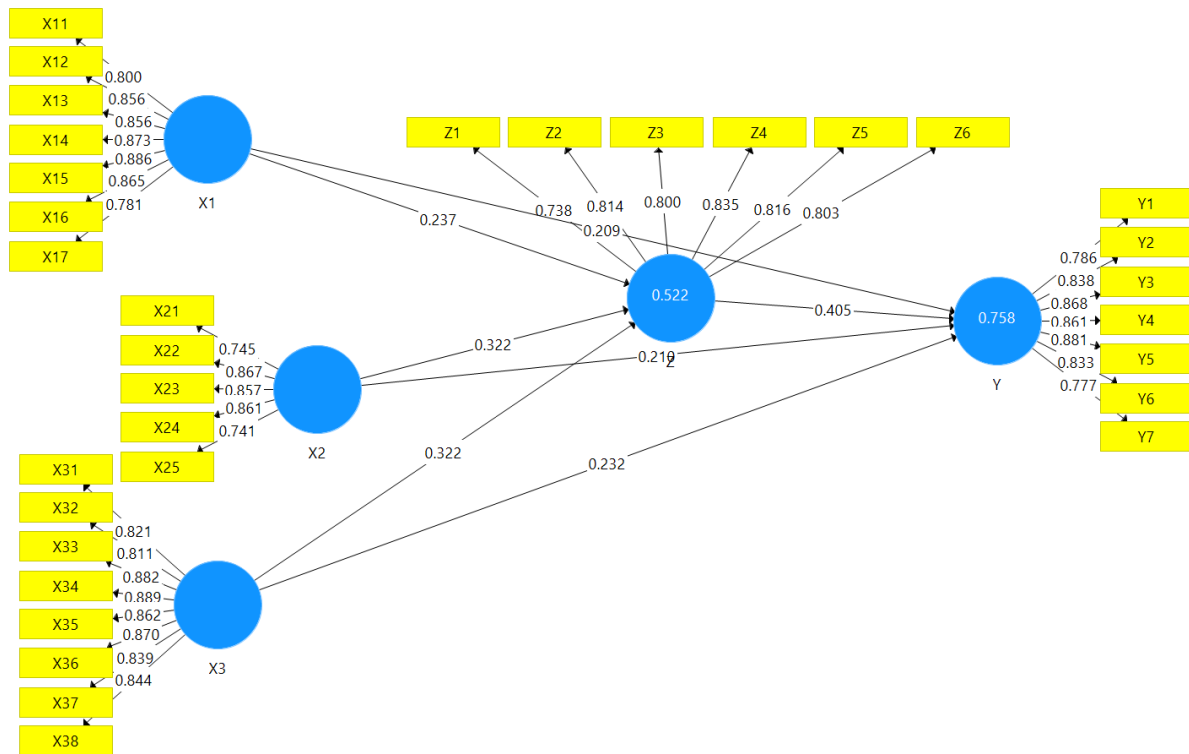


Figure 2. Structural Model

Source: Data processed (2020)

In Table 8. it can be seen that the direct effect obtained from exogenous variables on endogenous variables.

Table 8. Direct Effects

Effects	Path Coefficient
Transformational Leadership → Organizational Commitment	0.237
Training → Organizational Commitment	0.322
Job Satisfaction → Organizational Commitment	0.322
Organizational Commitment → Employee Performance	0.405
Transformational Leadership → Employee Performance	0.209
Training → Employee Performance	0.210
Job Satisfaction → Employee Performance	0.232

Source: Data processed (2020)

It can be seen in Table 8 organizational comintment. transformational leadership. training. and job satisfaction have a direct positive influence. The direct influence of transformational leadership (ξ_1) on organizational commitment (η_1) is 0.237.

The magnitude of the direct effect of training (ξ_2) on organizational commitment (η_1) is 0.322. The direct effect of job satisfaction (ξ_3) on organizational commitment (η_1) is 0.322. From employee performance. transformational leadership.

training, job satisfaction & organizational commitment. each has a positive impact. The magnitude of the direct influence of transformational leadership (ξ_1) on employee performance (η_2) is 0.209. The magnitude of the direct effect of training (ξ_2) on employee performance (η_2) is 0.210. The magnitude of the direct effect of job satisfaction (ξ_3) on employee

performance (η_2) is 0.232. The magnitude of the effect of organizational commitment (η_1) on employee performance (η_2) is 0.405. In order to obtain information about the magnitude of the indirect effect of the independent variable on the dependent variable through the intervening variable, it can be seen in Table 9.

Table 9. Indirect Effects

Effects	Path Coefficient
Transformational Leadership → Employee Performance	0.096
Training → Employee Performance	0.130
Job Satisfaction → Employee Performance	0.130

Source: Data processed (2020)

Table 9 shows that the magnitude of the indirect effect of transformational leadership (ξ_1) on employee performance (η_2) through organizational commitment (η_1) is 0.096 or can be calculated using the multiplication of the direct effect of exogenous variables on the mediating variable multiplied by the direct effect of the mediating variable on the endogenous variable ($\xi_1 \rightarrow \eta_1$) * ($\eta_1 \rightarrow \eta_2$) = 0.237 * 0.405 = 0.096. The magnitude of the indirect effect of training (ξ_2) on employee

performance (η_2) organizational commitment (η_1) is 0.130 or can be calculated ($\xi_2 \rightarrow \eta_1$) * ($\eta_1 \rightarrow \eta_2$) = 0.322 * 0.405 = 0.130. The magnitude of the indirect effect of job satisfaction (ξ_3) on employee performance (η_2) with organizational commitment (η_1) or can be calculated ($\xi_3 \rightarrow \eta_1$) * ($\eta_1 \rightarrow \eta_2$) = 0.322 * 0.405 = 0.130.

Table 10 is shown to determine the high influence of the total independent variable on the dependent variable.

Table 10. Total Effects

Effects	Total Effects
Transformational Leadership → Employee Performance	0.305
Training → Employee Performance	0.340
Job Satisfaction → Employee Performance	0.362

Source: Data processed (2020)

Table 10 shows that the total influence of transformational leadership on employee performance through mediating organizational commitment is 0.305. This value is calculated by adding up the direct and indirect effects of the independent variables on the dependent variable ($\xi_1 \rightarrow$

η_2) + ($\xi_1 \rightarrow \eta_1 \rightarrow \eta_2$) = 0.209 + 0.096 = 0.305. The total effect of training on employee performance through mediation of organizational commitment is 0.340 or can be calculated ($\xi_2 \rightarrow \eta_2$) + ($\xi_2 \rightarrow \eta_1 \rightarrow \eta_2$) = 0.210 + 0.130 = 0.340. The magnitude of the effect of total job satisfaction on

employee performance through mediation of organizational commitment is 0.362 or can be calculated $(\xi_3 \rightarrow \eta_2) + (\xi_3 \rightarrow \eta_1 \rightarrow \eta_2) = 0.232 + 0.130 = 0.362$.

The magnitude of the influence of exogenous variables on endogenous variables can be known by using the coefficient of determination. If the value is

more significant. the effect is also greater. Therefore. the number of indicators in each construct has various amounts. and the analysis of the coefficient of determination can be done by looking at the Adjusted R-square value. Adjusted R-square value obtained using SmartPLS 3.0 algorithm calculation. as seen in [table 11](#).

Table 11. Coefficient of Determination

Variables	R Square	R Square Adjusted
Organizational Commitment	0.522	0.505
Employee Performance	0.758	0.747

Source: Data processed (2020)

[Table 11](#) shows that the effect of transformational leadership, training, and job satisfaction by building organizational commitment is 50.5%. In contrast, the other 49.5% is explained by other variables outside the study. [Table 11](#) also shows that the effect of transformational leadership, training, job satisfaction, organizational commitment simultaneously to shaping employee performance is 74.7%. Other variables outside the study explain the other 25.3%.

The study results show that transformational leadership positively and significantly impacts employee performance based on organizational commitment to the company. Changes in leadership style in a corporate environment are closely related to employee performance. Yuliani et. all (2022) [\[13\]](#) states that with transformational leadership, subordinates can feel trust and respect for their leaders and are motivated to do a better job. This will affect employee performance.

Training also positively and significantly affects employee performance through

organizational commitment. In supporting the improvement of employee performance through organizational commitment to a company, employee training is needed. This is in line with the opinion Hermawan et. all (2022) [\[14\]](#), which states that training is a systematic process of changing the behavior of employees in a direction to improve organizational goals.

Union Event Planner Surabaya means the higher the level of employee satisfaction, the higher the performance will increase. Based on the study's results, job satisfaction also has a positive and significant influence on employee performance, which Hidayat et. all (2022) [\[15\]](#) defines job satisfaction as a positive feeling in doing work and is the impact of evaluating various aspects of the work being carried out. This is in line with Pradana and Martha (2018) [\[16\]](#) study stating that job satisfaction has a positive and significant influence on the performance of CV employees.

The high organizational commitment of each company employee affects the

performance level of existing employees. This is in line with the statement Zayusman and Septrizola (2019) [17], which states that when employees do not commit to the organization, they will work modestly and not be able to produce high performance. Eventually, they will leave the organization because of self-awareness or the company's termination.

CONCLUSION

Based on the results and discussion of this study, it can be concluded that transformational leadership, training, and job satisfaction each have a positive and significant effect on employee performance through organizational commitment at PT Asia Mulia Transpacific. This can be interpreted as the better the transformational leadership applied in the company, the higher the organizational commitment, and the higher the employee performance. The more intense the training, the higher the organizational commitment and employee performance. Moreover, the higher the job satisfaction, the higher the employee's performance and organizational commitment. To increase transformational leadership

effectiveness, such as by increasing the ability of leaders to provide intellectual stimulation by providing training on innovation, problem-solving, and decision making so that leaders can grow a variety of new ideas and provide creative solutions to problems faced by subordinates. It can be done by increasing the effectiveness of training by ensuring trainers quality who provide training. To increase job satisfaction, the management of PT Asia Mulia Transpacific provides career paths and fair promotion opportunities, transparent and accountable to every employee. To increase organizational commitment, the management of PT Asia Mulia Transpacific can pay more attention to increasing continuance commitment by ensuring employee welfare that will be in line with the company's progress and also providing social security for employees so that employees will have awareness and commitment to work for the company for an extended time. Furthermore, researchers are advised to conduct research using other independent variables that have not been studied in the research here, such as communication, work motivation, work discipline, and organizational culture.






REFERENCES

- [1] S. A. Choiriyah and K. Indriyaningrum. "Pengaruh Pengembangan Karir dan Pemberdayaan Karyawan terhadap Komitmen Organisasional Pada PDAM Tirta Moedal Kota Semarang." *SEIKO: Journal of Management & Business*. vol. 5. no. 1. pp. 254-264. 2022.
- [2] M. R. Khan. "The impact of organizational commitment on employees job performance: 'a study of oil and gas sector of Pakistan'." 2010.
- [3] R. Kusumawati. "Analisis pengaruh budaya organisasi dan gaya kepemimpinan terhadap kepuasan kerja untuk meningkatkan kinerja karyawan: (Studi kasus pada RS Roemani Semarang)." *AKSES: Jurnal Ekonomi dan Bisnis*. vol. 3. no. 6. 2008.

- [4] Y. E. Ronny. "Manajemen Sumber Daya Manusia Sebuah Pengantar. Medan: Gerhana Media Kreasi. Ronny. Yusuf Edward dan Susanti. 2019. The Effectof Organizational Culture and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Berkas Bima Sentana." *IOSR Journal of Business and Management*. vol. 21. no. 11. pp. 31-38. 2020.
- [5] S. P. Robbins. T. A. Judge. and S. Sanghi. *Organizational Behavior [with CD]*. Prentice-Hall of India. 2007.
- [6] H. Nawawi. "Manajemen sumber daya manusia." ed: Yogyakarta: Gadjah Mada University Press. 2001.
- [7] H. R. Lauranda. "Pengaruh Pelatihan. Lingkungan Kerja dan Kepuasan Kerja terhadap Komitmen Organisasi Karyawan Galeri Smartfren Timoho Kota YOGYAKARTA." *Jurnal Ekobis Dewantara*. vol. 1. no. 1. pp. 96-103. 2018.
- [8] I. G. M. I. Bhaskara and M. Subudi. "Pengaruh kepemimpinan transformasional terhadap komitmen organisasional melalui mediasi kepuasan kerja." Udayana University. 2019.
- [9] S. Henry. "Manajemen sumber daya manusia." ed: Edisi. 2004.
- [10] T. F. Lie. "Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja pada CV. Union Event Planner." *Agora*. vol. 6. no. 1. 2018.
- [11] M. Ahyat. S. Sahar. O. Afriwan. E. Y. Saniah. and A. M. Saputra. "Digital Transformational Leadership A Village Head On Organizational Citizenship Behavior Through Work Climate And Job Satisfaction Village Officials In Lombok Island." *Jurnal Manajemen Industri dan Logistik*. vol. 6. no. 2. pp. 242-255. 2022.
- [12] H. Latan and I. Ghazali. "Partial Least Square konsep. metode dan aplikasi menggunakan WarpPLS 5.0." *Semarang: Badan Penerbit Universitas Diponegoro*. 2016.
- [13] M. Yuliani. M. I. Hamzah. and A. Lazuardi. "Pengaruh Kompensasi Finansial Dan Kompensasi Non Finansial Serta Semangat Kerja Terhadap Kinerja Karyawan PT Hijab Alila Indonesia." *Jurnal Ekonomi Bisnis Indonesia*. vol. 17. no. 01. pp. 1-14. 2022.
- [14] A. Hermawan and E. Susanti. "Optimization of Improving Organizational Citizenship Behaviour (OCB) through Personality Strengthening. Interpersonal Communication. and Organizational Justice." *Indonesian Journal of Education and Mathematical Science*. vol. 3. no. 3. pp. 118-125. 2022.

- [15] S. Hidayat. I. B. Wirawan. S. Adam. D. A. Trisliatanto. and M. R. T. L. Abdullah. "The Effect of Transformational Leadership on Employee Performance Through Organizational Citizenship Behavior in Industrial Revolution 4.0." *Jurnal Manajemen Industri dan Logistik*. vol. 6. no. 1. pp. 162-176. 2022.
- [16] M. A. Pradana. "Pengaruh gaya kepemimpinan transformasional dan transaksional terhadap kinerja karyawan (studi pada karyawan tetap pt. Mustika bahana jaya. lumajang)." Brawijaya University. 2018.
- [17] F. Zayusman and W. Septrizola. "Pengaruh Hedonic Shopping Value dan Shopping Lifestyle Terhadap Impulse Buying pada Pelanggan Tokopedia di Kota Padang." *Jurnal Kajian Manajemen Dan Wirausaha*. vol. 1. no. 1. pp. 360-368. 2019.

BIOGRAPHIES OF AUTHORS

Author 1	
	<p>Yusuf Ronny Edward    earned his Doctor of Management degree from Pasundan University. Bandung in 2018. He also earned his Bachelor of Computer Science degree from STMIK Mikroskil. Medan in 2005. Master of Law from North Sumatra University. Medan in 2012. Master of Communication Science from North Sumatra University. Medan in 2014. Masters in Psychology from the University of Medan Area. Medan in 2016. Currently he is a lecturer at the economics faculty of Prima Indonesia University. Masters in Management study program. His research is related to human resource management. He can be contacted via email address: yusufedward1984@gmail.com or yusufronnyedward@unprimdn.ac.id</p>
Author 2	
	<p>Kuras Purba. Earned Dr. (Doctor of Management Science) from the University of North Sumatra (USU) Medan. in 2018. Master of Management (M.M.) from the Postgraduate School of the University of North Sumatra (USU) Medan in 2006. Bachelor of Economics (S.E.) from the Open University (UT) in 2002. Currently is actively teaching at the Faculty of Economics. University of Sari Mutiara (USM) Indonesia. Relevant research is related to Human Resource Management (MSDM). For correspondence via Email: kuraspurba@yahoo.co.id or kuraspurba69@gmail.com</p>