

JOB SATISFACTION AS A MEDIATOR IN IMPROVING EMPLOYEE PERFORMANCE THROUGH TALENT AND KNOWLEDGE MANAGEMENT

Bayu Indra Setia

Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia
Faculty of Economics and Business, Universitas Pasundan, Bandung, Indonesia

Tjutju Yuniarsih

Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia

Mohammad Fakry Gaffar

Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia

Edi Suryadi

Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia

Azhar Affandi

Faculty of Economics and Business, Universitas Pasundan, Bandung, Indonesia

Tatik Rohmawati

Department of Government Science, Universitas Komputer Indonesia, Bandung, Indonesia

ABSTRACT

This study aims to analyze Job Satisfaction as a Mediator in Improving Employee Performance through Talent and Knowledge Management. The data analysis used is verification analysis. The population is focused on 16 logistics service companies in the city of Bandung. The analytical tool used is the Structural Equation Model (SEM)-PLS, data obtained through questionnaires to 160 employees. The findings reveal that talent management and knowledge management make a positive contribution to job satisfaction, either partially or simultaneously, which has an impact on employee performance. This is because logistics services will always innovate in accordance with good knowledge management and talent management, therefore employees are required to express their thoughts, ideas and abilities to achieve all of this. This research adds to knowledge about how logistics service companies can manage talented employees and knowledge management that can lead to increased job satisfaction which has an impact on employee performance.

Keywords: Talent management, knowledge management, job satisfaction, employee performance

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INTRODUCTION

Human resources of high quality are those who can display work conduct that helps the organization achieve its goals and objectives. However, it is frequently discovered that human resources' ability to match the expectations of managers and leaders has fallen short. (Ramdani, 2021). Because performance is a type of end result of a process carried out by employees in fulfilling their jobs, it plays a critical function. Employees that effectively accomplish their jobs and responsibilities in a timely and accurate manner will perform well. Employees will have poor or low performance if they do not complete their obligations and responsibilities in accordance with what is required by the organization or corporation. As a result, in a corporation or organization, employee performance is critical to accomplishing organizational or company goals. (Daunfeldt et al., 2021; Fu et al., 2021; Wibowo et al., 2020)

Business developments in the field of package delivery services and logistics services in Indonesia are currently experiencing a significant increase, this is evidenced by the increase in the ranking of the 2018 Indonesia Logistics Performance Index (LPI) Survey report, which rose 17 ranks, from the previous 63rd rank, to 46th rank in this year. This happens because more and more Indonesian people use package delivery services or delivery of documents to companies, it is proven that every year companies engaged in these services are increasing and increasing. (Grabowska & Saniuk, 2022)

The increase in package delivery services is not without reason, this is influenced by the growing business world, especially online business. (Breckova & Karas, 2020). All activities of ordering, transactions, payments, confirmations, consultations can now be done easily online. (Frank et al., 2020; Grabowska & Saniuk, 2022).

Several problems were identified based on the results of the interviews, there was a tendency for inconsistent and fluctuating employee performance to hinder the achievement of good performance targets in the company. In addition, employees are not disciplined in their work, and some of their work is not good or unacceptable, so complaints from customers often occur.

Job satisfaction is also important for human resources. Satisfaction must be owned by individuals or employees at work, each worker

has different characteristics, so the level of job satisfaction is also different. (Mosimanegape et al., 2020; Ratna Pudyarningsih et al., 2020). If an organization or company gets poor performance results, the organization or company should evaluate, one of which is its attention to employee satisfaction. Job satisfaction is a reflection of an employee's good attitude towards his own work, on the other hand, employees who do not enjoy job satisfaction will have a bad attitude towards their work. (Kurdi et al., 2020; Nkwanyana & Agbenyegah, 2020)

Dissatisfaction is at the root of many organizational problems, including absenteeism, manager-employee conflict, and staff turnover. (Harbani et al., 2021; Maskuroh et al., 2022). Therefore, the importance of employee job satisfaction needs to be considered in every company (Elshaer et al., 2021; Owusu et al., 2021). Several studies conclude that job satisfaction affects performance, the higher job satisfaction, the higher the employee's performance (Eneizan et al., 2021).

Talent management and knowledge management are the basis for the above problems. This is based on the talent management selection process that still has difficulty identifying HR competencies because they still prioritize background experience rather than the overall competence of employees in the assessment process. As a result, there is a generation gap between senior employees and junior which results in business functions that are not in accordance with the company. The results of the study state that talent management has an influence on employee job satisfaction, the more the company has good talent and can maintain it, the employees will feel satisfied. (Dzimbiri & Molefi, 2021; Sariwulan et al., 2021)

Knowledge management is an activity that has been widely applied in companies. (Mladenović & Krajina, 2020; Zhang et al., 2020). The existence of this knowledge management activity is expected to be able to fulfill employee job satisfaction in the company. The problem faced in knowledge management is that the externalization process in the company has not been optimal and the knowledge sharing culture has not been implemented optimally. Thus, based on the results of the study stated that knowledge management has an influence on job satisfaction, the more employees are given sufficient knowledge, the employees will have high

satisfaction (Eneizan et al., 2021).

Many studies that discuss talent management, knowledge management, job satisfaction and employee performance as conducted by (Saleh & Atan, 2021; Banuari et al., 2021; Ratnawati & Subudi, 2018; Dzimbiri & Molefi, 2021; Manfredi Latilla et al., 2018) but unfortunately the study did not explain specifically about all the variables so that the researchers tried to fill the gaps in previous research.

Job satisfaction will be studied as a mediator in improving employee performance through talent and knowledge management in this study. The novelty of this research is that no one has combined all the variables in this study in one title as a whole. In supporting the novelty, the analysis used is a verification method with a population centered on 16 logistics service companies. Besides that, no one has conducted research using the Structural Equation Model (SEM)-PLS in logistics service companies. The findings show that talent management and knowledge management, either separately or together, contribute to job satisfaction, which has an impact on employee performance. Because logistics services will always innovate according to effective knowledge management and talent management, employees must express their thoughts, ideas and abilities to do all this. Employee productivity. This study adds to our understanding of how logistics service companies can manage talent and knowledge management, which can lead to higher job satisfaction and improved employee performance.

LITERATURE REVIEW

Employee Performance

Performance is critical for an organization, particularly the performance of individuals who can help the company or organization achieve its objectives. Employee performance can influence the company's or organization's overall performance. As a result, human resource management must maintain, supervise, and evaluate each person in a company or organization. (Khuong & Linh, 2020; Malý & Velinov, 2016).

Employee performance is the outcome of a person's or a group's efforts to fulfill organizational goals in accordance with their specific powers and duties. Quality of work,

quantity of work, punctuality, cost effectiveness, necessity for supervision, and the impact of individual connections are the variables of employee performance used in this study. (Bernardin, H. J & Russell, 2013; Pandey & Chauhan, 2021).

Talent Management

Talent management in general can be stated as one of the efficient factors in job satisfaction that can be used to improve the recruitment process and to apply highly skilled and highly skilled people into the organizational process. Talent management has a positive and significant relationship with job satisfaction and employee performance. Talent management is the company's main operational system. This is related to human resource planning that improves the effective performance of work. Efforts have been made to attract, develop, encourage and retain employees to become part of talent management and strategic planning. (Al-Dalahmeh et al., 2020; Dhanpat et al., 2020; Batra & Resham, 2020; Nzozzo & du Plessis, 2020; Rendo et al., 2021). The dimensions of talent management used in this research are attracting talent, developing talent, and engaging talent. (Aina & Atan, 2020)

Talent management contributes to better job outcomes and employee satisfaction than talent recruitment, strengthening and evaluation. Talent management is not only associated with improved organizational outcomes but is also an important factor in shaping employee attitudes. Research conducted by many researchers results that talent management has a significant influence on job satisfaction. (Dzimbiri & Molefi, 2021; Mitosis et al., 2021).

H1: There is an Influence of Talent Management on Job Satisfaction

Knowledge Management

Knowledge management is the process by which an organization manages its existing knowledge and creates new knowledge that can be used and distributed across all elements of the business in order to achieve the company's vision and goal while gaining a competitive advantage over competitors (Dávideková et al., 2020; Iheukwumere-Esotu & Yunusa-Kaltungo, 2022; Čizmić & Ahmić, 2021; Muskat & Mair, 2020). The dimensions of knowledge management used in

this study are knowledge discovery, knowledge capture, knowledge sharing, and knowledge application. (Irma Becerra-Fernandez, 2001)

Knowledge management and job satisfaction are important elements for employees to play an active role in achieving organizational goals. Employees seek information to complete their tasks and also remain responsive sharing routine needs. (Al-Ayed, 2022; Khatun et al., 2021). The existence of the influence of knowledge management on job satisfaction is strengthened by research journals conducted by many studies which result that knowledge management has a significant influence on job satisfaction. (Čuček & Kač, 2020; Eneizan et al., 2021; Polyanska & Malyuka, 2014)

H2: There is an Influence of Knowledge Management on Job Satisfaction

Job satisfaction

Job satisfaction is the emotional state of employees looking at their work. Employees who are dissatisfied with their jobs will never acquire

psychological maturity and will grow disappointed as a result. Employees who are satisfied with their jobs have better attendance and turnover records, are less involved in employee union activities, and perform better than those who are not. (Moro et al., 2021; Yee et al., 2022).

The dimensions of job satisfaction used in this study are wages or salaries, co-workers, leaders, the work itself, promotion opportunities, and work environment. (Dessler, 2019; Robbins & Judge, 2019). Research conducted by many researchers results that there is a significant influence between job satisfaction and employee performance with a strong level of influence with a positive relationship direction. (Eneizan et al., 2021; Kefyalew et al., 2020).

H3: There is an Influence of Job Satisfaction on Employee Performance

Based on the proposed hypothesis, the Research Framework can be described in accordance with Figure 1 as follows:

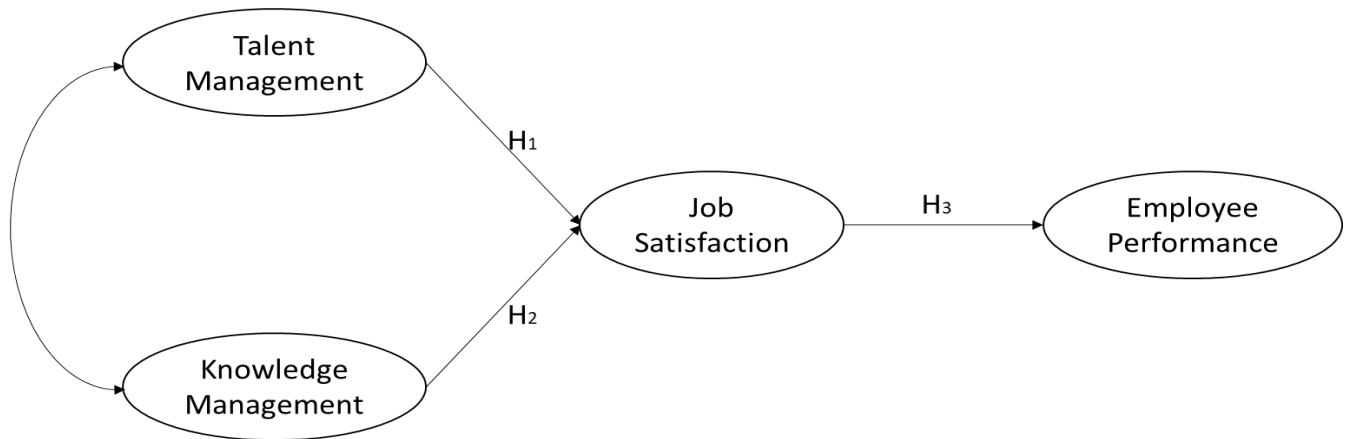


Figure 1. Research Framework

METHOD

In this study, we want to reveal the results of whether talent management (X1) and knowledge management (X2) variables affect employee performance (Z) mediated by job satisfaction (Y) in shipping and logistics service companies.

Each indicator is measured using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The researcher used a verification descriptive

research design. While the research methodology used is quantitative methods. states that an informative examination is a strategy to explore to explain the factors that are considered from one variable to another that have a causal relationship. The exploration used by analysts today is to distribute polls online and provide guide items to pages that then point to survey questions. The selected respondents were employees at 16 parcel delivery companies and

logistics services. By using random proportionally selected each company as many as 10 employees who are considered qualified, namely once a superior employee based on the choice of the company, so that the sample taken as many as 160 employees. The analysis tool used is SEM-PLS. Table 1 shows the variable measurement as follows:

Table 1: Variable Measurement

No	Variable	Indicators	Description	Reference
1	Talent Management (X₁)	Attracting talent Developing talent Binding talents	Recruitment process Selection process Talent orientation process Performance management Talent mapping Analysis of development and learning needs Implementation of development and learning Review talent Career planning Succession planning Retaining talent	(Aina and Atan, 2020)
2	Knowledge Management (X₂)	Discovery of Knowledge Capture of Knowledge Knowledge Sharing Knowledge Application	Employees gain knowledge from their work experience Employees gain knowledge through internships that have been followed Employees can access the SOP to get the necessary information Organizations conduct training for employees Employees are included in the seminar / <i>workshop</i> program Employees are included in the comparative study program The organization provides knowledge search facilities Organizations foster a culture of sharing knowledge between employees Employees gain knowledge obtained from the Leadership Availability of social media groups as a place to exchange information The knowledge you have helps the work of employees. The knowledge that employees have can help with decision making. Media available to gather new knowledge gained by employees	(Irma Becerra-Fernandez, 2001)

Table 1: Continued

3	Job Satisfaction (Y)	Wages or salaries	Payroll system	(Dessler, 2020; Robbins & Judge, 2019)
			Payroll justice	
		Co workers	Support between colleagues	
			Help and advice between colleagues	
		Leader	Leadership style	
		The work itself	Assignment	
		Promotional opportunities	Learning opportunities	
	Responsibility	Promotional opportunities		
	Work environment	Comfort	Means	
4	Employee performance (Z)	Quality of work	Tidiness	(Bernardin & Russell, 2013)
			Accuracy	
			Results of work according to orders	
		Quantity of work	Speed	
		Timeliness	Ability	
		Cost-effectiveness	On time	
		Surveillance needs	Use of work facilities as needed	
	Initiative at work	Availability of unsupervised work		
	Impact of individual relationships	Cooperative relationship	Mutual respect	

RESULTS AND DISCUSSION

After the questionnaires were distributed in this study, the primary data returned or obtained by the researchers were 160 respondents. Responses from 160 respondents, 59% female respondents, and 41% male respondents, most of the respondents in this study were dominated by the 31–40-year age group. The education level of the respondents is dominated by a Undergraduate background. The profile of respondents with the highest frequency of monthly income is Rp. 5.000.000 – Rp. 8.000.000 the majority of respondents have worked 5-10 years by 41%.

Based on the analysis of the measurement model, and the calculation process that produces all indicators and variables, it shows that all validity and reliability requirements are met for further analysis. The reliability table has been fulfilled, as shown from the results of the analysis of all composite reliability and Cronbach's alpha

value is greater than 0,7. This table also shows the Outer Loadings value for all variables. for the talent management variable measured by 3 indicators, the Outer Loadings value is between 0.790 - 0.936, and the knowledge management variable measured by 4 indicators shows the re value between 0.709 - 948. While the job satisfaction variable measured by 6 indicators shows the Outer Loadings value between 0.847 - 0.961. the last variable, namely employee performance, shows the Outer Loadings value between 0.824 - 0.951. These results are in accordance with the results of research conducted by several previous researchers, which showed that all variables measured by the indicators studied were outer loadings like in picture 2, (Aina & Atan, 2020; Bernardin, H. J & Russell, 2013; Gary Dessler, 2020; Irma Becerra-Fernandez, 2001; Robbins & Judge, 2019).

Table 2 shows the characteristics of the respondents as follows:

Table 2: Respondent Profile.

No	Characteristics of Respondents	Information	Rate (%)
1	Sex	1. Man	41%
		2. Woman	59%
2	Age	1. < 20 years.old	12%
		2. 20-30 years old	33%
		3. 31-40 years old	45%
		4. > 40 years.old	10%
3	Education Level	1. Senior High School	17%
		2. Diploma	28%
		3. Undergraduate	44%
		4. Postgraduate	11%
4	Income	1. < Rp. 2.000.000	6%
		2. Rp. 2.000.000 – Rp. 5.000.000	34%
		3. Rp. 5.000.000 – Rp. 8.000.000	39%
		4. > Rp. 8.000.000	21%
5	Years of service	1. < 5 years. old	21%
		2. 5-10 years. old	41%
		3. 11-15 years old	29%
		4. > 15 years. old	9%

Based on the results of the study showing a convergent validity assessment, all AVE values passed the recommended threshold for acceptable validity of 0.5. (F. Hair Jr et al., 2014). This can be interpreted that all indicators and measures used to measure variables are in accordance with the specified threshold. The

smallest AVE value is 0.628, namely the Discovery of Knowledge indicator and the largest AVE value is 0.905, namely the Surveillance Needs indicator. these results are in accordance with the results of research conducted by (Aina & Atan, 2020; Irma Becerra-Fernandez, 2001). Recapitulation of results can be seen in table 4 below:

Table 4: Latent Variable Coefficients

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Attracting Talent	0.857	0.871	0.914	0.781
Binding Talents	0.861	0.873	0.915	0.782
Capture of Knowledge	0.894	0.899	0.927	0.760
Co Workers	0.709	0.737	0.871	0.772
Developing Talent	0.961	0.961	0.970	0.866
Discovery of Knowledge	0.703	0.717	0.835	0.628
Employee Performance	0.845	0.853	0.907	0.765
Job Satisfaction	0.881	0.882	0.927	0.809
Knowledge Application	0.897	0.905	0.936	0.830
Knowledge Management	0.956	0.960	0.962	0.660
Knowledge Sharing	0.889	0.890	0.931	0.818

Table 4: Continued

Quality of Work	0.871	0.872	0.921	0.796
Quantity of Work	0.864	0.866	0.936	0.880
Surveillance Needs	0.895	0.895	0.950	0.905
Talent Management	0.966	0.968	0.970	0.749
The Work it Self	0.882	0.905	0.927	0.809
Wages or Salaries	0.920	0.920	0.962	0.926

After testing the outer model that has met, then testing the inner model (structural model). The inner model can be seen by looking at the r-squared (reliability indicator) for the dependent construct and the t-statistical value of the path coefficient test (path coefficient). The higher the r-square value, the better the prediction model of the proposed research model is. The path coefficient value indicates the level of significance in the test hypothesis. Changes in the value of R² are used to explain the effect of the exogenous latent variable on the endogenous variable, whether it has a substantive effect. R² values of 0.75, 0.50, and 0.25 can be said that the model is strong, moderate, and weak. (F. Hair Jr et al., 2014). The higher the R² value, the better the prediction model of the proposed research model. Based on the r-square value in table 5

shows that talent management and knowledge management affect employee job satisfaction 64.3%, and the remaining 35.7% is explained by other constructs outside the study. While job satisfaction has an effect on employee performance by 79.4%, and the remaining 20.6% is explained by constructs other than those studied in this study. when viewed from the influence of indicators on variables, it can be stated that each indicator affects the variables above 50%. the indicator that has the greatest influence value is the Capture of Knowledge of 0.899 and the indicator that has the smallest indicator value is the Quantity of Work of 0.627. These results are in accordance with research conducted by (Dzimbiri & Molefi, 2021; Mitosis et al., 2021)

Table 5: Measurement Model Test Result

	R Square	R Square Adjusted
Attracting Talent	0.866	0.865
Binding Talents	0.879	0.878
Capture of Knowledge	0.899	0.898
Co Workers	0.653	0.651
Developing Talent	0.960	0.959
Discovery of Knowledge	0.801	0.799
Employee Performance	0.794	0.793
Job Satisfaction	0.643	0.639
Knowledge Application	0.862	0.862
Knowledge Sharing	0.894	0.894
Quality of Work	0.646	0.643
Quantity of Work	0.627	0.625
Surveillance Needs	0.798	0.797
The Work it Self	0.745	0.743
Wages or Salaries	0.679	0.677

The assessment of the significance of the predictive model in testing the structural model, can be seen from the P-Value value, if the P-value is less than 0.05 or 5%, it means that the relationship has a significant effect and if the P-Value is greater than 0.05 or 5 % means not significant. Judging from the Original Sample, if the value of the original sample is positive, the

direction of the effect is positive and if the value of the original sample is negative, the direction of the effect is negative. between the independent variable to the dependent variable in the path coefficient table in the SmartPLS output.

Testing Hypothesis 1 examines whether talent management has an effect on job satisfaction. The test results show that the beta coefficient of

talent management has an effect on job satisfaction of 0.386 and the t-statistic is 2.835. From these results, it is stated that the t-statistic is significant, because > 1.96 with p-value.

These results indicate that talent management has a significant effect on job satisfaction. The better talent management, the better job satisfaction. These results are in accordance with the research conducted by (Dzimbiri & Molefi, 2021; Mitosis et al., 2021). logistics companies in

the city of Bandung should improve talent management by choosing employees who have talent who can influence consumers to use the company's logistics services, thus there will be healthy competition between employees to become talented employees so that it will automatically improve employee performance

Table 6 shows the Hypothesis Testing Results as follows:

Table 6: Hypothesis Testing Results

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Employee Performance -> Quality of Work	0.803	0.032	25.259	0.000	Supported
Employee Performance -> Quantity of Work	0.792	0.034	23.128	0.000	Supported
Employee Performance -> Surveillance Needs	0.893	0.022	41.202	0.000	Supported
Job Satisfaction -> Co Workers	0.808	0.031	25.737	0.000	Supported
Job Satisfaction -> Employee Performance	0.891	0.021	43.023	0.000	Supported
Job Satisfaction -> The Work it Self	0.863	0.034	25.401	0.000	Supported
Job Satisfaction -> Wages or Salaries	0.824	0.033	24.953	0.000	Supported
Knowledge Management -> Capture of Knowledge	0.948	0.013	73.355	0.000	Supported
Knowledge Management -> Discovery of Knowledge	0.895	0.026	34.685	0.000	Supported
Knowledge Management -> Job Satisfaction	0.442	0.129	3.438	0.001	Supported
Knowledge Management -> Knowledge Application	0.929	0.016	57.246	0.000	Supported
Knowledge Management -> Knowledge Sharing	0.946	0.013	72.483	0.000	Supported
Talent Management -> Attracting Talent	0.931	0.018	50.339	0.000	Supported
Talent Management -> Binding Talents	0.937	0.014	68.050	0.000	Supported
Talent Management -> Developing Talent	0.980	0.006	174.717	0.000	Supported
Talent Management -> Job Satisfaction	0.386	0.136	2.835	0.005	Supported

Testing Hypothesis 2 examines whether knowledge management has an effect on job satisfaction. The test results show the knowledge management beta coefficient has an effect on job satisfaction of 0.442 and the t-statistic is 3.438. From these results, it is stated that the t-statistic

is significant, because it is > 1.96 with a p-value.

These results indicate that knowledge management has a significant effect on job satisfaction. the better knowledge management applied by logistics companies, the more job satisfaction will be. These results are in

accordance with the research conducted by (Čuček & Kač, 2020; Eneizan et al., 2021).

Logistics companies must be able to explain the novelty of knowledge that can be transferred to employees, so that employees always get new knowledge that can improve their performance. Logistics companies at this time always have to update as much knowledge as possible because now many new logistics companies have sprung up with new knowledge as well. Here the company is led to develop new knowledge management models and always innovate with the needs of the logistics service user community.

Testing Hypothesis 3 tests whether job satisfaction has a significant effect on performance. The test results show that the beta coefficient of job satisfaction has an effect on employee performance of 0.891 and the t-statistic is 43.023. From these results, it is stated that the t-statistic is significant, because it is >1.96 with a p-value.

These results indicate that job satisfaction has a significant effect on employee performance. The higher the job satisfaction applied by the logistics company, the higher the employee's performance. These results are in accordance with the research conducted by (Eneizan et al., 2021; Kefyalew et al., 2020).

Logistics companies are increasingly having to increase the satisfaction of their employees, because employees can move to other companies with very valuable information. Therefore, management must treat employees according to the company's capabilities and the wishes of the employees and find a middle point so that everything can be carried out properly. Satisfied employees will always improve their performance to achieve the goals desired by the company.

Talent management and knowledge management are able to influence job satisfaction by placing employee skills in the right position. Starting from the recruitment and selection process to obtain the required employees with the specified qualifications. In the process of developing talents and developing a new understanding of knowledge in the implementation of developing employee capabilities and skills, it is adjusted to the needs of the organization and employees. As well as career development programs for employees. In addition, companies must pay attention to

appropriate compensation, open opportunities and development and learning, as well as career advancement opportunities that are in line with the wishes of employees.

Based on the results described above, the image of the results of this study is shown in Figure 2 below.

CONCLUSION

This study describes job satisfaction as a mediator in improving employee performance through talent and knowledge management. To support this research, verification analysis is used with a population of 16 logistics service companies in the city of Bandung, using the Structural Equation Model (SEM)-PLS analysis tool. The findings reveal that talent management and knowledge management make a positive contribution to job satisfaction, either partially or simultaneously, which has an impact on employee performance. This is because logistics services will always innovate in accordance with good knowledge management and talent management, therefore employees are required to express their thoughts, ideas and abilities to achieve all of this. The impact of this research is to increase knowledge about how logistics service companies can manage talented employees and knowledge management that can lead to increased job satisfaction which has an impact on employee performance.

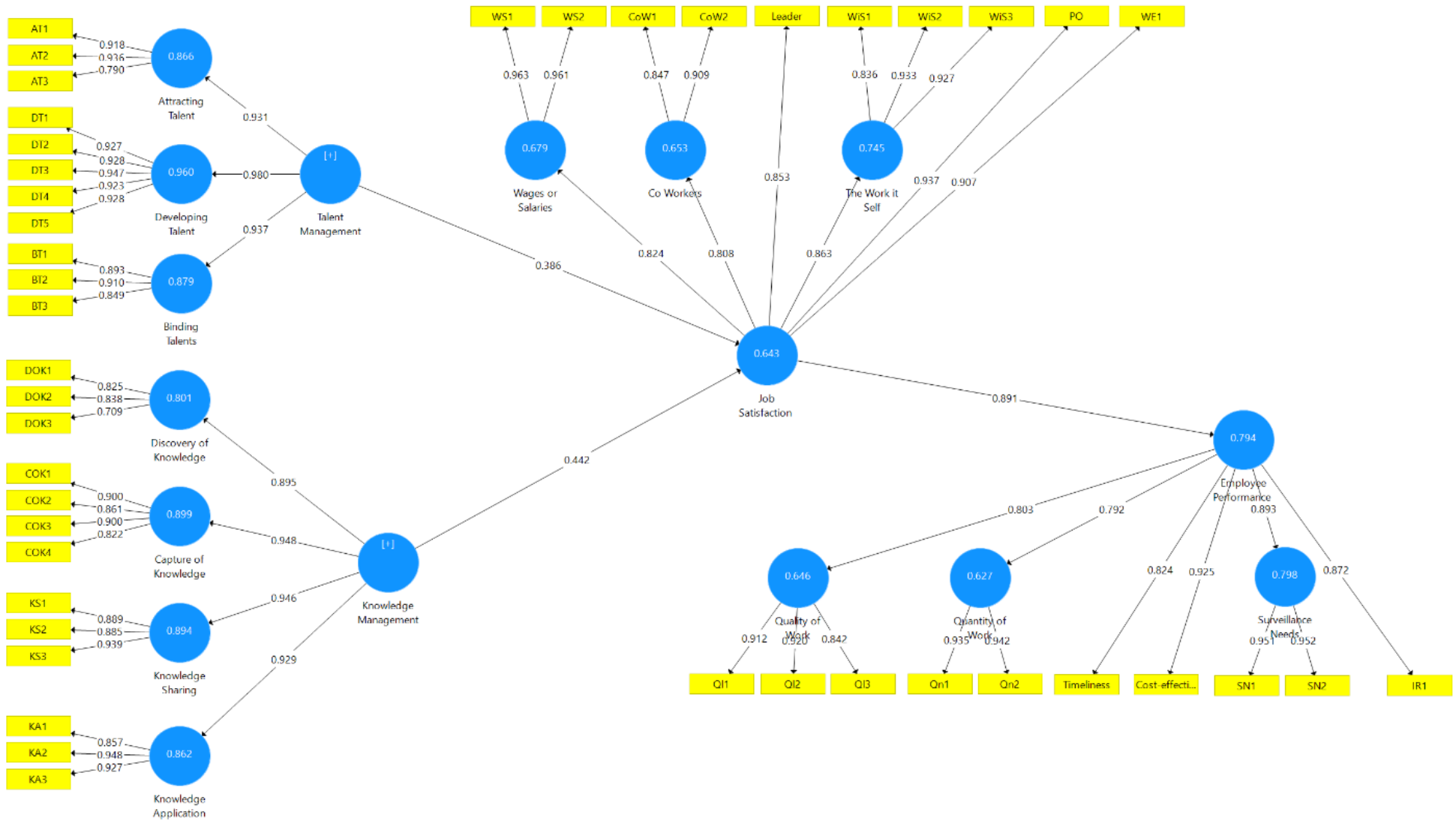


Figure 2: Structural model assessment.

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ABOUT THE AUTHORS

Bayu Indra Setia, email: bayuindrasetia@upi.edu

Bayu Indra Setia, Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia & Faculty of Economics and Business, Universitas Pasundan, Bandung, Indonesia.

Tjutju Yuniarsih, Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia.

Mohammad Fakry Gaffar, Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia.

Edi Suryadi, Department of Management, Universitas Pendidikan Indonesia, Bandung, Indonesia.

Azhar Affandi, Faculty of Economics and Business, Universitas Pasundan, Bandung, Indonesia

Tatik Rohmawati, Department of Government Science, Universitas Komputer Indonesia, Bandung, Indonesia.