
The Effect Of Work Load And Organizational Support On Job Satisfaction And Its Implication In Performance Of The Member Of Kodam IM Logistic Assistant

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Abstract

This study was conducted to determine and test the effect of workload and organizational support on job satisfaction and its implications on the performance of a member of the Aceh Regional Military Command Logistics Assistant Iskandar Muda (Kodam IM Logistic Assistant). The study population was 144 members of the Kodam IM Logistic Assistant. The research model was analyzed using Structural Equation Modeling (SEM). The results of the research prove there is an effect of workload on member job satisfaction, there is an effect of organizational support on member job satisfaction, there is an effect of workload on member performance, there is an effect of organizational support on member performance, then there is an effect of job satisfaction on member performance, workload effects member performance through member job satisfaction, organizational support affects member performance through member job satisfaction. The job satisfaction acts as partial mediator for two indirect hypothesis. These findings contribute academically, especially in the renewal of the theory of causality and can be a reference for practical leaders, especially those in the Kodam IM Logistic Assistant for Aceh. The novelty of this research lies in the combination of previous causality research models, with new objects. The limitation of the study is the number of variables studied and the scope of the study.

Keyword: Workload, Organizational Support, Job Satisfaction, Member Performance.

1. Introduction

Iskandar Muda Regional Military Command Logistics Assistant (Kodam IM Logistic Assistant) is the assistant commander in the field of logistics, responsible for organizing activities in the logistics department, which includes material development, facility management and logistics services and administration in the logistics development. The performance of Kodam IM Logistic Assistant based on observations shows that there is a downward trend individually or individually. This can be concluded from the ability of members to arrange work plans that are still relatively low, then members have not been able to realize the work plans that have been set, so that the achievement of performance that is not in accordance with what expectations, and the ability of members when providing services to the community also still relatively very low.

The low achievement of a member performance in this study was caused by the level of job satisfaction of members which is still relatively at a low level, which can be seen from the level of happiness felt by members who are still low, then the relationships between colleagues are also still not harmonious, and lack of harmony between members of the leadership and many members who are less able to overcome boredom at work. Every member who runs a job always hopes to get job satisfaction in accordance with the wishes of the members themselves. Job satisfaction also has a close relationship with improving member performance. Job satisfaction is the first aspect that is achieved before an employee has the performance expected by the organization, according to which (Gunlu, Aksarayli, & Perçin, 2010), Job satisfaction has a significant influence on one's work performance.

The phenomenon that occurs at the Kodam IM Logistic Assistant today is the difference or gap between the expected performance and the performance generated by logistics staff in helping to carry out activities in the field of logistics as well as organizing material development, management of logistics facilities and services, administration of logistics development and procurement services electronically. Other problems faced by members of the Kodam IM Logistic Assistant are related to workload, where many members get a different workload, so that it can cause a gap between members who get a bigger, heavier, or more workload compared to members who get the burden lighter work, while the amount of compensation or compensation received is the same between members who have a heavier burden compared to members who get lighter workloads. With the different workloads among members causing a number of targets of a job or the target of an outcome that must be achieved in a certain period to be not achieved so it explains that the expected performance is not achieved, while on the other hand the workload borne by other members is more lightweight, so that the realization of performance in the organization is not optimal.

Organizational support internally also has a connection in the implementation of the duties of a soldier in maintaining the integrity and sovereignty of his territory. Organizational support in the military realm is very broad, organizational support is not only limited to the career development of members but organizational support in maintaining security and stability for the community. The support referred to is also one of the supporters in motivating the work of members in the field, not only administrative but also moral in the organization.

Based on the above phenomena that made researchers interested in conducting research at the Kodam IM Logistic Assistant where it is the main command of coaching at the Indonesian army headquarters level which has a direct position under the Head of Army Unit (Kasad) and the operational main command at the Indonesian Army (TNI) which is located directly under the TNI commander.

2. Literature Study

Employee Performance

Performance provides an overview of the level of achievement of the implementation of a program of activities or a policy to realize the goals, objectives, vision and mission of the organization which is explained through strategic planning in the organization (Moeheriono, 2012). Meanwhile according to (Lestari, 2013) performance is a concept that has a universal nature that explains an organization's operational effectiveness, parts of the organization and parts of work based on established standards and criteria. Performance is described as a measure of the achievement of success in carrying out tasks in a certain period based on predetermined criteria (Zainal, 2015).

According (Moeheriono, 2012) there are six indicators to measure performance, but each organization can develop according to the organization's vision and mission, the six measures are as follows: (1) Achievement of work program targets, (2) Compliance with the completion of work programs, (3) Achievement more than the standard work program, (4) Capacity of service to the community, (5) Emphasis on the organization's vision and mission, (6) Resolution of new problems.

Job Satisfaction

Job satisfaction is an important target in the perspective of human resource management because it certainly can affect the performance and productivity of a job. Humans certainly have a feeling of satisfaction at work if aspects of their work and individuals support each other so that it can be said that the variable job satisfaction is related to a person's feelings about whether or not the employee's job is fun. (Afriani & Kasmiruddin, 2017) mentioned job satisfaction is a pleasant or unpleasant emotional state of the job, job satisfaction reflects a person's feelings towards his work. while according to (Zainal, 2015) job satisfaction is an assessment of the work of how far the job as a whole satisfies its needs. Job satisfaction becomes an interesting and quite important issue and discussion, because it has been proven to have significant uses for the interests of individuals, industry and society (Soetrisno, 2016).

Basically job satisfaction is a safe race and has aspects: socio-economic aspects (salary and social security), psychological social aspects, that is, opportunities to advance, opportunities to get awards, related to supervisory issues and also related to relationships between fellow employees and employees with boss. job satisfaction is an important issue that needs to be considered in relation to the productivity of a job and employee performance and dissatisfaction is often associated with high levels of job demands and complaints (Soetrisno, 2016).

The indicators that determine job satisfaction according to (Robbins & Judge, 2012) are as follows: (1) Satisfaction with salaries, (2) Job interests, (3) Bosses are fair, (4) Bosses listen to employee complaints, (5) Peer support, (6) Job promotion

Workload

According (Soleman, 2011) stated the workload is one aspect that needs to be considered by the organization or company, because the workload has an effect on employees in increasing productivity and makes it feel comfortable or not at work. Workload also explains the amount of work that must be borne by a position or an organizational unit and is the result of multiplication between work volume and time norms. Workload is a demand for a job that is owned daily and is considered as a source of burden. The intended workload can be divided into two, namely excessive workloads and below average workloads (Zainal, Hadad, & Ramly, 2019).

By noting that human work involves mental and physical, each job certainly has a different level of burden. The level of burden that is too large allows the use of too much energy and can cause overstress, and conversely the level of the burden that is too small allows the feeling of boredom and boredom. Therefore it is necessary to arrange for the optimum level of load intensity which is between these two extreme boundaries and certainly different from one individual to the other. Workload consists of physical and mental workload (Irwandy, 2007). As a result of the workload that is too heavy or the physical abilities possessed are too weak, it can result in an employee suffering from illness or interference due to his work. Workload is one of the elements that need to be considered for a worker to get harmony and high work productivity

in addition to the element of additional burden due to work environment and capacity (Shah et al., 2011).

Workload indicators that are used include the following (Soleman, 2011): (1) The amount of the target is the achievement of the target to be achieved by an employee within a certain period of time, (2) Clarity of the target is the clarity of the target of work to be achieved, (3) The condition of work is related to the conditions of work being carried out by employees, (4) Type work, namely the type of work that is the responsibility of the employees, (5) Standard provisions, namely the existence of work standard provisions which become standard guidelines for employees, (6) Workload standards, namely the workload that is the responsibility of each employee.

Organizational Support

According (Robbins & Judge, 2012) Organizational support is where the organization faces a dynamic and changing environment so that the organization adapts itself. According to (Flippo, 1997)

Organizational support is assistance from the application of technology, humans carry out functions or tasks that lead to the achievement of rationally determined goals. Organizational support is also a social and technological device consisting of human and physical factors. According to (Mathis & Jackson, 2006) Organizational support is the support received from the organization in the form of training, equipment, expectations and productive work teams.

(Tansky & Cohen, 2001) revealed that an organisation's support can be influenced by aspects of the organization's treatment of employees and is also influenced by employees' interpretations of organizational motives. While (Rhoades & Eisenberger, 2002) in (Donghwan Yoon, Jichul Jang, 2016),

revealed that organizational support will influence employee expectations of the organization. This condition will also have an impact on employee performance due to lower work productivity than employees. other than that (Rhoades & Eisenberger, 2002) in (Donghwan Yoon, Jichul Jang, 2016) also revealed the existence of a positive influence of organizational support for employee commitment. This can be accepted, by taking into account the growing organizational support for employees, then automatically the commitment of employees to the company will increase.

(Mathis & Jackson, 2006) Organizational support indicators consist of: (1) the organization pays attention, (2) the organization considers, (3) the organization responds, (4) the organization cares, (5) the organization appreciates and (6) the organization provides assistance.

Research paradigm

Based on the discussion of the problem and research literature, the researcher formulates the paradigm and research hypothesis as follows.

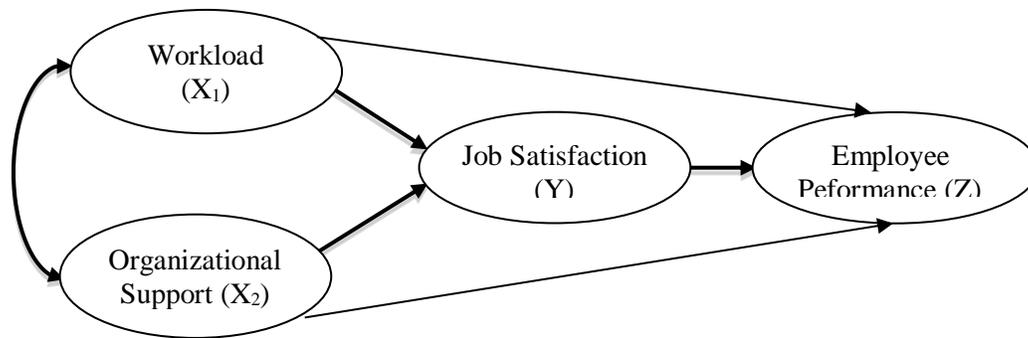


Figure 1. Research Model

- H1: There is an influence of workload on job satisfaction of members of the Kodam IM Logistic Assistant.
- H2: There is an influence of organizational support on job satisfaction of members of the Kodam IM Logistic Assistant.
- H3: There is an influence of job satisfaction on the performance of members of the Kodam IM Logistic Assistant.
- H4: There is an influence of workload on the performance of members of the Kodam IM Logistic Assistant.
- H5: There is an influence of organizational support on the performance of the Kodam IM Logistic Assistant member.
- H6: There is an influence of workload on the performance of Kodam IM Logistic Assistant members through member's job satisfaction.
- H7: There is an influence of organizational support on the performance of the Kodam IM Logistic Assistant members through member's job satisfaction.

3. Research Method

This research was conducted at the Kodam IM Logistic Assistant. While the object of research is the Workload, Organizational Support, Job Satisfaction and Member Performance. The population of this study is 144 members of the Islogan Military Command in Aceh. Data were collected using a questionnaire. The list of questions is asked and assessed using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) technique. The SEM equation model is described as a set of statistical techniques capable of simultaneously testing a series of relatively complex relationships (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are fit (Silva & Alwi, 2008). To test mediation variables, this study uses the Sobel test.

In this study, researchers construct constructs for each variable studied based on previous theories, and the binding conditions for the measurement of organizational performance under study, namely:

- a. Performance of members with measurement indicators (1) Achievement of work program targets, (2) Completion of work program completion times, (3) Achievement of work program standards, (4) Capacity of service to the community, (5) Emphasis on organization's vision and mission, (6) Resolution of new problems.

- b. Job satisfaction with measurement indicators (1) Satisfied with compensation, (2) Job promotions, (3) Teamwork, (4) Supervision, (5) Awards
- c. Workload with measurement indicators (1) Target size, (2) Clarity of targets, (3) Conditions of work, (4) Type of work, (5) Standard conditions, (6) Standard workloads.
- d. Organizational support with measurement indicators (1) the organization pays attention, (2) the organization considers, (3) the organization responds, (4) the organization cares, (5) the organization appreciates and (6) the organization provides assistance.

4. Result

Analysis of the structural model that explains the effect test between variables is presented in the following path diagram:

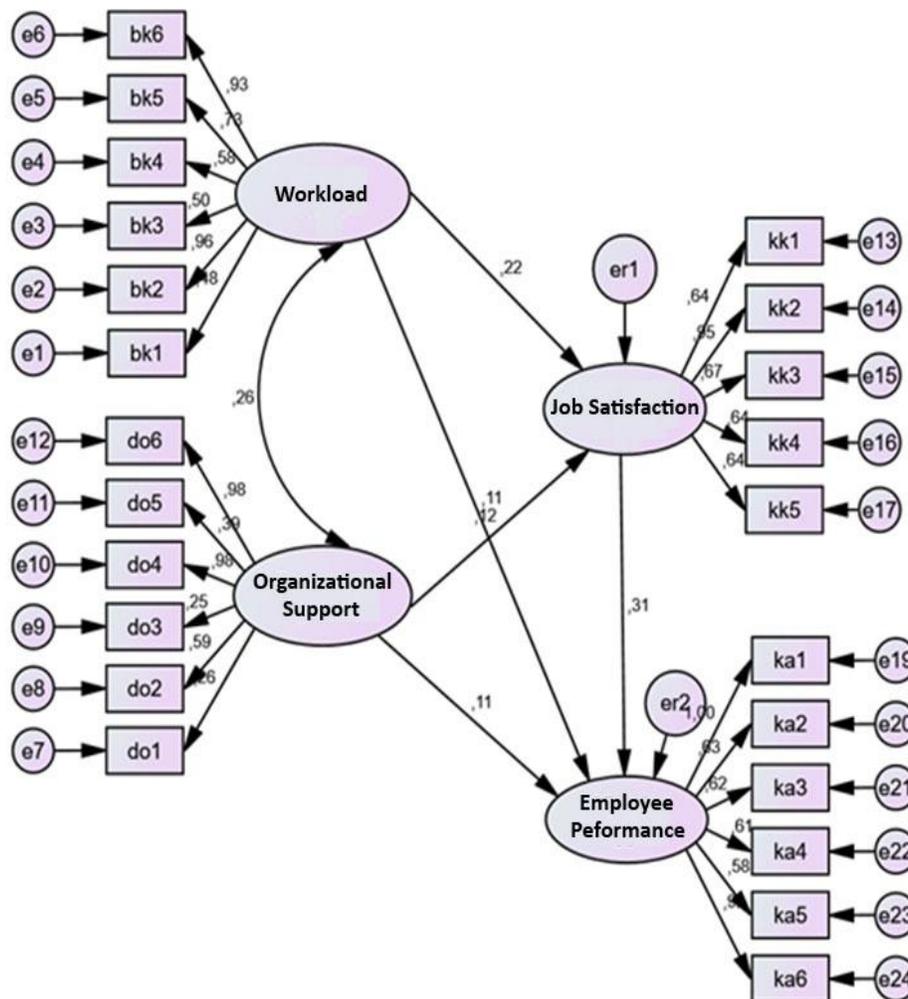


Figure 2. Hypothesis Test Result

The results of testing the full model for testing the hypothesis after going through the fulfillment of SEM assumptions, are more clearly found in the following table:

Table 1. Hypothesis Testing Results

Endogenous		Exogenous	Estimate	S.E.	C.R.	P
Job Satisfaction	<---	Workload	0.368	0.073	5.041	***
Job Satisfaction	<---	Organizational Support	0.369	0.119	3.101	***
Employee Performance	<---	Workload	0.287	0.053	5.415	***
Employee Performance	<---	Organizational Support	0.505	0.074	6.824	***
Employee Performance	<---	Job Satisfaction	0.472	0.064	7.375	***

Source: Primary Data, 2020 (processed)

From the results of testing the direct effect on the table above can be seen that:

1. H1 : The Effect of Workload on Job Satisfaction of Members of the Kodam IM Logistic Assistant

The test results on the measurement parameters the effect of workload on member job satisfaction shows a CR value of 5.041 with a probability value of 0.023. The resulting value is sufficient to meet the H1 acceptance requirements, namely a CR value of 5.041 which is greater than 1.96 and a probability smaller than 0.05. So based on these results prove that the workload on the Kodam IM Logistic Assistant influences the job satisfaction of the Kodam IM Logistic Assistant members.

This indicates that the better workload will have a positive and real impact on increasing job satisfaction of members of the Kodam IM Logistic Assistant. The results of this study are consistent and in line with the results of previous studies conducted by (Kimbal, Sendow, & Adare, 2015) showed that workload simultaneously affects individual performance. If the individual's performance is shown to increase, then by itself will also improve the performance of the organization.

2. H2 : The Effect of Organizational Support on Job Satisfaction of Members of the Kodam IM Logistic Assistant

The test results on the measurement parameters of the effect of organizational support on member job satisfaction shows a CR value of 3.101 with a probability value of 0.008. The resulting value is sufficient to meet the H2 acceptance requirements, namely to obtain a CR value of 3.101 which is greater than 1.96 and a probability smaller than 0.05. So based on these results prove that the organizational support felt by members of the Kodam IM Logistic Assistant affects the job satisfaction of members of the Kodam IM Logistic Assistant.

This indicates that the higher organizational support felt by members will increasingly increase member job satisfaction. The results of this test are consistent and consistent with research conducted by (Chiang & Hsieh, 2012) which revealed that organizational support can enhance or have an effect on improving member performance, and certainly performance will be able to produce a very significant influence on the organization, the organization will increasingly advance along with the support of the organization's organization for the performance of its members as expected by the organization, but this certainly still needs to be done further research on whether each process of advancing the organization is also part of improving the ability of personnel.

3. H3 : The Effect of Job Satisfaction on the Performance of Members of the Kodam IM Logistic Assistant

The test results on the measurement parameters the effect of member job satisfaction on member performance shows a CR value of 7.375 with a probability value of 0.022. The resulting value is sufficient to meet the requirements for H3 acceptance, namely a CR value of 7.375 which is greater than 1.96 and a probability smaller than 0.05. So based on these results prove that member job satisfaction affects the performance of members of the Kodam IM Logistic Assistant.

This indicates that the higher job satisfaction of members owned by the Kodam IM Logistic Assistant members will further enhance the performance of members, because each member will be motivated to achieve better work results. The results of this study are consistent and consistent with research conducted by (Lotunani, Idrus, Afnan, & Setiawan, 2014) which expressed job satisfaction felt by employees has an influence on the performance of an organization. The variables used in this study consisted of independent variables namely competence, commitment, performance and job satisfaction, and member performance as a moderating variable.

4. H4 : The Effect of Workloads on the Kodam IM Logistic Assistant Member Performance

The test results on the measurement parameters the effect of workload on member performance shows a CR value of 5.415 with a probability value of 0.002. Both values are obtained to meet the requirements for H4 acceptance, namely a CR value of 5.415 which is greater than 1.96 and a probability smaller than 0.05. So based on these results prove that the workload affects the performance of the Kodam IM Logistic Assistant members.

This indicates that the higher level of workload of members of the Kodam IM Logistic Assistant community will have a positive impact on improving the performance of the Kodam IM Logistic Assistant members, especially in improving the work of all members in the organization. The research results are also consistent and also consistent with the findings of research conducted by (Astianto & Suprihadi, 2014) which shows the results that workload has a significant effect on employee performance and in itself will affect the performance of the organization. Then research conducted by (Kimbali et al., 2015) showed that workload simultaneously affects individual performance. If the individual's performance is shown to increase, then by itself will also improve the performance of the organization.

5. H4 : The Effect of Organizational Support on the Performance of Members of the Kodam IM Logistic Assistant

The test results on the measurement parameters the effect of organizational support on member performance shows a CR value of 6.824 with a probability value of 0.042. The resulting value is sufficient to meet the requirements for acceptance of H4, namely a CR value of 6.824 which is greater than 1.96 and a probability smaller than 0.05. So based on these results prove that organizational support felt by all members of the Kodam IM Logistic Assistant has an influence on improving member performance.

The results of this study are also consistent with research findings conducted by (Darolia, Kumari, & Darolia, 2010) explained that organizational support is very instrumental in determining the performance of members, in his research also explained that organizational support is related to work performance, where awards by the organization are considered to provide benefits for members, such as work comfort because they are accepted and recognized, get salary and promotions, get information easily, as well as several other things that members need to be able to carry out their work effectively. This mutual relations norm causes members and organizations to pay attention to organizational goals (Rhoades & Eisenberger, 2002).

6. H6 and H7 : The Indirect effect of Workload and Organizational support on performance members of the Kodam IM Logistic Assistant Performance through members job satisfaction

To prove that there is a partial or simultaneous influence based on the test of indirect relationships between exogenous and endogenous variables. Testing the mediating effect (mediating effect) in this study uses an approach (Baron & Kenny, 1986). While the results of the study indicate that testing the mediating effect of workload variables on member job satisfaction can be explained as follows:

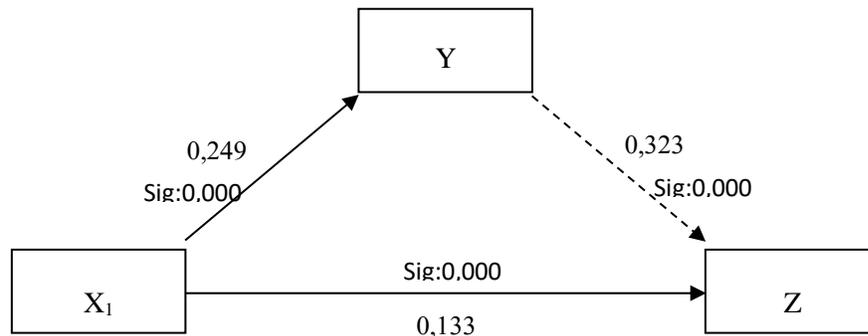


Figure 3. Testing the Effect of Mediating Workload on Member Performance through Job Satisfaction

Based on the test results above shows that the influence of workload on member job satisfaction is positive, and the effect of member job satisfaction influences member performance is significant, thus this test shows the existence of partially mediated. The results showed that testing the mediating effect of organizational support variables on member job satisfaction can be explained as follows:

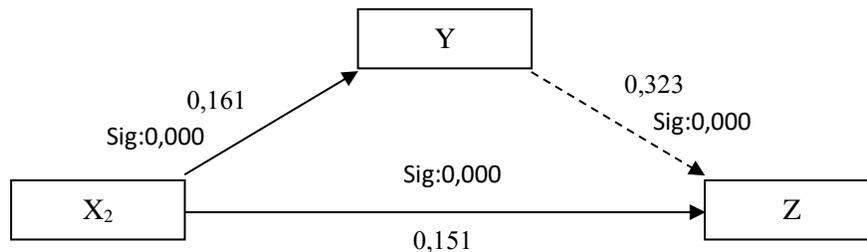


Figure 4. Testing the Effect of Mediating Organizational Support on Member Performance Through Job Satisfaction

Based on the test results above shows that the effect of organizational support on member job satisfaction is positive, and the effect of member job satisfaction on member performance is significant, thus this test shows the existence of partially mediated.

Based on the results of the analysis showed that all exogenous variables significantly influence endogenous variables and no significant variables were found, so that this study did not occur fully mediated. Thus it can be concluded that the findings in this subsample are consistent with the findings in the whole sample, where the workload variable, and organizational support have a role as a partially mediated variable between member job

satisfaction variables and the performance of members of the Kodam IM Logistic Assistant member.

5. Conclusion

The results of the research prove there is an effect of workload on member job satisfaction, there is an effect of organizational support on member job satisfaction, there is an effect of workload on member performance, there is an effect of organizational support on member performance, then there is an effect of job satisfaction on member performance, workload effects member performance through member job satisfaction, organizational support affects member performance through member job satisfaction. The job satisfaction acts as partial mediator for two indirect hypothesis. These findings contribute academically, especially in the renewal of the theory of causality and can be a reference for practical leaders, especially those in the Kodam IM Logistic Assistant for Aceh. The novelty of this research lies in the combination of previous causality research models, with new objects. The limitation of the study is the number of variables studied and the scope of the study.

Some managerial implications are mapped. In order to increase job satisfaction and performance of members of the Kodam IM Logistic Assistant based on workload variables, what needs to be considered is that members must have workloads that are in accordance with their capabilities and duties. Then related to job satisfaction and member performance based on organizational support variables, what must be considered is that the organization must always consider the career development of each member. To increase job satisfaction, what needs attention is to provide job satisfaction to each member so that members will always feel satisfied with the compensation received from the work shown. In order to improve the performance of members, what needs to get attention and be run is that members must be deft in completing the work they are facing.

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