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STRESS SOURCES, PSYCHOLOGY SYMPTOMS, MENTAL RISKS, WORK HEALTH, AND SAFETY AFFECT EMPLOYEE PERFORMANCE USING EMPLOYEE SATISFACTION.

[1]Deva Kumar S, [2]Dr S Arunkumar, [3]Dr C Suseendar.
[1,2] Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Chengalpattu District, Tamil Nadu, India
[3] PERI College of Arts and Science, Mannivakkam, Chennai, India
ds0224@srmist.edu.in[1], arunkums@srmist.edu.in[2], suseeanan@gmail.com[3]

ABSTRACT.
Employee satisfaction is an intervening variable on employee performance with police officers, and the current study attempts to measure the causes of stress, anxiety indications, anger patterns, and the impact of work health and safety on employee performance. The survey was completed by 495 randomly selected police personnel from tier-II Tamil Nadu city. A questionnaire included personal information, the causes of stress, anxiety indications, mental risk, work health and safety, employee performance, and employee satisfaction. The analysis data were Correlations for Dependent and Independent Variables, construct reliability and validity for indirect effects, direct relationships showing how factors affect employee performance, and total relationship analysis showing that several factors affect employee performance. The findings showed that measuring stressors, anxiety symptoms, anger management techniques, and workplace safety and health had a major positive impact on worker performance. Because the study's findings indicate that assessing stressors, anxiety symptoms, anger management styles, and the impact of work health and safety are important considerations when performing high-risk work, it follows that employee satisfaction is not a perfect indicator of police officer performance.
Keywords: Employee Performance, Employee satisfaction, Work Health and Safety, Stress Sources, Mental Risk.

1. INTRODUCTION.

Human Wealth is necessary for the effective implementation of organizational activities and achieving agency goals. A serious health concern for today's workforce is stress. Over 500,000 people suffer from physical and mental health problems as a result of workplace stress. All living things are subjected to stress from daily activity, which is a typical occurrence in human life. Occupational health and safety issues include stress. When employees become ill or are involved in accidents while on the job, it can lead to material loss, casualties, and health difficulties for them. Additionally, it can make it more difficult to supply services to larger areas. One of the things that leads to workplace accidents is ineffective occupational health and safety (OHS) monitoring and putting into practice, as well as OHS performance in the workstation. Because of this, sincere attempts must be made to avoid and reduce the incidence of occupational diseases and

occupational accidents. Stress has negative individual effects on people's actions, emotions, and body structures, which leads to an increasing number of stress-related disorders in working life every day. Workplace stress has been linked to physical and mental health, as well as productivity, according to numerous studies conducted in recent years. According to Hans Selye (1974, 1984) and Magnuson (1990), stress is the body's non-specific response to harmful environments and an individual's reaction to the difference between their expectations and reality. It is often viewed as a disease of our time. Stress is defined by Davis (1982) as strain in the body, mind, and emotions that impairs a person's capacity to deal with their surroundings. Robbins (2001) argues that people face vital and changing opportunities, restrictions, and claims. Cannon suggests that physiological inputs are necessary to restore homeostasis after unexpected environmental events.

Humanity depends on work. According to several studies, work-related factors and linked risks lead to stress, psychological injury, poor health, poor performance, absenteeism, burnout, and a desire to quit. The conditions under which police officers operate are stressful. Being a police officer is perceived as one of the most stressful jobs due to several unfavorable working conditions, including long and irregular hours, a hierarchical organization, and safety issues. Every day, the police officers put in between ten and twelve hours of work. Employees who put in long hours at work are more likely to experience stress and anxiety, both of which are detrimental to their health. Being a member of the police force is typically regarded as one of the most stressful jobs compared to other professions.

Mangkunegara (2009) defines work safety and health as means to preserve and sustain the physical and spiritual health and integrity of workers, especially individuals, to create a just and prosperous society. Staff safety and health programs are crucial to creating a work safety system that reduces accidents by incorporating management, workforce, conditions, and work environment. Busyairi (2014) states that employers, workers, and the community are responsible for occupational health and safety. The rise in blazes in Badung Regency from 2017 to 2018 indicates inadequate prevention, guidance, and counseling efforts. Performance is executing tasks with skills, honesty, and stage agreeing to norms and measures (Hidayati, 2017). Mathis and Jackson (2007) define concert as staff accomplishments versus organizational goals.

Gibson, Ivancevich, and Donnely (1996) in Sylvana (2002) recommend that job fulfillment contributes to motivation. Organizational member happiness is linked to performance, work results, and incentives and penalties. Job satisfaction in a company can be measured by factors such as member attitude, work changes, absenteeism, tardiness, and common complaints. To maximize organizational performance, job happiness is crucial for working at full potential. Conversely, unsatisfied employees may see a reduction in performance.

2. LITERATURE REVIEW.

2.1. STRESS SOURCES, PSYCHOLOGY SYMPTOMS, WORK HEALTH, AND SAFETY AS A MENTAL RISK.

(Okutan 2002, Ozkan 2013; Ozdevecioglu 2013; Burke 1993) States that Police officers under stress may exhibit negative attitudes, burnout, diminished devotion, and counterproductive actions. Police work with angry and victimized people in a hostile environment. Stressful police

officers servicing stressed people make their jobs difficult. Police officer stress has been studied extensively. Police officers experience stress as part of their job as professionals. Police face several stressful situations in their everyday employment, which can have cumulative impacts. Although everyone experiences stress, police personnel are at a higher risk than others. Dangerous missions, lengthy shifts, exhaustion, and hierarchical structures impact police psychology and physiology. These variables pose psychological dangers to police officers and negatively impact their occupational health and safety. Stress poses a risk to safety and health only when prolonged. Some mental health professionals believe that short-term stress from fulfilling deadlines is not an issue, but rather a technique to stimulate individuals to their full potential (D. J Tenibiaje 2013). Police personnel may leave the profession due to stress (Burke 1993) or even commit suicide. Every three days, a police officer in Turkey commits suicide, according to research. Only 36 police officers committed suicide in 2013. The suicide rate among cops is 19.6 per 100,000. Police suicide is primarily caused by mental depression, family issues, financial issues, and excessive stress (B. Can 2013). A productive and healthy police service is crucial for a country's stability and well-being. It is important to investigate elements that contribute to police officers' stress (H Kroes 1985, Patterson Chung W 2013, T Büyükbese 2004).

- **Mayerson Stress Source Scale:** Using 43 declarations, the MSSS was utilized to identify stress factors among police personnel. Mayerson's Stress Factor Measurements include 4 sub-factors that assess stress faced in daily living, including force, overwhelm, and health threats. Four stress factors were identified: “social” (from human contacts), “job-related” (from self-recognition), and “physical environment” (from noise and air greenhouse gasses).
- **The Psychological Symptoms Scanning Scale:** (SCL-90-R) assessed global psychological discomfort. This scale measures police officers' self-reported mood and psychological discomfort. Psychology Symptoms Scanning Scale (SCL-90-R) self-assessment tool by Derogatis (1977). An important self-reporting tool for depression symptoms, the SCL-90-R, was employed in this investigation [I., Dag 1991]. The 90-item scale has 10 sub-factors, including psychiatric symptoms and complaints. It usually lists 10 psychological discomfort domains. The scale comprises 90 components and 10 subscales. Symptoms and complaints are psychological. It usually identifies the 10 main psychological discomforts. Somatization, OCD, interpersonal sensitivity, melancholy, anxiety, hostility, phobic anxiety, paranoid ideation, psychoticism, and others are examples.
- **State-Trait Anger Scale:** STAS measures anger and expression. In 1983, Spielberger, Jacobs, Russel, and Crane created this scale. A four-point Likert scale has 34 items and 4 subscales. Characteristic anger, expression-in, expression-out, and control are subscales. The characteristic anger test's first 10 items measure anger experience and expression without a trigger. Anger-expression-in measures repression of anger in indignant situations, while anger-expression-out measures aggression by reflecting rage. Subscale anger expression measures anger control frequency (C. D Spielberger, & Sydeman 1994).

2.2. Work Safety:

According to Kuswana (2014) is "a state that is safe and safe from suffering and damage and losses at work, both when using tools, materials, machines in the processing, packing techniques, storage, and maintaining and securing the workplace and work environment". Bangun (2012) defines work safety as the physical and mental protection of job security for workers in their workplace. Work protection, as defined by Mondy (2008), protects employees from work-related accidents and injuries. According to Suma'mur (2006), occupational safety is a health science specialization that aims to protect workers' physical, mental, and social health by preventing and treating diseases caused by occupational and environmental factors, as well as general illness. Work safety includes machinery, aircraft, tools, materials, processes, workplace foundation, environment, and work methods (Suma'mur, 2006). Work protection, as defined by Trait and Deborah in Yusuf (2012), is a program that offers employees security, both individually and collectively, to prevent accidents.

2.3. Work Health:

The definition of work health is expanding beyond only "health in the industrial sector" to encompass the overall health of every worker. According to Harrington (2005), occupational health aims to prevent health issues rather than treat them, with a focus on the relationship between the work environment and worker health and their ability to perform tasks. Mathias and Jackson (2007) define stability with physical, mental, and emotional factors. Healthy persons face no illness, injury, or mental or emotional issues that could hinder their activity. Mangkunegara (2011) says "Work health programs indicate conditions that are free from physical, mental, emotional or pain related to the work environment".

2.4 Employee Performance:

As Mangkunegara (2011) puts it, "Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties by the responsibilities given to him." While quantity refers to the amount of tasks completed by employees, quality relates to the accuracy, cleanliness, and smoothness of work outputs. Performance is the record of outcomes for a certain job function or activity over a specified period, according to Keban (2008). The significance of recording the outcomes of a task or activity over time is emphasized by the writers. Performance is the work done by an individual or group inside an organization under their responsibilities and authority to accomplish organizational goals, according to Suyadi Prawirosentono (2008). However, performance excludes personal traits and simply relates to outcomes attained within a given time.

2.5 Employee Satisfaction:

Job satisfaction, according to Kreitner and Kinicki (2005), is an emotional reaction to a variety of work-related factors. Employee perceptions of work happiness are referred to as job satisfaction, according to Davis and Newstrom (2008). Job satisfaction is defined by Hasibuan (2007) as having a positive emotional attitude and enjoying one's work. This is evident in work morale, discipline, and performance. Job satisfaction can be found at work, outside of work, or a mix of both. Handoko (2008) defines job Satisfaction as the emotional state of employees regarding their employment. One's job satisfaction shows feelings about work.

3. MATERIAL AND METHODS.

The primary research tool used in this survey study to elucidate the relationships between the variables under investigation is a questionnaire. In-depth interviews with important data were also employed to bolster or investigate the results of the quantitative study. 495 police officers from Tamil Nadu's tier-II cities made up the study's population. Nonprobability sampling was the sampling strategy employed in the investigation. Reactions were categorized into five measurement scales using interval range formulation to characterize respondents' assessments of each study instrument. Each questionnaire answer is assigned a weight or score on a Likert scale (1-5), with scores ranging from 1 (strongly disagree) to 5 (strongly agree).

The research uses descriptive analysis to describe respondents and variables, and inferential analysis to test hypotheses using a variance-based Structural Equation Model (PLS) (Ghozali, 2008).

Figure 1: Model for Effect of SSMWHA on EP with ES

Table 1: Construct Reliability and Validity for Indirect Effects.

CONSTRUCTS	ABBREVIATIONS	CRONBACH'S ALPHA	COMPOSITE RELIABILITY.	COMPOSITE RELIABILITY	AVERAGE VARIANCE EXTRACTED
Work Health	**WOR_HEL**	0.815	0.836	0.876	0.586
Employee Performance	**EMP_PER**	0.810	0.823	0.863	0.565
Employee Satisfaction	**EMP_SAT**	0.820	0.823	0.887	0.656
Psychological Symptoms	**PSY_SYM**	0.805	1.346	0.803	0.566
Mental Risk	**MEN_RIS**	0.732	0.777	0.795	0.544
Work Safety	**WOR_SAF**	0.780	0.786	0.872	0.693
Stress Sources	**STR_SOU**	0.892	0.929	0.895	0.554

Table 1 shows The model's constructs are reliable and valid. Cronbach's Alpha (≥ 0.7) indicates good internal consistency for all constructs, with Stress Source being the most reliable (0.892) and Mental Risk being the least but still acceptable (0.732). All composite reliability values (≥ 0.7) are above the permissible level, however, Stress Symptoms have an abnormally high CR (1.346), possibly due to redundancy or calculation issues. All constructs' average Variance Extracted values surpass ≥ 0.5, indicating convergent validity. Work Safety has the highest AVE (0.693), indicating robust explanatory power, whereas Mental Risk has the lowest (0.544) but is still acceptable. The

Stress Symptoms measure needs further evaluation, however, the components are trustworthy and valid.

Table 2: Discriminant Validity for Indirect Effect.

	WOR_HEL	EMP_PER	EMP_SAT	STR-SYM	MEN_RIS	WOR_SAF	STR_SOU
WOR_HEL	0.769						
EMP_PER	0.804	0.754					
EMP_SAT	0.873	0.835	0.810				
PSY-SYM	0.714	0.736	0.605	0.740			
MEN_RIS	0.711	0.869	0.716	0.786	0.744		
WOR_SAF	0.505	0.836	0.587	0.615	0.665	0.836	
STR_SOU	0.585	0.527	0.456	0.696	0.766	0.294	0.745

Table 2 shows The diagonal values, which indicate the square roots of the Average Variance Extracted for each construct, exceed 0.7, supporting discriminant validity and showing construct relatedness. Work Health correlates well with Employee Satisfaction (0.873) and Performance (0.804), attesting to its importance. Employee Performance is strongly mediated by Employee Satisfaction (0.835). Stress Symptoms correlate modestly with Mental Risk (0.786) but adversely with Employee Satisfaction (0.605). Mental Risk is substantially connected with Employee Performance (0.869), whereas Work Safety is 0.836. Weaker correlations with Employee Performance (0.527) and Work Safety (0.294) indicate Stress Sources' less direct impact on these variables. The constructs have strong discriminant validity and meaningful associations supporting the predicted model.

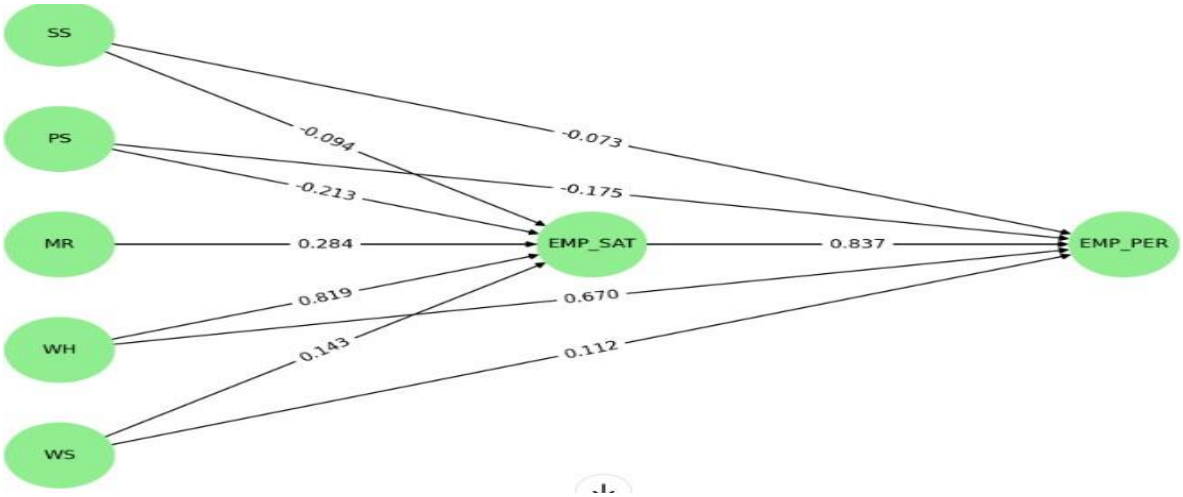
Table 3: Total Relationship.

RELATIONSHIP	BETA VALUES	P VALUES	DECISION
WOR_HEL-> EMP_PER	0.670	0.000	Accepted
WOR_HEL-> EMP_SAT	0.819	0.000	Accepted
EMP_SAT -> EMP_PER	0.837	0.000	Accepted
PSY-SYM-> EMP_PER	-0.175	0.000	Accepted
PSY-SYM-> EMP_SAT	-0.213	0.000	Accepted
MEN_RIS-> EMP_PER	0.249	0.000	Accepted
MEN_RIS-> EMP_SAT	0.284	0.000	Accepted
WOR_SAF-> EMP_PER	0.112	0.000	Accepted
WOR_SAF-> EMP_SAT	0.143	0.000	Accepted
STR_SOU-> EMP_PER	-0.073	0.015	Accepted
STR_SOU -> EMP_SAT	-0.094	0.015	Accepted

Table 3 shows that all hypothesized correlations are statistically significant with p-values < 0.05. Work health favorably impacts employee performance (β = 0.670) and satisfaction (β = 0.819), highlighting its importance. Employee Satisfaction significantly affects Performance (β = 0.837), highlighting its mediation role. Psychological symptoms significantly impact both (β = -0.175) and (β = -0.213), showing their negative impact. Both (β = 0.249) and (β = 0.284) indicate that mental risk positively impacts results. Work Protection has a minor but important positive effect

on (β = 0.112) and (β = 0.143). Stress sources negatively impact both (β = -0.073) and (β = -0.094), though less so than other constructs. Overall, workplace health, mental resilience, and employee satisfaction drive performance, supporting the hypothesized correlations.

Figure 2: Structural Equation Model (SEM) Path Diagram.



4. FINDINGS AND SUGGESTIONS.

Analyses confirm all hypothesized associations as significant ($p < 0.05$), confirming the suggested model. Work Health has a significant impact on employee performance (β = 0.670, p = 0.000) and satisfaction (β = 0.819, p = 0.000). Employee Satisfaction significantly impacts Performance (β = 0.837, p = 0.000), highlighting its moderating effect. The study found that stress symptoms negatively affect employee performance (β = -0.175, p = 0.000) and satisfaction (β = -0.213, p = 0.000). Mental Risk favorably impacts employee performance (β = 0.249, p = 0.000) and satisfaction (β = 0.284, p = 0.000). Work Safety positively impacts Employee Performance (β = 0.112, p = 0.000) and Satisfaction (β = 0.143, p = 0.000). Stress Sources have weaker negative effects on Employee Performance (β = -0.073, p = 0.015) and Satisfaction (β = -0.094, p = 0.015) compared to other constructs. These findings demonstrate that workplace health, mental resilience, and contentment drive employee performance, whereas stress symptoms and sources hinder them. Positive effects and negative impacts should be strengthened and mitigated to improve future outcomes. Work Health, which improves Performance and Satisfaction, should be prioritized through wellness programs and supportive workplace regulations. Effective techniques to enhance the positive impact of Employee Satisfaction on Performance (β = 0.837) include recognition programs and professional growth opportunities. Reducing the detrimental impact of stress symptoms on performance (β = -0.175) and satisfaction (β = -0.213) through stress management strategies like mindfulness training or flexible work arrangements is vital. Effective mental resilience-building and counseling services can improve Mental Risk outcomes, positively impacting Performance (β = 0.249) and Satisfaction (β = 0.284). Despite having a modest influence, work safety can improve results (Performance β = 0.112, Satisfaction β = 0.143) through continued training and best practices. The negative impact of stress sources on performance (β = -0.073) and satisfaction (β = -0.094) emphasizes the need to eliminate workplace stressors, such

as unfair workloads and unclear expectations, for a healthier and more productive work environment.

So, the hypotheses are considered in 11 types. There are H1: Stress Symptoms positively affect Employee Satisfaction. H2: Mental Risk significantly influences Employee Satisfaction. H3: Work Health has a significant impact on Employee Satisfaction. H4: Work Safety is positively related to Employee Satisfaction. H5: Stress Sources have a significant effect on Employee Satisfaction. H6: Stress Symptoms positively affect Employee Performance. H7: Mental Risk significantly influences Employee Performance. H8: Work Health Significantly Impacts Employee Performance. H9: Work Safety is positively related to Employee Performance. H10: Stress Sources have a significant effect on Employee Performance. H11: Employee Satisfaction Significantly Affects Employee Performance.

5. IMPLICATIONS AND FUTURE STUDIES.

The number of senior police in the workforce declines, and leadership positions may become vacant in private hospitals. Through knowledge transfer, mentoring programs can narrow this gap by matching mid-career professionals with younger police. Concerns regarding the sustainability of the workforce are raised by the low number of senior police, necessitating measures to draw in mid and late-career professionals and retain experienced employees. Policies that address the unique requirements of both groups may need to be created by employers or organizations that interact with this community. While single people may look for possibilities for professional advancement, married people may place a higher priority on work-life balance. Factors including stress management, social support networks, and mental health may be impacted by marital status. While unmarried people may need to rely on other networks, married people may benefit from spousal support. Low wages could lead to dissatisfaction and high turnover rates among employees, negatively impacting organizational stability and productivity. The future of the study was limited to only police officers working in the Tier –-II cities in Tamil Nadu. Not all administrative and traffic police are included in the scope of this investigation. There are several restrictions on this research. People's propensity to conceal their expressions of violence and rage, in particular, may make them distrustful of the outcomes in question.

6. CONCLUSION.

This study measured the causes of stress, the indications of anxiety, anger styles, and the consequence of work health and safety on employee routine with employee fulfillment as a prevailing variable on employee routine with police officers. 495 police officers in a tier-II city in Tamil Nadu were chosen at random to participate in the survey. Personal information, stressors, anxiety symptoms, anger management techniques, workplace safety and health, employee performance, and employee happiness were all covered in the questionnaire. The analysis data were Correlations for Dependent and Independent Variables, construct reliability and validity for indirect effects, direct relationships showing how factors affect employee performance, and total relationship analysis showing that several factors affect employee performance. Employee performance was shown to be significantly improved by the results, which measured the causes of stress, anxiety symptoms, anger management techniques, and work health and safety. According

to the study's findings, assessing stressors, anxiety symptoms, anger management styles, and the impact of work health and safety are all important factors when performing high-risk work, so employee satisfaction is not solely a criterion for evaluating police officer performance.

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