

The Effect of Sandwich Generation (Work Psychological, Time Management and Work Commitment)

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Keywords

Work Psychology, Time Management, Work Commitment and Employee Performance.

ABSTRACT

The study aims to determine the effect of Sandwich Generation (Work Psychology, Time Management and Work Commitment) on the Performance of National University Employees. This research data used primary data in the form of questionnaires to 95 National University respondents. Data analysis techniques using inferential analysis with multiple linear regression and using the Statistical Product and Service Solution (SPSS) program version 22. The results of multiple linear regression analysis show that the variables Work Psychology (X1), Time Management (X2), and Work Commitment (X3) have a positive and significant effect on Employee Performance. The results of this study expect companies to improve compensation, motivation, and time management training that can support employee performance.

INTRODUCTION

The Pancasila Economy precipitates state leadership to be able to provide social justice for all Indonesian people, hereby the Pancasila Economy predicts the essence of welfare needed by the community and fighting poverty, in line with the concept of Poverty is a lack of cash expressed by Rutger Burgman (2020), meaning that in addition to being obliged to guarantee social protection in the form of pension funds and Parent care services, The state is also obliged to meet the Basic Living Cost of its people by guaranteeing the provision of Basic Universal Income, with this the heads of families or productive working age can be free from the Sandwich Generation phenomenon and build a prosperous economy. Basic Income of productive age is obtained from work that declares itself as objective in the world by carrying out physical and brain activities to fulfill the role of fulfilling obligations and achieving a dream life, ranging from social status, satisfaction helping and giving fellow humans, until others can see, and understand the existence of themselves and other people can be motivated to do an activity called work in order to develop in accordance with the Planned.

The Sandwich Generation phenomenon occurs due to insufficient employee income in meeting and guaranteeing the entire Basic Living Cost responsibility, workers of this dependent age need to meet their needs independently and meet the needs of their children / siblings, and parents. The sandwich generation phenomenon is also exacerbated by the absence of guarantors in fulfilling Basic Universal Income. In addition to the financial burden that is characteristic of the sandwich generation, a sandwich generation also has difficulty focusing on work performance and career development, which is due to the psychological burden that often occurs due to difficulties in carrying out time management between work loads and personal burdens that are owned and borne at the same time. So it takes a sabil and tends to increase work commitment to still be able to maintain work performance in accordance with time management planning that can be realized for organizations that initiate the implementation of

involvement and selection in the organization to be able to devote energy and thoughts as a worker. In the work environment, the existence of work tension is often experienced by employees who according to (Anoraga, 1998), arise because there are problems that must be overcome, someone who feels direct tension in general will create the final result in the form of an output of attitudes or temperaments that are normally not done unconsciously or intentionally and consciously.

The tension experienced by employees will disrupt the work environment (work situation) and concentration in doing and completing their tasks, this situation occurs due to a decrease in the effectiveness of employee time management as a form of effort that is part of planning and implementation, as well as monitoring awareness of the amount of time used for special activities, especially to increase effectiveness, efficiency and productivity (Singh & Jain, 2013). Based on the existence of work addiction experienced by employees and decreased time management effectiveness, it will weaken the synergy of beliefs between the similarity of employee values and goals with the organization and employee engagement. The burden of high work commitment in implementing time management will decrease in every process of planning, implementing, and determining decisions made by the organization (Steers in Tannady 2018). If analogous to sandwiches, stacked and pushed from above and below, from above is the burden borne by work to maintain the output of employee performance results or the quality of work performance (communication, innovation, maintaining a comfortable work environment etc.) in a positive trend, and accompanied by the role of meeting psychological, financial and time needs for parents and also children or other dependents. So this study is entitled *The Effect of Sandwich Generation (Psychological, Time Management and Work Commitment) on the Performance of Employees of the National University of South Jakarta*,

Based on the average percentage of performance results of University employees, National South Jakarta, has work performance or employee performance that tends to be low in the stability of work results and predetermined targets fail to be achieved and have a negative downward trend. In 2020, it was the lowest employee performance even when compared to 2018 and 2019. In 2019, it was the beginning of a decline in the performance results of National University employees coupled with the implementation of Large-Scale Social Restrictions (PSBB) in the pandemic era in March 2020, indicating that there was an imbalance in the ability to achieve the percentage of employee performance of the National University of South Jakarta, in this case related to the sustainability of COVID-19 which resulted in the need for changes by implementing a shifting system for employees, So that employees are required to be able to adapt to managing time and work done remotely or from home, when employees find the shift part of remote work, employees are needed the ability to control concentration, planning and time limits, and the involvement of cooperation in completing work with non-work environmental conditions or home environments that provide flexibility, but at the same time require employees to manage Especially in performing and completing workloads in a personal environment that increases personal burdens even greater. Therefore, it can be identified that work psychology, time management and work commitment are things that cause and affect the performance of employees of the National University of South Jakarta and the author conducted a study on the topic entitled "*The Effect of Sandwich Generation (Work Psychology, Time Management and Work Commitment)*".

METHODS

This study uses quantitative descriptive methods to examine employee performance at South Jakarta National University by focusing on independent variables of Work Psychology (X1), Time Management (X2), and Work Commitment (X3), as well as variables tied to Employee Performance (Y). Data were obtained through questionnaires with the Likert scale and the Probably Sampling method, involving 95 employees as samples. Data sources consist of secondary data (performance reports and number of employees) and primary data (questionnaires from respondents). The research was

conducted from November to December 2021 at the National University of Jakarta. Data analysis involves methods of descriptive analysis, inferential analysis, and multiple linear regression analysis. Data collection instruments include literature studies, questionnaires, and interviews. The operational definition of variables is spelled out in a table, and instrument tests involve tests of validity and reliability. Classical assumptions such as normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test are used to check the feasibility of the model. The F test, the coefficient of determination test (R^2), and the hypothesis test (t test) are used to evaluate the significance and influence of variables on employee performance.

RESULTS

Test validation

This study tested the validity of the questionnaire used by calculating $r_{\text{calculate}}$ (Correlated Item Total Correlation) and comparing it with r_{tabel} . The results of the validity test showed that all statements from 31 questionnaire items, including the variables Work Psychology (X1), Time Management (X2), Work Commitment (X3), and Employee Performance (Y), were declared valid because the calculation was greater than the table at a significance level of 0.05. In detail, the calculation for each variable of Work Psychology, Time Management, Work Commitment, and Employee Performance is also recorded as valid with a significant calculated value. After that, reliability tests were carried out using the Cronbach Alpha method to assess the accuracy and consistency of measuring instruments. The reliability test results show that all variables, namely Work Psychology, Time Management, Work Commitment, and Employee Performance, have a Cronbach Alpha value above 0.6, indicating that the instrument is reliable and consistent in measuring. Thus, the questionnaires used in this study were declared valid and reliable, providing a solid basis for accurate and consistent data collection.

Classical Assumption Test

Normality Test

The normality test aims to determine the normal distribution or not of the regression model of independent variables and dependent variables, through the Kolmogorov-Smirnov test with a significant application below 0.05 means that there are significant differences and standard normal data, and vice versa if it exceeds 0.05 then there is no significant difference between the data with standard normal data and normal tested as evidenced by the following output results:

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Standardized Residuals
N		95
Normal Parameters ^{a,b} Mean		,0000000
Std. Deviation		,98391316
Most Extreme Differences	Absolute	,049
	Positive	,046
	Negative	-,049
Test Statistics		,049
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Processed data (2022)

In the results of table 1. obtained Asymp output. Sig (2 tailed) of 0.200. Interpreted according to the formulation of this research hypothesis, then if Sig < 0.05 then H_0 is rejected, if Sig > 0.05 then H_0 is

accepted., said the result of one simple Kolmogorov-smirnov Asymp. Sig (2 tailed) = 0.200 > 0.05 then Ho is accepted which comes from Work Psychology, Time Management and Work Commitment to Employee Performance is normally distributed due to Asymp.sig. (2-tailed) of 0.200 > level of significance (α) = 0.05.

Multicollinearity Test

The value of Variance Inflation Factors (VIF) and Tolerance, less than 10 and Tolerance more than 0.1 as an indicator of the occurrence or absence of multicollinearity. The perfect regression and perfect recitation models are that there is no correlation between independent variables (Multicollinearity). For more details, the author explains in table 4.3.0, namely:

Table 2. Multicholinerity Test Results
Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	tolerant VIF
1 (Constant)	4,115	2,947		1,396	,166	
Work Psychology	,116	,066	,119	1,746	,084	,9961,004
Time Management	,287	,082	,320	3,489	,001	,5501,817
Work Commitment	,387	,071	,499	5,439	,000	,5521,813

Source: Data processed (2022)

In the output of the multicollinearity test referring to the test results above, VIF values were obtained for the variables Work Psychological (X1) 1.004, Time Management (X2) 1.817 and Work Commitment (X3) 1.813. From a tolerance value greater than (0.10) and a VIF value less than 10. the three VIF values produce a number that is less than 10 and a Tolerance value of more than 0.1. This means that regression models do not occur multicollinearity.

Autocorrelation Test

The autocorrelation test serves to test multiple linear regression models if there is a correlation between confounding errors in period t with confounding errors in period t-1. One way of testing is to use Durbin Watson (D-W test).

Table 3. Durbin Watson Autocorrelation Test
Model Summary^b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692a	,479	,462	,11196	1,935

Source: Data processed (2022)

In the autocorrelation test output table, a Durbin Watson value of 1.935 was obtained. This value is between -2 and 2, so it can be concluded that in this study there was no autocorrelation.

Heteroscedasticity Test

Aims to find out a regression model there is a variance inequality from residuals through heteroscedasticity tests with the use of the glacier test and if the variance from the residual of one

observation to another observation remains then it is called homoscedasticity.

Table 4. Heteroscedasticity Test Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	tolerant VIF
1 (Constant)	4,742	1,374		3,451	,001	
Work Psychology	-,099	,039	-,271	-,2,556	,012	,9961,004
Time Management	-,047	,050	-,134	-,940	,350	,5501,817
Work Commitment	,083	,041	,276	2,041	,044	,5521,813

Source: Primary data, (2022)

In the output results of table 4.3.2, it can be seen that the heteroscedasticity test using the glacier test produces Sig values for the Work Psychological variable 0.12, for the Time Management variable 0.350, and the Work Commitment variable 0.44. Based on these results, the three variables produce Sig values above 0.05 so that it can be concluded that there is no heteroscedasticity problem.

Model Due Diligence

Test F

Knowing the feasibility of the regression model used through Test F in multiple linear regression analysis functions in observing the value of the influence of independent variables simultaneously, which is shown by in the ANOVA table (Tri Basuki, 2015).

Table 5. F Test Results ANOVAa

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	853,027	3	284,342	39,458	,000b
Residuals	655,773	91	7,206		
Total	1508,800	94			

Source: Prime data, (2022)

Based on the results of the F test in table 4.3.3, it can be conveyed that the F calculate value is 39.458 with a significant level of 0.000, it can be interpreted in this study that the model is significant and feasible to be used in research based on the GIS value obtained, namely SIG. < 0.05, based on the GIS value obtained that Work Psychology (X 1), Time Management (X2), and Work Commitment (X3) together has a positive and tangible effect on Employee Performance (Y) and has a significant influence.

Based on the table above, the F test results show that F calculate 39.458 > F table 2.70 with sig. values 0.000 < 0.05. That is, the variables X1, X2, and X3 simultaneously have a positive and significant effect on Y.

Coefficient of Determination

The measure of suitability and accuracy of the analysis model is the value of the efficiency of determination (R²), the greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable.

Table 6. Coefficient of Determination Test Model Summary^b

Type	R	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692a	.479	.462,11196	1,935

Source: Prime data, (2022)

The result of the Adjusted R Square (R²) value in table 4.3.4 obtained the coefficient of determination R² = 0.462 or 46.2%. the resulting value presented in column R is 0.692 which means that the relationship between variables is almost close to that of the strong criterion number 1.

While in the Adjusted R Square obtained a value of 0.462 which is interpreted or converted into a percentage is 46.2%. Which means that the influence on employee performance influenced by work psychology, time management and work commitment is 46.2%, while the remaining 53.8% is influenced by other factors and variables outside of this study.

Hypothesis Testing t test

The t test is used to test the significance of partial coefficients and to determine whether or not the role of each independent and dependent variable is real. The test used a significant level of 0.05 and 2 sides. The hypothesis test between Work Psychology (X₁), Time Management (X₂) and Work Commitment (X₃) to Employee Performance (Y) can be used by finding t test statistics with the criteria for comparing the calculated t value with t table, as in the following table:

Table 7. Test Results t Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Beta			Ce tolerant	VIF
1 (Constant)	4,115	2,947			1,396	,166		
Work Psychology	,116	,066	,119		1,746	,084	,996	1,004
Time Management	,287	,082	,320		3,489	,001	,550	1,817
Work Commitment	,387	,071	,499		5,439	,000	,552	1,813

Source: Primary Data, (2022)

Based on the TABLE above, the calculation results of the t test can be explained as follows:

1. The t value of calculating Occupational Psychology is 1.746 with a significant level of 0.084, while the t value of the table with df = n-k-1 (95-3-1=91), a significant level of 0.05 is obtained at 1.66177. Because t count > t table (1.746 > 1.66177) then Ho was rejected and Ha was accepted, which can be concluded that Work Psychology has a positive and significant effect on National University Employee Performance.
2. The t value of calculating Time Management is 3.252 with a significant level of 0.002, while the t

value of the table with $df = n-k-1$ ($95-3-1=91$), a significant level of 0.05 is obtained at 1.66177. Because $t_{count} > t_{table}$ ($3.252 > 1.66177$), H_0 was rejected and H_a was accepted, resulting in the conclusion that Time Management has a positive and significant effect on the Performance of National University Employees.

3. The t value of calculating Work Commitment is 5.289 with a significant level of 0.000, while the table t value with $df = n-k-1$ ($95-3-1=91$), a significant level of 0.05 is obtained at 1.66177. Because $t_{count} > t_{table}$ ($5.289 > 1.66177$), H_0 was rejected and H_a was accepted, resulting in the conclusion that Work Commitment has a positive and significant effect on the Performance of National University Employees.

Discussion

The Psychological Influence of Work on Employee Performance

According to the results sourced from hypothesis testing in this research analysis, it was found that the value was significantly smaller than the probability limit of the error rate used, which is $5\% = (0.000 < 0.05)$, meaning that the Work Psychological variable has a positive and significant effect on employee performance at the National University of South Jakarta. Munandar in (Tannady, 2018), said that work psychology is a detailed matter that studies the level of human behavior with its main role as labor and consumers of individuals and groups in the world of work. Employee Work Psychology will usually affect the performance process of an employee which ultimately affects work performance patterns and work results given by employees to the company and from questionnaire research it can be concluded that the Work Psychology of employees at National University has the highest total average mean of 4.09. This positive influence means that if the Work Psychology of an employee who has psychological well-being within the National University of South Jakarta, it is possible that there will be greater opportunities for employees to improve their performance.

The Effect of Time Management on Employee Performance

According to the results sourced from hypothesis testing in this research analysis, a significant value was obtained smaller than the probability limit of the error rate used, which is $5\% = (0.001 < 0.05)$, meaning that the Time Management variable has a positive and significant effect on employee performance at South Jakarta National University. According to (Singh & Jain, 2013), time management is the process of planning and implementing conscious monitoring of the amount of time used for specific activities, especially to increase effectiveness, efficiency and productivity.

The results of the questionnaire research can be concluded that Time Management of Employees of the National University of South Jakarta has the highest total average mean of 3.47. Therefore, from the positive influence of Time Management of an employee within the National University of South Jakarta, it is possible that there will be greater opportunities for employees to improve their performance. The findings of this study are reinforced by the similarity of previous research results by (Mamahit E.J, 2019), which obtained a constant $b_0 = 8.992$; Regression coefficients $B_1 = 0.174$ and $B_2 = 0.843$. So the linear equation of double regression is: $Y = 8.992 + 0.174 X_1 + 0.843 X_2$. From the results of the analysis obtained price: $t = 33.894$ and $p\text{-value} = (0.000/2) = 0 < 0.05$ then H_0 is rejected. Thus, Time Management has a positive and significant influence on the Performance of Lecturers of the Faculty of Engineering, Manado State University.

The Effect of Work Commitment on Employee Performance

According to the results sourced from hypothesis testing in this research analysis, a significant value was obtained smaller than the probability limit of the error rate used, which is $5\% = (0.000 < 0.05)$, meaning that the Work Commitment variable has a positive and significant effect on employee performance at South Jakarta National University. According to Jansz Dowd & Schneider (2002) "I will do something you want" and McShane & Glow (2005) "Groups of people who work interdependently toward some purpose". based on the explanation of Jansz Dodw & Schneider and McShane & Glow above, the author understands that there is a dependency relationship between two parties (individuals

and organizations), namely individuals who give to other parties (employees) and organizations that want to get something in other forms (employee performance), so that organizations do not just give to other parties (employees), but because they want to do it (give for what has been obtained).

The findings of this study are reinforced by the similarity of results found by previous studies by (Verawati, 2016), getting $F_{hit} = 13.915 > F_{tab} = 2.806$, this indicates a significant influence of leadership, motivation and commitment to the performance of Madrasah Aliyah Negeri (MAN) Lubuk Alung teachers.

Sandwich Generation (Work Psychology, Time Management and Work Commitment) on Employee Performance

Based on the results of the characteristics of sandwich generation respondents, namely having layered dependents of parents and also children / younger siblings or other than parents who reached 100% of the total 95 employees as a sample with Work Psychology, Time Management and Work Commitment obtained a significant value smaller than the probability of error, namely: (0.000

< 0.05), ($0.001 < 0.05$) and ($0.000 < 0.05$) which have a significant positive effect on employee performance, meaning that the psychological burden of work, time management and work commitment of a sandwich generation have a positive and significant effect on employee performance, which can also be proven by the availability of providing time to think about needs / desires / self-development obtaining very rare categories as many as 19 people or 20%, rarely as many as 24 people or 25.3%, neutral as many as 21 people or 22.1%, often 22 people or 23.2% and very often as many as 9 people or 9.5%. As for the provision of time to think about work, obtaining categories is very rarely as many as 27 people or 28.4%, rarely as many as 38 people or 40%, neutral as many as 21 people or 22.1%, often 6 people or 6.3% and very often as many as 3 people or 3.2%.

This finding is reinforced by the similarity of findings (J. Burke & M. Calvino, 2017), regarding the psychological burden of work borne by a sandwich generation or caregivers, namely "increased levels of stress, particularly depression, overload, work-family interference, more absenteeism from work, lower work productivity, more use of company benefits, less time for sleep and less time for social activities. Caregivers were more likely to be absent from work, use company benefits more often and turn down promotions. They showed a decline in productivity, worked fewer hours and indicated higher levels of stress and burnout".

This finding is also reinforced by the similarity of the findings (Mari Young, 2017) regarding time management, namely through the aspect of how agreed respondents with the statement "I do not have enough time to complete everyday tasks" with a mean value of 6.84. By knowing a sandwich generation does not have enough time to complete work, care for parents, care for children / younger siblings or other than parents and meet their own needs in accordance with (Stephen et al, 1994) in (Mari Young, 2017) "Sandwich Generation With increased time, the multiple responsibilities (stressors, strains, burdens) can be better managed and aid in lowering levels of stress".

This finding is reinforced by the similarity of findings (Hammer & Neal, 2008), regarding work commitment. If the company provides benefits to assist employees in caring for parents and children / younger siblings, employees will provide benefits to the company with "less absenteeism, less turnover, higher levels of employee retention, being better able to attract and recruit new employees, higher levels of employee job satisfaction, higher levels of organizational engagement and commitment, improved job performance and productivity, and employees with better psychological and physical health".

CONCLUSION

The results of a study on the performance of employees of the National University of South Jakarta revealed several significant conclusions. First, the Occupational Psychological variable (X1) has a positive and significant influence on employee performance, suggesting that attention to psychological

factors, such as managing emotions, reducing stress and work conflict, can help improve employees' overall performance. Second, Time Management (X2) also has a positive and significant influence on performance, indicating that planning and implementing good time management can support the achievement of planned performance targets. Third, the Work Commitment variable (X3) also has a positive and significant effect on employee performance, affirming that employees' personal and professional involvement can improve performance and help overcome target fluctuations. The final conclusion shows that the combination of Work Psychology, Time Management, and Work Commitment has a positive and significant influence on Employee Performance, with a coefficient of determination (R²) of 46.2%, indicating that these variables together contribute significantly to the performance of employees of South Jakarta National University.

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