

The Effect of Job Satisfaction, Intrinsic Motivation and Extrinsic Motivation on The Turnover Intention of Contract Workers dr Fauziah Bireuen Hospital

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Abstract

This study aims to determine the effect of job satisfaction, intrinsic motivation, and extrinsic motivation on the turnover intention of contract workers at dr Fauziah Bireuen Hospital. This study used primary data by distributing questionnaires to 100 contract workers using the Census sample method. Methods of data analysis in this study using multiple linear regression analysis. The results partially show that job satisfaction negatively and significantly affects turnover intention, intrinsic motivation negatively and significantly affects turnover intention, and extrinsic motivation negatively and significantly affects turnover intention. Simultaneously, job satisfaction, intrinsic motivation, and extrinsic motivation positively and significantly affect the turnover intention of contract workers at dr Fauziah Bireuen Hospital.

Keywords: *Job Satisfaction, Intrinsic Motivation, Extrinsic Motivation, Turnover Intention, Hospital*

Introduction

One of the organizations that is facing a high employee turnover rate is RSUD dr. Fauziah Bireuen. RSUD dr. Fauziah Bireuen is a government hospital in Bireuen Regency which is currently a regional hospital in the northern region. The Bireuen General Hospital was built in 1929 (during the Dutch Colonial period) at the Bireuen Kewedanaan. RSUD dr. Fauziah Bireuen is one of the well-known public hospitals in Bireuen Regency. Many people in Bireuen Regency and outside the region seek treatment at public hospitals because of the level of public trust and loyalty to dr. Fauziah Bireuen. So the steps that need to be taken by the hospital dr. Fauziah to fulfill the wishes of the community and provide the best service by recruiting potential and qualified human resources who will later help the hospital to achieve its goals. The desire to change employees is closely related to the level of job satisfaction, hospital culture, salary satisfaction, work environment and work stress.

Based on data obtained through news published on realityonline.id, it is known that there are 85 contract workers at RSUD dr. Fauziah Bireuen wants to leave the hospital. So based on the data obtained, preliminary observations were made regarding the truth of the information that had been published in the mass media. Based on the results of the initial observations made, it is true that the contract workers at the hospital are fully willing to leave the hospital. The desire of contract workers to leave the hospital is due to the lack of appreciation given by the hospital to contract workers from the results that have been given by contract workers to the survival of the hospital. This causes contract workers to become dissatisfied at work, causing feelings of wanting to resign from the hospital.

Another factor that causes high HR turnover rates is the lack of motivation given to contract workers. The motivational factor concerns a person's psychological needs. This need includes a series of intrinsic conditions, job satisfaction (job content) which if found in work will encourage a strong level of motivation, which can result in good job performance (Robbins & Mary, 2012). In this case the contract worker at dr. Fauziah Bireuen feels that there is no future that they feel related to their progress in developing their careers at this hospital, such as clarity regarding the status of employees which until now there has been no clarity regarding this matter. While contract workers have served for 5 years and some have even served more than 8 years. This is also an incentive for contract workers to leave the hospital.

The last factor that is no less important in motivating employees is related to extrinsic motivation. Extrinsic motivation is a motivational factor that concerns the need for job security in the environment where employees work. This factor is related to human nature who wants to get peace at work. The need for job security is an ongoing need, because this need will return to zero once it is fulfilled. The loss of this factor can lead to high levels of dissatisfaction and absenteeism and high employee turnover rates (Robbins and Mary, 2012).

In this case, the job security felt by contract workers is very concerning because there is a discrepancy between the salary and wages received by contract workers at RSUD dr. Fauziah Bireuen. Where contract workers have a large workload and responsibility and also have a high job risk. So these are the main problems that contract workers face on

discharge from the hospital. Because according to them job insecurity is related to job status where there is no clarity from the hospital and the small salary and wages make it difficult for them to support their families and themselves which makes them want to work in places that are more feasible both financially and non-financially.

If these three factors can be improved and paid special attention to by an organization, it will be a factor in reducing the desire of HR to leave an organization. So that an organization must be able to maintain its human resources in order to be able to fulfill the desired and predetermined organizational sustainability. Therefore, an organization must think of ways so that its human resources do not leave the organization.

Literature Review

Turnover Intention

Intention is the intention that arises within the individual to do something. While turnover is the cessation of an employee from his workplace voluntarily or moving from one workplace to another. Thus, Turnover Intention (intention to leave) is the tendency or intention of employees to stop working from their jobs (Halimah, 2016). Meanwhile, according to (Mahdi, 2012) explains that turnover intention is the desire of employees to quit their job. Turnover Intention is the degree of attitude tendency possessed by an employee to look for a new job elsewhere or there are plans to leave the company in the next three months, next six months, next year, and the next two years (Darma, 2013). . requests to quit can occur if an employee sees greater career opportunities elsewhere (Handoko, 2015).

Turnover intention for employees can have an impact on the organization when it leads to employee decisions to actually leave the organization (turnover), because the desire to leave comes from the individual employees themselves and is not the desire of the organization or company (Ratnawati, 2013). Mentioned several negative impacts that will occur on the organization due to employee turnover, such as: increasing the company's potential costs, achievement problems, communication problems and social patterns, decreased morale, rigid control strategies, loss of strategic opportunity costs (Dharma, 2013). While the Turnover Intention indicators (1) Think about leaving, (2) Alternatives to find another job, (3) Intention to leave, (4) Increased absenteeism, (5) Increased violations and (6) Workload (Harnoto, 2014). .

Job Satisfaction

Where everyone who works expects to get satisfaction from his place of work. Job satisfaction will affect the productivity expected by a manager, so a manager needs to understand what must be done to create job satisfaction for his employees according to (Hamali, 2016). Job satisfaction is a pleasant or unpleasant emotional state for workers in viewing their work. Job satisfaction reflects a person's feelings towards his work (Edy Sutrisno, 2014). Meanwhile, according to Priansa (2014) job satisfaction is a worker's feelings towards his work, whether he likes or dislikes or dislikes or dislikes as a result of worker interaction with his work environment or as a perception of mental attitude, also as a result of worker's assessment of his work.

Human resources who see the organization where they work are experiencing rapid development, they will be encouraged not to change jobs, bearing in mind that with the development of the company, their future will also be guaranteed. According to (Mangkunegara, 2016) suggests that there are two factors that influence job satisfaction, namely: (1) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, work attitudes. (2) Occupational factors, namely the type of work, organizational structure, rank (group), position, quality of supervision, financial security, promotion opportunities, social interactions, work relations. Job satisfaction from human resources owned is the culmination point in seeing an organization succeed or not. According to (Badeni, 2017), indicators of job satisfaction are (1) work suitability, (2) liking work, (3) work environment, (4) supervision and (5) leadership.

Intrinsic Motivation

Intrinsic motivation is a value or a combination of enjoyment or pleasure in carrying out a task for a particular purpose. It can be said that intrinsic motivation that functions as a reward is individual behavior in carrying out these activities, not external rewards (Priyatama, 2017). Meanwhile, according to (Suwatno, 2016) states "intrinsic motivation are motives that become active or function do not need to be stimulated from the outside, because in every individual there is an urge to do something". According to (Husaini, 2013) defines "intrinsic motivation is motivation that arises from within oneself". It can be concluded that intrinsic motivation makes employees aware of their responsibilities and works better and is encouraged to be enthusiastic about completing their work well.

According to (Herzberg, 2017), states that employees are motivated to work due to two factors, namely (1) the work itself, the severity of the challenges felt by the workforce from their work, (2) progress (advancement), it is likely that workers have the opportunity to advance in his work such as being promoted, (3) the magnitude of the perception of responsibility for the responsibility given to a worker, (4) Recognition, the amount of recognition given to workers for their work and (5) achievement, the possibility of workers achieving high work performance. As for some indicators of intrinsic motivation, namely, Achievement, Recognition, Responsibility, Progress and the Work itself.

Extrinsic Motivation

Extrinsic motivation is the opposite of intrinsic motivation, namely motivation that arises because of the influence of the external environment. This motivation uses triggers to keep someone motivated. These triggers can be in the form of money, bonuses, incentives, awards, prizes, large salaries, positions, praise and so on. Extrinsic motivation has the power to change one's will. Someone can change their mind from not wanting to be willing to do something because of this motivation (Suhardi, 2013). Extrinsic motivation is motivation that encourages a person to achieve that comes from within

the individual, which is better known as motivational factors (Priyatama, 2017). Extrinsic motivation is motivation caused by factors from outside the learning situation. Extrinsic motivation is motivation that comes from outside oneself which also determines one's behavior in life which is known as the hygiene factor theory (Hamalik, 2013).

Cleanliness is maintenance related to human nature which wants to obtain physical calm. This health need according to Herzberg (2000) is a continuous need, because this need will return to zero after being fulfilled. These maintenance factors include things that are included in the dissatisfiers group such as salary, physical working conditions, job certainty, pleasant supervision, official vehicles, official housing and various other benefits. The loss of hygiene factors can lead to employee dissatisfaction and absenteeism, and can even cause many employees to leave. This hygiene factor needs to get good attention from the leadership, so that the satisfaction and morale of subordinates can increase. As for some indicators of extrinsic motivation, namely (1) Salary, (2) Working conditions, (3) Policy and Administration (4) Interpersonal Relations (5) Quality of Supervision (Herzberg, 2009).

Materials & Methods

This research is quantitative with the data used and analyzed in this study in the form of primary data. The data in this study were obtained from a questionnaire. Questionnaire is a data collection technique that is carried out by providing a set of statements or written statements to respondents, where the researcher directly processes the results of the recapitulation of the results of the weighting or assessment of the respondents' answers for analysis. The research instrument in the form of a questionnaire will later be distributed directly to respondents with a total sample of 100 respondents using the recommended sampling technique from (Arikunto, 2012).

The data will be tested first by using a research instrument test in the form of a validity test and a reliability test to determine the feasibility level of the questionnaire used. Next, an analysis will be carried out in the form of multiple linear regression analysis which is used to analyze associations simultaneously to test the effect of two or more independent variables on one dependent variable with an interval scale. then it will be tested simultaneously and partially to see the relationship and influence between the dependent and independent variables. This study will use ordinary regression which focuses on the special characteristics of certain data (Sugiyono, 2014). This regression aims to reveal the determinants of saving behavior of students of the Faculty of Economics and Business, Malikussaleh University, which are significant from the internal and external factors of inturnover intention of contract workers from Fauziah Bireuen Hospital. The following is the multiple regression equation in this study:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Explanation:

Y = Variable Dependent

a = Constant

$b_1b_2b_3$ = Koefisien Regresion Variabel Independen

$X_1X_2X_3$ = Variable Independen

Based on the description above and to realize the preparation of this research, the conceptual framework can be described as follows:

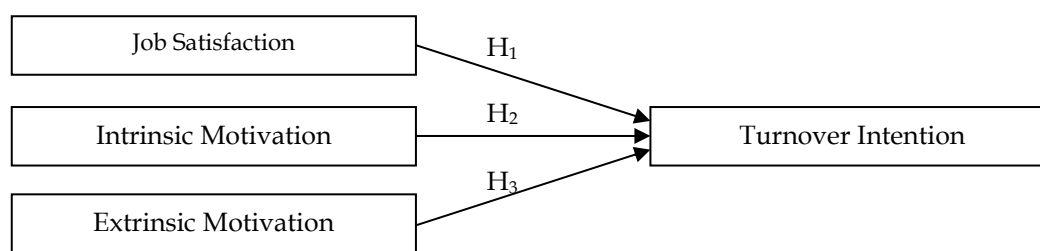


Figure 1. Conceptual Framework

Based on the picture above, it can be seen that there are three independent variables, namely Job Satisfaction, Intrinsic Motivation and Extrinsic Motivation which affect the dependent variable, namely Contract Employee Turnover Intentions which are tested partially, namely the t test. The hypotheses in this study are H1, H2 and H3 which have an influence on each relationship between variables.

Results and Discussion

Validity

This validity test looks at the coefficients between items with the number of items equal to or above 0.3 at a significant level of 5%, then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid, or by looking at the criteria based on the value r count. This test was carried out on 100 respondents, then $df = 100 - 2 = 98$, with an α value of 0.05 (5%), an r_{table} value of 0.1966.

Table 1. Validity Test

Construct/Item	r _{count}	r _{table}	Validity
Job Satisfaction (X₁)			
JS1	0.732	0.196	Valid
JS2	0.670	0.196	Valid
JS3	0.705	0.196	Valid
JS4	0.601	0.196	Valid
JS5	0.718	0.196	Valid
Intrinsic Motivation (X₂)			
IM1	0.668	0.196	Valid
IM2	0.700	0.196	Valid
IM3	0.604	0.196	Valid
IM4	0.755	0.196	Valid
IM5	0.608	0.196	Valid
Extrinsic Motivation (X₃)			
EM1	0.789	0.196	Valid
EM2	0.833	0.196	Valid
EM3	0.830	0.196	Valid
EM4	0.716	0.196	Valid
EM5	0.648	0.196	Valid
Turnover Intention (Y)			
TI1	0.541	0.196	Valid
TI2	0.659	0.196	Valid
TI3	0.564	0.196	Valid
TI4	0.721	0.196	Valid
TI5	0.661	0.196	Valid
TI6	0.659	0.196	Valid

Source: (SPSS, 2022)

From the results of the validity test shown in the table above, it can be seen that all statements on the independent variables are declared valid. This is declared valid because it produces $r_{count} > r_{table}$. So it can be concluded that all statements from each variable are declared valid or accurate.

Reliability

The reliability test is a test to produce whether the research questionnaire that will be used to collect research variable data can be trusted or not. A questionnaire is said to be reliable if the questionnaire has fixed answers, it will get the same results. In this study, the One Shot formula is used. To determine whether an instrument is reliable or not, the provisions are used, if $\text{chronbach alpha} > 0.6$ then the variables in this study are reliable, if $\text{chronbach alpha} < 0.6$ then the variables in this study are not reliable.

Table 2. Reliability Test

Construct	Chronbach Alpha	Constanta	Reliability
Job Satisfaction (X ₁)	0.701	0,6	Reliable
Intrinsic Motivation (X ₂)	0.687	0,6	Reliable
Extrinsic Motivation (X ₃)	0.821	0,6	Reliable
Turnover Intention (Y)	0.701	0,6	Reliable

Source: (SPSS, 2022)

Based on the reliability test using Cronbach Alpha, all variables both independent and dependent in this study are reliable/trusted because the Cronbach Alpha value is greater than 0.6, the results of this study indicate that the measuring instrument in this study has fulfilled the reliability test (consistent and can be used as a measuring tool/ The Qesioner).

Analysis Data

Testing through multiple linear regression was carried out to analyze the effect of financial literacy, socialization of parents, peers, and self-control on saving behavior. The results showed that in this study the independent variables were Job Satisfaction (X₁), Intrinsic Motivation (X₂) and Extrinsic Motivation (X₃). While the dependent variable is Turnover Intention (Y). After performing calculations using SPSS program, the results of the analysis can be seen in the table below:

Table 3. Regression Linear

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	34,333	2,083		16,479	,000
Job Satisfaction (X ₁)	-,333	,085	-,354	-3,910	,000

Intrinsic Motivation (X ₂)	-,319	,086	-,309	-3,710	,000
Extrinsic Motivation (X ₃)	-,245	,069	-,318	-3,526	,001

Source: (SPSS, 2022)

Based on the results of the regression output through the SPSS program shown in the table above, it can be entered into multiple linear regression as follows:

$$Y = 34,333 - 0,333X_1 - 0,319X_2 - 0,245X_3$$

The results of the multiple linear regression equation above obtained a constant value (a) of 34,333 which indicates that if the independent variables namely Job Satisfaction, Intrinsic Motivation, and Extrinsic Motivation are worth 0 (zero), then the Contract Worker Turnover Intention dr Fauziah Bireuen Hospital is 34,333 people .

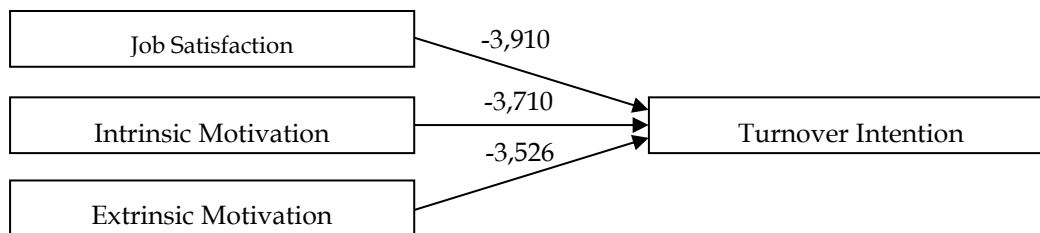


Figure 2. Hypothesis

The results of testing the variable Job Satisfaction (X₁) on Turnover Intention (Y) obtained a tcount of -3.910 < -1.664, and a significant value of 0.000 < 0.05. So, it can be concluded that Job Satisfaction has a negative and significant influence on the Turnover Intention of Contract Workers at RSUD dr. Fauziah Bireuen. So thus hypothesis 1 (H1) is accepted.

Job satisfaction has a negative effect on turnover intention because the contract workers who work at RSUD dr. Fauziah Bireuen feels the lack of appreciation given by the leadership at the RSUD to contract workers. While the contract workers have served for 8 years at the hospital. These results also show that the contract workers are satisfied with their work and the leaders of dr. Fauziah Bireuen gives more appropriate rewards to contract workers so that it will reduce the desire of contract workers to leave the hospital. The results of this study are in line with research conducted by Ramadhan (2017) and Rokhyodi (2018) where the results of the research conducted show that Job Satisfaction has a negative influence on Turnover Intention of employees.

The results of testing the variable Intrinsic Motivation (X₂) on Turnover Intention (Y) obtained a tcount of -3.710 < -1.664, and a significant value of 0.000 < 0.05. So, it can be concluded that Intrinsic Motivation has a negative and significant influence on the Turnover Intention of Contract Workers at RSUD dr. Fauziah Bireuen. So thus hypothesis 2 (H2) is accepted.

Intrinsic Motivation has a negative influence on Turnover Intention because contract workers feel they cannot achieve their highest achievements in the Hospital. This can be seen from the difficulty of contract workers developing careers at the hospital. It's not just careers that contract workers experience but job status that they can't reach to become permanent employees at the hospital. The results of this study are in line with research conducted by Alika Asti Iskandar (2019), Ramadhan (2017) and Rokhyodi (2018) where the results of the research conducted show that intrinsic motivation has a negative effect on employee turnover intention.

The results of testing the Extrinsic Motivation variable (X₃) on Turnover Intention (Y) obtained a tcount of -3.526 < -1.664, and a significant value of 0.000 < 0.05. So, it can be concluded that Intrinsic Motivation has a negative and significant influence on the Turnover Intention of Contract Workers at RSUD dr. Fauziah Bireuen. So thus hypothesis 3 (H3) is accepted.

Extrinsic motivation has a negative effect on Turnover Intention because contract workers feel that their current job status makes them feel that there is no job security that they feel. This is because in the future the contract workers may be thrown out or laid off by the hospital because they do not have job security. Apart from that, the salaries and wages they receive are not given by RSUD dr. Fauziah Bireuen for many years. While some of the contract workers have a working period of almost 8 years. This is what causes them to feel like getting out of the hospital. The results of this study are also in line with research conducted by Alika Asti Iskandar (2019), Ramadhan (2017), Rokhyodi (2018) and Jafar Husain (2018) which shows that Extrinsic Motivation has a negative influence on Employee Turnover Intention.

Conclusions

1. Job satisfaction has a negative and significant effect on the turnover intention of contract workers at dr. Fauziah Bireuen. This proves that contract workers are satisfied with the work they do at RSUD dr. Fauziah Bireuen both in terms of the awards she receives will be a factor that can reduce the level of turnover intention among contract workers.
2. Intrinsic motivation has a negative and significant effect on the turnover intention of contract workers at dr. Fauziah Bireuen. This proves that if contract workers are given the opportunity to achieve the highest performance and their employment status can be upgraded to that of an employee, then this will be a factor that can reduce the level of

turnover intention among contract workers.

3. Extrinsic motivation has a negative and significant effect on the turnover intention of contract workers at dr. Fauziah Bireuen. This proves that if contract workers feel safe at work and the salary they receive is in accordance with their responsibilities, then this will be a factor that can reduce the level of turnover intention among contract workers.

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