

The Influence Of Transformational Leadership, Sustainable Human Resources, and Sustainable Innovation On Employee Performance (Study On Vosco Coffee By Vosco Group)

Nurul Iman Febriansyah¹, Dicky Wisnu Usdek Riyanto², Kenny Roz³

firdauskenny@umm.ac.id

^{1,2,3}University of Muhammadiyah Malang, Indonesia

Corresponding Author: Nurul Iman Febriansyah

Abstract. This research was conducted to identify and analyze the effect of transformational leadership, sustainable human resources, and sustainable innovation on employee performance partially or simultaneously. This research uses a quantitative approach with an explanatory type. The data collection technique in this study utilized a questionnaire. The population used was all 48 Vosco Coffee employees with a sample of 48 using saturated sampling. The tests carried out are instrument tests, classical assumption tests, data analysis tests with multiple regression equation analysis, T, and F tests. The results of hypothesis testing, transformational leadership, sustainable human resources, and sustainable innovation significantly affect Vosco Coffee employees' performance partially. Other findings also show that transformational leadership, sustainable human resources, and sustainable innovation significantly affect employee performance.

Keywords: Transformational Leadership; Sustainable Human Resources; Sustainable Innovation; Employee Performance

1. Introduction

Globalization brings complex transformations to various sectors of life, including science, technology, innovation, and competitiveness. This encourages companies to improve performance for survival and forces them to change the way they do business. In developed and developing countries, Small and Medium Enterprises (SMEs) play a significant role in national economic growth. In Indonesia, the food and beverage sector is a key driver of the economy, with sales growth driven by rising incomes and spending on food and beverages, particularly from the growing middle segment. Amid high competition in the food and beverage sector in Malang City, it requires cafes or restaurants to compete more strictly to keep their businesses standing. This development really requires quality human resources who understand Industry 4.0 because the industry is closely related to human resources as well as

technology. Therefore, one of the important factors is competent employee performance. One of the culinary businesses that is trying to continue to exist during the pandemic by paying special attention to employee performance is Vosco Group.

Vosco Group is one of the businesses that can compete in the food and beverage industry in Malang. The group manages four cafes operating under the big name Vosco, namely: Kim Jong Yum Korean BBQ, Fry N Shake by Vosco Coffee, Vosco Coffee Heritage, and Vosco Coffee Malang. These four cafes offer a range of different culinary experiences, from quality coffee to Korean specialties and innovative light bites. One of the main strategies used by the owner of Vosco Group to grow his business is to focus on improving employee performance. The owner realizes that employees are an essential resource that determines the company's success in the face of intense competition. Employee performance not only affects operational efficiency but also directly contributes to customer satisfaction and company reputation [1]. Dessler (2004) defines employee performance as a comparison of factual work results with standards set by the organization, emphasizing the importance of positive contributions from each individual to achieve optimal organizational performance. [2] views employee performance as a goal-oriented process that ensures the smooth operation of the agency to optimize the productivity of employees, teams, and the agency as a whole. Employee performance indicators include traits, behaviors, competencies, target achievement, and development potential [2].

The role of human resources (HR) in the company is essential because it affects the development and achievement of company goals. Effective HR management includes recruitment, job analysis, training, performance appraisal, compensation, retirement management, and termination. The study, [3] shows that HR has a positive impact on employee performance at the West Lampung Library and archives office.

Table 1. Standard Operating Procedure Vosco Group

No.	Procedure	Description
1.	Opening shift	Checking the order list and occupied tables
		Check the inventory of food and beverage ingredients and equipment needed.
		Prepare stationery and calculator
2.	Welcoming customers	Show the customer to an available table and give the menu.
		Explaining the menu and menu recommendations if needed
		Answer customers' questions about the menu and make suggestions if needed.
3.	Taking orders	Listen well to customer orders and write them down clearly
		Ensure the order details are correct and in accordance with the customer's wishes
		Record table numbers and number of customers

4.	Setting up orders	Forward orders to the kitchen and monitor lead times. Explain the contents of the order presented if needed. Ensure customers are satisfied with the order served
5.	Serving the order	Serving the order to the customer's table well and neatly Explain the contents of the order presented if needed. Ensure customers are satisfied with the order served
6.	Keep the table and environment clean	Cleaning tables and chairs after customers have finished eating Ensure the condition of the table and surrounding environment is clean and tidy. Maintain adequate availability of cutlery, drinkware and tissues at each table.
7.	Collecting payment	Provide payment bills to customers. Recheck the payment amount and give change if necessary. Wrapping orders for customers who requested take away
8.	<i>Closing shift</i>	Make sales report and submit cash to supervisor. Clean and tidy the table and equipment used. Returning unused work tools and materials to the storage area

Source: Vosco Group (2024)

Companies are currently facing various problems related to the low quality of tasks assigned to employees, lack of understanding of leaders' directions, lack of employee empowerment from the recruitment process to training, and lack of innovation from the leadership. Vosco Coffee Malang as an example, despite having a good reputation, experiences problems in managing employee performance. Therefore, the company needs to improve employee performance to provide more optimal services to consumers.

Table 2. Vosco Coffee Employee Attendance And Tardiness Data

Month	Absent	Percentage	Too late	Percentage
January	1	2%	7	14%
February	3	6%	10	20%
March	5	10%	11	22%
April	5	10%	3	6%
May	0	0	4	8%
June	2	4%	6	12%
July	6	12%	6	27%
August	2	4%	13	27%
September	0	0	15	31%
October	4	8%	2	4%
November	4	8%	5	10%
December	1	2%	2	4%

Source: Vosco Group (2024)

Absenteeism and punctuality are key indicators in employee performance, reflecting the consistency and quality of task execution. Employees who are frequently absent or late can experience a decline in productivity and confidence, and affect management's perception of performance. Conversely, employees who are present and on time tend to be more productive, qualified, and committed, improving work effectiveness and efficiency. Companies need to pay attention to attendance and punctuality as important indicators of performance, encouraging employees to be present and on time in carrying out tasks.

The research involved interviews with the owner and employees of Vosco Coffee Malang. The cafe owner gives equal treatment to employees and continues to innovate to compete. They also pay attention to employees' careers, giving promotions to those who excel. Employees confirmed that the owner gives freedom for creative and innovative ideas, and pays attention to their careers. However, new employees face obstacles in training which is not intensive, only old employees get more attention. This leads to less-than-optimal company performance and a lack of innovation from employees. Some of the main problems experienced by this company are the lack of enthusiasm and motivation from employees. Some employees at Vosco Coffee appear to be lackluster at work, so this condition has an impact on the quality of service provided to visitors. In addition, employees in the company are also less innovative at work. So, this can result in a lack of new ideas to improve the services provided, as well as less than optimal employee performance and unsatisfactory service for customers.

Based on existing problems, researchers want to know whether employee performance at Vosco Group is influenced by transformational leadership, sustainable human resources, and sustainable innovation. Therefore, the authors are interested and want to know the results of existing problems, so the authors raise the title of; "The Effect of Transformational Leadership, Sustainable Human Resources, and Sustainable Innovation on Employee Performance in the Case Study of Vosco Coffee By Vosco Group".

2. Literature Review

a) Employee Performance

[4] states that employee performance is a reflection of work achievement, which can be measured by comparing individual work results with work standards that have been outlined by the organization. In this context, employee performance is key in determining how effective an organization is in achieving its goals.

b) Transformational Leadership

[5] a transformational leader is a figure who can motivate his followers to put aside individual interests for the common good and has a great impact on his followers.

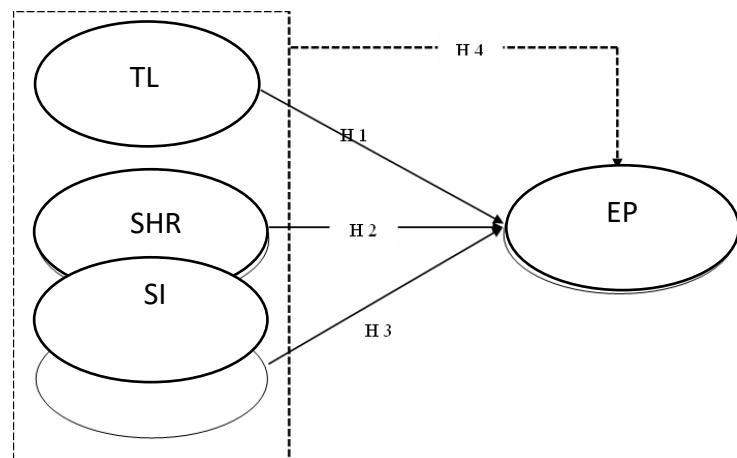
c) Sustainable Human Resources

[6] sustainable human resource management by integrating HRM strategies with corporate sustainability and achieving organizational goals while maintaining a long-term HR base.

d) Sustainable Innovation

[7] states that sustainable innovation can change business models by creating solutions that are more efficient and environmentally friendly than existing products or services.

e) Conceptual Framework



Description:

TL = Transformational Leadership

SHR = Sustainable Human Resources

SI = Sustainable Innovation

EP = Employee Performance

f) Hypothesis

The hypotheses put forward in the following research include; First, that Transformational Leadership has a significant impact on employee performance (H1). Second, Human resources have a significant impact on employee performance (H2). Third, continuous innovation has a significant impact on employee performance (H3). Fourth, transformational leadership,

sustainable human resources, and sustainable innovation have a significant impact on employee performance together (H4).

3. Research Method

The type of research applied in the following research is explanatory with a quantitative approach. [8] explanatory research aims to identify the position of the variables studied and the impact between one variable and another. The data obtained in the following research is primary data obtained through questionnaires distributed to all Vosco Coffee employees and secondary through books and journals. All employees of Vosco Coffee, totaling 48 people, became the population in the following research. This research applied a sampling method with a sample quantity of 48, namely saturated sampling. Likert scale was used to measure variables, while data analysis involved instrument testing, classical assumptions, and hypothesis testing.

4. Result and Discussion

1.1. Instrument Test Results

4.1.1. Validity Test

Table 3. Validity Test Results

Variables	Item statement	r _{statistic}	r _{table}	Desc.
Transformational Leadership X1	Charismatic	0.620	0.284	Valid
	Inspirational Motivation	0.822	0.284	Valid
	Intellectual Stimulation	0.569	0.284	Valid
	Individualized Attention	0.713	0.284	Valid
Sustainable Human Resources X2	Recruitment	0.869	0.284	Valid
	Employee Career Development	0.802	0.284	Valid
	Employee Welfare	0.765	0.284	Valid
Sustainable Innovation X3	Improvement of Menu	0.812	0.284	Valid
	Friendly Raw Materials	0.764	0.284	Valid
	Operational Efficiency	0.719	0.284	Valid
	Speed of Service	0.762	0.284	Valid

Employee Performance Y	Order Accuracy	0.837	0.284	Valid
	Interaction with Customers	0.779	0.284	Valid
	Product Quality	0.633	0.284	Valid

Source: own

By referring to Table 3, from the correlations table that has been obtained, it is known that the calculated r value for each indicator exceeds the r table value (0.284). So it can be concluded that all statement items in the questionnaire are said to be valid.

4.1.2. Reliability Testing

Table 4. Reliability Test Results

Variables	<i>Cronbach Alpha</i>	Desc.
Transformational Leadership	0.623	Reliable
Sustainable Human Resources	0.742	Reliable
Sustainable Innovation	0.636	Reliable
Employee Performance	0.740	Reliable

Source: own

Referring to the information listed in Table 4, the reliability test results show that all variables used in this study are declared reliable because the Cronbach Alpha score exceeds 0.6.

4.1.3. Classical Assumption Testing Results

All the classical assumption tests include normality, multicollinearity, and heteroscedasticity tests with normal data results, showing no indication of multicollinearity, and showing no heteroscedasticity.

1.2. Results Scale Range

4.2.1 Transformational Leadership

Based on the table below, it can be seen that the average score of respondents' responses to the transformational leadership variable is 201, which indicates that transformational leadership is good.

Table 5. Scale Range of Transformational Leadership Results

Indicator	Distribution of Respondents' Answers					Total	Score	Criteria
	1	2	3	4	5			
X1.1	14	29	5	0	0	48	201	Good
X1.2	18	21	9	0	0	48	201	Good
X1.3	14	27	7	0	0	48	199	Good
X1.4	19	23	5	1	0	48	204	Very good
Average Score						201	Good	

Source: own

4.2.2 Sustainable Human Resources

Based on the table below, it can be seen that the average score of respondents' answers to the sustainable HR variable is 195, which indicates that sustainable HR is good.

Table 6. Scale Range Sustainable Human Resources Results

Indicator	Distribution of Respondents' Answers					Total	Score	Criteria
	1	2	3	4	5			
X2.1	14	27	7	0	0	48	199	Good
X2.2	9	30	8	1	0	48	191	Good
X2.3	12	28	8	0	0	48	196	Good
Average Score						195		Good

Source: own

4.2.3 Sustainable Innovation

Based on the table below, it can be seen that the average score of respondents' answers to the sustainable innovation variable is 195, which indicates that sustainable innovation is good.

Table 7. Scale Range Sustainable Innovation Results

							r e	
X3.1	16	26	6	0	0	48	202	Good
X3.2	16	21	11	0	0	48	197	Good
X3.3	19	19	10	0	0	48	201	Good
Average Score							200	Good

Source: own

4.2.4 Transformational Leadership

Employee Performance

Based on the table below, it can be seen that the average score of respondents' responses to the employee performance variable is 195, which indicates that the employee's performance is good.

Table 8. Scale Range Employee Performance

Indicator	Distribution of Respondents' Answers					Total	Score	Criteria
	1	2	3	4	5			
Y.1	8	31	9	0	0	48	191	Good
Y.2	10	26	1 2	0	0	48	190	Good
Y.3	12	20	1 5	1	0	48	187	Good
Y.4	22	20	6	0	0	48	208	Very good
Average Score							194	Good

Source: own

1.3. Result

4.3.1 Multiple Linear Equation Results

Table 9. Multiple Linear Equation Results

Variables	Unstandardized Coefficients	Standradized Coefficients	t. stats	Sig.
-----------	--------------------------------	------------------------------	-------------	------

	B	Std. Error	Beta		
Constant	-1.926	2.303		-0.836	0.407
Transformational Leadership	0.314	0.122	0.280	2.579	0.013
Sustainable Human Resources	0.758	0.143	0.577	5.316	0.000
Sustainable Innovation	0.286	0.115	0.225	2.476	0.017

Source: own

Referring to the regression analysis data in table 9, the regression equation is obtained:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = -1.926 + 0.314 X_1 + 0.758 X_2 + 0.286 X_3 + e$$

The equation can be interpreted as below:

- The constant score is -1.926, which can be interpreted if the Transformational Leadership (X1), Sustainable Human Resources (X2) and Sustainable Innovation (X3) variables are zero, then Employee Performance (Y) will be -1.926 or prospective buyers will continue to perform employee performance.
- b1 (X1): Transformational Leadership (X1) regression coefficient score of 0.314, which can be interpreted if the higher the change in score on Transformational Leadership (X1), the Employee Performance (Y) will increase.
- b2 (X2): The regression coefficient value of Sustainable Human Resources (X2) is 0.758, which means that the higher the change in value in Sustainable Human Resources (X2), the higher the Employee Performance (Y).
- b3 (X3): The coefficient value of Sustainable Innovation (X3) is 0.286, which can be interpreted if the higher the change in score on Sustainable Innovation (X3), the Employee Performance (Y) will increase.

4.3.2 T-Test Results

Table 10. T-test Results

Model	R	R Square	Adjusted R Square
1	0.799	0.639	0.615
Value fstat.	Value f_{table}	Sig.	Information
25.976	3.19	0.000	Significant Effect

Source: own

From table 10 above, it states that in the following research, transformational leadership, sustainable human resources, and sustainable innovation have a partially significant impact on employee performance at Vosco Coffee. Where the *thitung* value with a significance level of 0.05 exceeds the *tabel* number.

Table 11. F Test and R Square Results

Variables	Value <i>t_{hitung}</i>	Value <i>t_{tabel}</i>	Sig.	Taraf Sig.	Information
Transformational Leadership	2.579	2.010	0.013	0.05	Significant
Sustainable Human Resources	5.316	2.010	0.000	0.05	Significant
Sustainable Innovation	2.476	2.010	0.017	0.05	Significant

Source: own

4.3.3 F Test Results

From table 11. above, it is known that transformational leadership, sustainable human resources, and sustainable innovation simultaneously have a significant impact on the performance of Vosco Coffee employees. Based on table 12, above shows that the R-Square score of employee performance is 0.639, which can be interpreted if the influence of transformational leadership, sustainable human resources and sustainable innovation on employee performance is 63.9%, while the remaining 36.1% is influenced by other variables besides transformational leadership, sustainable human resources and sustainable innovation or external factors not tested in the study.

1.4. Discussion

4.4.1 Effect of Transformational Leadership on Employee Performance

The study findings indicate that transformational leadership has a significant positive impact on employee performance. The statement is evident when employees feel cared for and motivated by their leaders, their performance tends to improve. This finding is supported by the research of [9] in Sorong City District Office, [10] in PTPN Batujamus, and [11] in PT PLN (Persero) UPJ Semarang. Another research by [12] also confirmed the positive influence of transformational leadership at PT Pandawa.

4.4.2 The Effect of Sustainable Human Resources on Employee Performance

The study findings indicate that sustainable human capital has a significant positive impact on employee performance. This indicates that when employees' competencies and careers are considered and improved by the company, employee performance tends to increase. This finding is supported by research by [3] at the library and archives office of West Lampung Regency, [13] at KAP Suparman Bambang Ghanis, [14] in an organizational context, and [15] at the University of Agriculture Peshawar and Hazara University Mansehra, Pakistan.

4.4.3 The Effect of Sustainable Innovation on Employee Performance

The research findings indicate that sustainable innovation also has a significant positive impact on employee performance. This indicates that sustainable innovation practices, such as the use of environmentally friendly materials and operational efficiency, can improve employee performance because employees feel that their business does not have a negative impact on the surrounding environment. This finding is supported by research by [16] in culinary MSMEs in Pekanbaru City, [17] in Kenya, and [18]

4.4.4 The Effect of Transformational Leadership, Sustainable Human Resources, and Sustainable Innovation on Employee Performance

The research findings indicate that transformational leadership, sustainable human capital and continuous innovation have a significant positive impact on employee performance. This confirms that these practices, when implemented together in a company, can improve employee performance. This finding is reinforced by the study of [19] which found a significant effect of sustainable human resources on employee performance, as well as by the study of [20] which shows the positive effect of sustainable innovation on company employees in Pakistan. Another study by [21] also confirmed the positive impact of transformational leadership on employee performance at Muhammadiyah Ahmad Dahlan Hospital, Kediri.

5. Conclusion and Recommendation

5.1. Conclusion

According to the results of the data analysis along with the research obtained on Palm Collective employees, some conclusions were obtained including:

1. Transformational leadership also has a significant positive impact on employee performance. This statement means that the better the transformational leadership, the better the employee performance.
2. Sustainable human resources also have a significant positive impact on employee performance. This statement means that the better sustainable human resources, the more employee performance will improve.

3. Sustainable innovation also has a significant positive impact on employee performance. This statement means that the better the sustainable innovation that is carried out, the more employee performance will improve.
4. Transformational leadership, sustainable human resources, and sustainable innovation have a positive and significant impact together on employee performance. This statement means that the better the three things are done together, the more employee performance will increase.

5.2. Recommendation

Based on the results of research that has been conducted at Vosco Coffee Malang, the following suggestions are obtained:

5.2.1 For Practical

Through this research, it can be taken into consideration by practitioners as an effort to improve employee performance. Improving employee performance can be done through several efforts, including:

1. It is necessary to increase interaction with customers to further improve employee performance.
2. It is necessary to increase intellectual stimulation for employees to further improve employee performance.
3. It is necessary to increase employee career development again to improve the performance of cafe employees.
4. It is necessary to increase the use of environmentally friendly raw materials so that it can further improve employee performance.
5. There needs to be an effort to improve work discipline through the application of fair sanctions for every employee who violates company rules and SOPs.

5.2.2 For Academic

1. This research is limited to a relatively small sample because it was only conducted at one company, namely Vosco Coffee Malang with a sample size of 48 employees, therefore for future researchers it is hoped that they can examine companies that have a larger number of employees so that they can be used to obtain results that can be widely generalized.
2. Based on the results of the research that has been conducted, the researcher suggests that further research is expected to use other variables that are not disclosed or discussed in this study to explain other factors that can also affect employee performance.

References

- [1] T. E. Desti and W. D. Anjaningrum, “Determinasi Kinerja Karyawan Vosco Group Setelah Melalui Pandemi Covid-19,” vol. 23, no. 2, pp. 2242–2250, 2023, doi: 10.33087/jiubj.v23i2.3457.
- [2] R. Wayne Mondy, *Human Resource Management*, 14th ed. United States: Pearson, 2016.
- [3] T. Josiah and M. R. A. Pradana, “Pengaruh pengembangan sumber daya manusia kinerja pegawai (Studi Kasus : Dinas Perpustakaan dan Kearsipan Kabupaten Lampung Barat) *The Effect of Human Resources Development* (Case Study : Library and Archives Office of West Lampung Regency),” vol. 2, 2022.
- [4] G. Dessler, *Manajemen Sumber Daya Manusia*, Jilid 1. Jakarta: PT.Indeks, 2006.
- [5] S. P. Robbins, *Organizational behavior*, 8th ed. New York,: Pearson, 2019.
- [6] G. Dessler, *Manajemen SDM*, Buku 1. jakarta: PT.Indeks, 2009.
- [7] Christensen, “The relations among environmental disclosure, environmental performance, and economic performance: A simultaneous equations approach,” 2003.
- [8] D. Sugiyono, *Metode penelitian kuantitatif kualitatif dan R&D*. Bandung: Alfabeta, 2013.
- [9] J. Waromi, A. Maryen, and R. Patiasina, “Pengaruh Kepemimpinan Tranformasional terhadap Kinerja Pegawai pada Kantor Distrik Sorong Kota,” *J. Educ.*, vol. 5, no. 4, pp. 11922–11933, 2023, doi: 10.31004/joe.v5i4.2147.
- [10] Supardi and Aulia Anshari, “Pengaruh Kepemimpinan Tranformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan Ptpn Ix Batujamus,” *J. Publ. Manaj. Inform.*, vol. 1, no. 1, pp. 85–95, 2022, doi: 10.55606/jupumi.v1i1.243.
- [11] T. Mondiani, “Pengaruh Kepemimpinan Transformasional Dan Kompensasi Terhadap Kinerja Karyawan PT . PLN (Persero) UPJ Semarang,” *J. Adm. Bisnis Vol.*, vol. 1, no. 1, pp. 46–54, 2012.
- [12] R. J. A. Tucunan, W. G. Supartha, and I. G. Riana, “Pengaruh kepemimpinan transformasional terhadap motivasi dan kinerja karyawan (studi kasus pada pt. pandawa),” *E-Jurnal Ekon. dan Bisnis Univ. Udayana*, vol. 3, no. 9, pp. 533–550, 2014.
- [13] H. Pasaima, S. Napitupulu, and A. Adam, “Pengaruh Sumber Daya Manusia Terhadap Kinerja Karyawan Di KAP Suparman Bambang Ghanis,” *Cakrawala Ekon. dan Keuang.*, vol. 29, no. 2, pp. 94–106, 2022, doi: 10.56070/cakrawala.v29i2.10.
- [14] H. T. Siswanto, M. Ridwan, and I. W. Ayu, “Manajemen sumberdaya manusia berkelanjutan dalam organisasi 1,2,” *J. Ris. Kaji. Teknol. Lingkung.*, vol. 5, no. 2, pp. 39–48, 2022.
- [15] F. Manzoor, L. Wei, T. Bányai, M. Nurunnabi, and Q. A. Subhan, “An examination of sustainable HRM practices on job performance: An application of training as a moderator,” *Sustain.*, vol. 11, no. 8, pp. 1–19, 2019, doi: 10.3390/su11082263.
- [16] N. Sukriani, “Pengaruh Inovasi Dan Kreatifitas Terhadap Kinerja Usaha Pelaku Umkm Kuliner Di Kota Pekanbaru,” *J. Bisnis Kompetitif*, vol. 1, no. 2, pp. 64–71,

2022, doi: 10.35446/bisniskompetif.v1i2.998.

[17] S. M. Chege and D. Wang, “The influence of technology innovation on SME performance through environmental sustainability practices in Kenya,” *Technol. Soc.*, vol. 60, no. November 2019, p. 101210, 2020, doi: 10.1016/j.techsoc.2019.101210.

[18] M. Shahzad, Y. Qu, A. U. Zafar, S. U. Rehman, and T. Islam, “Exploring the influence of knowledge management process on corporate sustainable performance through green innovation,” *J. Knowl. Manag.*, vol. 24, no. 9, pp. 2079–2106, 2020, doi: 10.1108/JKM-11-2019-0624.

[19] N. Chams and J. García-Blandón, “On the importance of sustainable human resource management for the adoption of sustainable development goals,” *Resour. Conserv. Recycl.*, vol. 141, no. October 2018, pp. 109–122, 2019, doi: 10.1016/j.resconrec.2018.10.006.

[20] H. Li, Y. Li, M. Sarfarz, and I. Ozturk, “Enhancing firms’ green innovation and sustainable performance through the mediating role of green product innovation and moderating role of employees’ green behavior,” *Econ. Res. Istraz.*, vol. 36, no. 2, p., 2023, doi: 10.1080/1331677X.2022.2142263.

[21] I. Siswatiningsih, K. Raharjo, and A. Prasetya, “Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Organisasional Dan Kinerja Karyawan,” *J. Bisnis dan Manaj.*, vol. 5, no. 2, pp. 146–157, 2019, doi: 10.26905/jbm.v5i2.2388.