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**THE INFLUENCE OF WORK-FAMILY CONFLICT AND  
MOTIVATION ON THE PERFORMANCE OF FEMALE  
EMPLOYEES AT PT. CHANGSHIN REKSA JAYA GARUT**

**Abstract**

Work-Family Conflict or WFC describes that there is a misalignment between the roles of individuals in the family and at work, so this can affect the balance of work life and personal life. On the other hand, motivation is one of the things that affects employees' desire and effort to achieve organizational goals. This research intends to analyze the impact of WFC and motivation on female employees' performance. This research method uses a quantitative approach using questionnaires distributed to female employees at PT Changshin Reksa Jaya Garut. The collected data then analyzed using structural equation model method to test the influence on WFC and motivation on employee performance at PT Changshin Reksa Jaya Garut. The results showed that WFC has a significant negative influence on the performance of female employees. This conflict can cause stress, burnout, and job dissatisfaction that negatively affect employee productivity and performance. In addition, motivation has a significant positive influence on the performance of female employees. Motivated employees tend to have higher levels of performance because they have an internal drive to achieve goals and high standards of work.

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Keywords: work-family conflict, motivation and employee performance.

**1 Introduction**

Resources in the company need to be optimized because this is done to be able to carry out its vision and mission. (Nirmalasari & Amelia, 2020). The success of an organization to achieve its goals has a close relationship with the performance of its members, so the development of human resources needs to be improved in various ways to achieve good performance. (Radita et al., 2021). Good performance is important for all employees to be able to increase company productivity (Ratnawati et al., 2021). On the other hand, performance can be a parameter of employee success at work. This performance is closely related to employee skills at work, this is not only seen from how good the quality of employee work is but also the quantity of work in completing the many jobs given to them. (Riana et al., 2018).

As has been explained that the fundamental problem in a business company is how to spur employee performance to always improve. (Rahayu et al., 2021). PT Changshin Indonesia (CSI). PT Changshin Reksa Jaya Garut produces various types of shoes, including sports shoes, casual shoes, formal shoes, and children's shoes. The company uses modern technology and high-quality materials to produce comfortable and durable shoes. PT Changshin Reksa Jaya Garut served customers from various countries around the world. The company is committed to producing high-quality products and providing the best service to its customers. Based on secondary data obtained by the author from PT Changshin Reksa Jaya Garut, it is known that in the last period of performance evaluation there has been a decrease in the results of the Work Index obtained, this value is an accumulation of three indicators measured by the company, including aspects of performance, competence & behavior, aspects of individual performance and also aspects of occupational health and safety. Indicators that measure aspects of individual performance that measure the ability to work to achieve targets.

Performance is conceptually measured by looking at the results of the quality and quantity of employee work, where this quality and quantity are also a problem that occurs at PT Changshin Reksa Jaya Garut. There is a high total defect or production defect during the first semester of 2022, based on the results of interviews it is known that there are around 40,000 defects in products recorded from January to May 2022. It is known that overall in July it is known that when accumulated from the 1st to the 16th there were 6,158 production defects recorded, where on the 17th there was a spike up to 1,203 production defects and the lowest occurred on the 4th which was 25 production defects. Apart from quality and quantity, performance is also measured by employee reliability where one of the indicators measures employee craftsmanship at work (Mangkunegara, 2017), during the first semester of 2022, there has been a high employee absenteeism rate.

From the initial observation conducted at PT Changshin Reksa Jaya Garut, it was found that there was a high intensity of WFC among employees. This can be seen from the existence of role duality in employees. This can be reflected by the existence of role duality in the employees themselves. This can be reflected from employee behavior that reflects that there has been a decrease in employee performance, this may be caused by high levels of work and household conflict, Currently PT Changshin Reksa Jaya Garut is dominated by female employees, there are 11,201 female employees,

The number of women who enter the company to work can cause changes in their individuals, this can have an impact on their lives in the family or society. Sometimes their responsibilities in taking care of children are divided and borne together, but what needs to be underlined is their responsibility for how to be able to stay at home and work in a balanced manner, the imbalance between the work they have and the responsibilities in this family can have a negative impact.

There are many reasons when women have to work, including the demands of their needs or other factors such as social factors in their environment. This can lead to new phenomena such as WFC, which often occurs to women who have jobs or more precisely are working women (Utami and Afrilia, 2018). According to Utaminingsih (2017) dual role conflict occurs simultaneously due to pressure from either one or two roles that they are living, be it as a housewife and or another role when they work as employees in the company, these two roles can cause conflict if there is no balance.

In addition to WFC, there are various other causes that can have an impact on improving performance, the factor that becomes an independent variable in this study is motivation, this motivation can arise triggered by various needs that employees need, desire or drive someone towards something they want to achieve. This indicates a strong drive to achieve a target to be achieved. The stronger the motivation the higher the performance given to the company. The fundamental problem in a business company is how to spur employee performance to always improve. (Rahayu et al., 2021). Performance is very closely related to the motivation that exists in them. Based on the results of research conducted and published by Ratnawati et al., (2022) found that work motivation can control performance. Rahayu et al., (2021) state that employee performance increases along with employee motivation that is well fulfilled. Likewise, the results of research published by Nurdiansyah et al., (2020) found that performance is dependent on 3 motivation. So that by giving good treatment to employee motivation, employee performance will be able to increase significantly (Efendi et al., 2020).

Therefore, the author is motivated to be able to raise a research title that is relevant to various existing circumstances in accordance with the results of observations in the field so that this research intends to analyze the impact of WFC along with motivation on the performance of female employees

**2.1 Work-Family Conflict (WFC)**

**Work Family Conflict** or later abbreviated as WFC, is explained by Greenhaus & Beutell (1985). work and family where the involvement makes it difficult for individuals to be able to cover the demands of the various demands that exist. Furthermore, Riana et al. (2018) explained that WFC is a conflict in two roles, namely roles at work and family, this can be considered a problem for women who work seriously in the work environment. According to Setiyanto (2017), if women work in a company, they automatically have two roles, namely where they are responsible for the household and also responsible for work as their profession. Utaminingsih (2017) published that WFC is a conflict that can exist simultaneously because individuals get pressure from one or two roles, either as employees or as individuals in the family, this can occur simultaneously or alternately.

Greenhaus & Beutell (1985) has published that there are several things that can measure WFC in the company, which this dimension is also adopted by Riana et al. (2018) in their research, as follows: 1) Time-based conflict is a type of conflict when individuals do not have the time available to fulfill all the demands or needs in their lives, whether in terms of work, family, or other social activities. In other words, this dimension can be interpreted as time-based conflict. 2) Strain-based conflict is a type of conflict when individuals experience pressure or strain in carrying out their tasks or responsibilities. This conflict can occur at various levels, whether in the workplace, family, or social life. In other words, this dimension can be defined as strain-based conflict. 3) Behavior-based conflict is a type of conflict resulting from differences in behavior or actions between individuals or groups. This conflict can occur in a variety of situations, whether in the workplace, family, or social life. In other words, this dimension can be interpreted as behavior-based conflict.

**2.2 Motivation**

Mangkunegara (2017) explained about motivation, which is an internal process that can influence a person in making choices, directing, and maintaining certain behaviors directed at specific goals. This can encourage individuals to be able to act, achieve goals and fulfill certain needs from their motives. According to Hasibuan (2017) work motivation is a combination of individual needs and their perceptions of opportunities or possibilities to meet these needs, be it physical, social, psychological and spiritual needs. In addition Siagian (2018) suggests that work motivation is a condition within oneself that can provide encouragement for oneself to take action or behavior in order to provide encouragement for individuals to take action or behavior aimed at achieving certain goals or work results. Another opinion according to Priansa (2018) motivation can briefly be described as a process experienced by individuals to be able to do something, this includes identifying goals and needs, then directing individual behavior and actions in order to achieve goals that involve perseverance and the willingness to continue trying to achieve goals despite facing obstacles or difficulties in the process. According to Sedarmayanti (2017) argues 4 that motivation is a form of willingness from within to devote a lot of energy to get organizational goals based on the organization's ability to meet needs.

In their research Hainim & Hidayat (2019) formulated that there are three dimensions in work motivation, 1) Need of Achievement which is an individual's need for achievement which is then assessed by the standards of each individual. This need has a relationship with work so that it can direct the behavior of employees. This need is usually supported by individuals who are able to think creatively at work so that they can create new innovations and have a positive impact on the company. So that in his research it is explained that there are various indicators that can represent this dimension. Namely, innovation, creativity, feedback, challenge, and work ethics. 2) Need of

Affiliation is the need for encouragement from the environment. This need makes an individual to build good relationships with other individuals. In addition, this need also has the responsibility to make others more respected in their work. So that the relationship between coworkers can be well established in activities within a company. So that if points are made, there are several indicators that can be used, such as socialization, interpersonal relationships, and friendships. 3) Need of Power is the need for power or the need for someone to feel they have an impact on others. The power that will then be achieved in this need will usually increase motivation and enthusiasm in each individual when working. Some indicators of the Need for Power dimension that can be used to measure are competence, authority, and position.

### 2.3 Employee Performance

Employee performance is the output of employees when they have succeeded in being able to carry out the work given by the company or an organization. Employee performance can be measured from various aspects, such as productivity, quality of work, speed in completing tasks, creativity, timeliness, and compliance with company rules and policies. Good employee performance is what the company needs in fulfilling the company's interests. So business entities usually carry out periodic evaluations of employee achievement (performance) in ensuring that employees continue to meet the set standards (Ratnawati et al., 2020). Mangkunegara (2017) argues that performance is the same as work achievements achieved by employees based on quality and quantity, based on the work given. Hasibuan (2017) argues regarding performance that this is the result obtained by each individual employee at work, based on his expertise and experience, the success of an organization can be measured by looking at the performance of its employees. According to Hasibuan in (Afriana, 2021) According to Hasibuan in (Afriana, 2021), performance comes from the expression work performance or actual work performance achieved by an individual in his field of work

Sapada et al., (2017) explained that individual performance can be measured by the quality of work, quantity, use of time and cooperation carried out. Mangkunegara (2017) in more detail explains the various things that can reflect employee performance, such as: 1) Quality This dimension can be seen from the accuracy of the work done, accuracy, skill and cleanliness of employees when working. 2) Quantity Work quantity is seen from how precise the routine output is and the speed at which they complete extra work. 3) Reliable 5 This dependability can be measured from employee initiative, as well as employee thoroughness and craftsmanship at work. 4) Attitude This dimension can be measured from how employees' attitudes towards the company, then employees' attitudes towards other employees and the company. The following is a description of the research framework that was compiled:

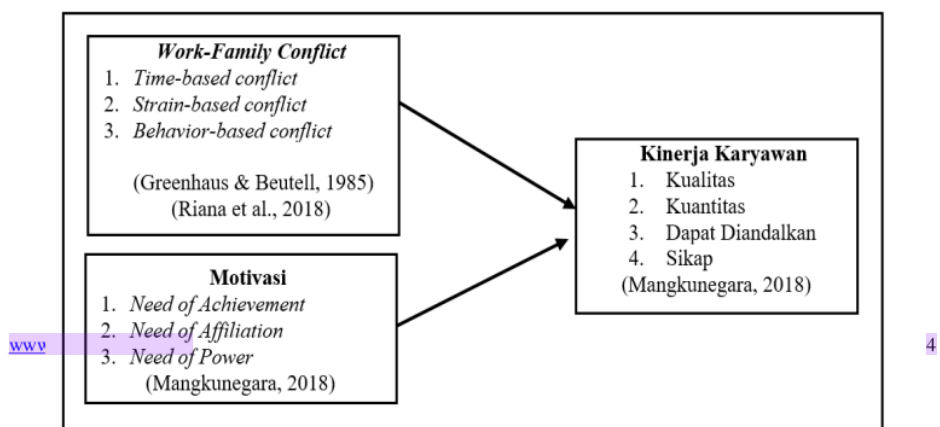


Figure 1. Theoretical Framework

## 2.4 Hypothesis

The following are the hypotheses made in this study:

H1: There is a significant impact of WFC and motivation in explaining employee performance.

H2: There is a negative and significant impact on WFC in explaining employee performance.

H3: There is a positive and significant impact on motivation in explaining employee performance.

## 3 Research Methods

Associative descriptive is the choice of method used, consisting of independent variables and one dependent variable, female employees who have married into the population in this study, it is known that there are 3,047 people, with probability sampling techniques (simple random sampling) considered appropriate because of the homogeneous population, using the Slovin formula with an error rate of 10%, 100 respondents were obtained, primary and secondary data were used. Observations, open interviews and questionnaires that have been prepared using a scale of one to five which have been measured for validity and reliability, this questionnaire shows the level or ranking in the employee's assessment of the various statements given regarding the variables in the study, which questionnaires were distributed to respondents within a span of one month in January 2023. Verification analysis in this study uses PLS SEM, to evaluate the reflection measurement model, formative measurement model, and structural model.

## 4 Results and Discussion

PT Changshin Reksa Jaya is the object of research used, where this company focuses on shoe production located in Garut Regency. The characteristics of respondents based on age are grouped into three categories, the prominent ones are respondents in the age range of 26 to 36 years, namely 58 people, followed by respondents in the range of 18 to 25 years as many as 25 people, while the rest are those in the age range of 36 to 50 years, namely 17 people. Based on the level of education, it is dominated by employees with a Diploma or S1 education level, namely 61 people and the rest are employees with a high school education level, namely 39 respondents. Meanwhile, based on the length of service, it is dominated by respondents with an age range of 6 to 9 years, as many as 40 respondents, followed by those with a work period of 2 to 5 years, as many as 35 people and the rest are respondents with a work period of less than two years, as many as 25 respondents,

Outer Model Evaluation Initially, an evaluation of the validity and reliability of the research instruments was carried out, this action was carried out to observe the level of accuracy between the data generated and the information obtained by the researcher, while the reliability test was carried out to measure the level of similarity of objects that would produce similar information.

Validity and Reliability Test Validity testing using convergent validity and discriminant validity are two techniques that will be used, these techniques are different but complementary in ensuring the accuracy of the measurement instrument. Convergent validity measures the extent to which a measurement instrument is able to capture the same construct as a previously tested measurement instrument, this test can be seen from the loading factor value that must be met, which must be above 0.7. Meanwhile, discriminant validity measures the extent to which measurement instrument is able to distinguish different constructs from one another, this test is measured by looking at the AVE value which must be more than 0.5. In addition, the reliability test aims to determine whether the research instrument has shown consistency, stability, accuracy in measuring constructs (Hair et al. 2014). The reliability is carried out by looking at the composite reliability value and the Cronbach's alpha value of each latent variable must be greater than 0.7. The validity and reliability test results are presented in Table 1.

**Table 1.** Validity and Reliability Test

Variables	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
WFC	X1.1	,798	,668 (valid)	,746 (reliable)	,934 (reliable)
	X1.2	,794			
	X1.3	,860			
	X1.4	,844			
	X1.5	,857			
	X1.6	,766			
	X1.7	,797			
Motivation	X2.1	,724	,632 (valid)	,924 (reliable)	,939 (reliable)
	X2.2	,802			
	X2.3	,833			
	X2.4	,721			
	X2.5	,821			
	X2.6	,820			
	X2.7	,769			
	X2.8	,852			
Employee Performance	Y1.1	,842	,726 (valid)	,948 (reliable)	,964 (reliable)
	Y1.2	,883			
	Y1.3	,822			
	Y1.4	,827			
	Y1.5	,801			
	Y1.6	,883			
	Y1.7	,824			
	Y1.8	,888			
	Y1.9	,876			
	Y1.10	,872			

Source: Data Processing Results 2023

The table above shows that all indicators contained in the WFC variable can be seen that all variables have been declared valid. Then there are six indicators contained in the motivation variable and all of them are declared valid, and finally there are eight indicators of the employee performance variable which are declared valid. Therefore, all indicators contained in the model have been declared valid and the three variables are declared reliable based on Cronbach's Alpha

and Composite Reliability values and can be used in this research model. Discriminant validity testing is by using the Fornell Larcker Criterion Methods, the purpose of Fornell -Larcker is to evaluate the extent to which the constructs in the model can be distinguished or have good discriminant validity, discriminant validity is the ability of construct to be distinguished from other constructs in the model. This value is obtained from the square root of the AVE for each variable with the correlation value between constructs in the model. The diagonal value, namely the correlation value between constructs, must be greater than the correlation value of other constructs. Testing is done by comparing the correlation matrix between factors with the correlation matrix between the resulting constructs. If the correlation coefficient between different constructs is lower than the correlation coefficient between different factors, discriminant validity is considered good.

**Table 2.** Discriminant Validity with Fornell Larcker Criterion Methods

	WFC	Motivation	Employee Performance
WFC	0,817		
Motivation	-0,665	0,795	
Employee Performance	-0,681	0,790	0,852

Source: research data processed 2023

Based on Table 2, the Fornell Larcker Criterion value of WFC on WFC is 0.817, this value is the highest value when compared to the Fornell Larcker Criterion value of WFC with other variables. Similar to all variables in Table 2, each diagonal value in the table has a value that exceeds the existing values, so based on this construct it can be stated that the model has good discriminant validity.

### Inner Model Evaluation

In evaluating the inner model in this section, it will be done by interpreting the R-Square value and by conducting a model fit test or commonly known as goodness of fit.

#### 1. R-Square

R-Square is a value that can show how much endogenous variables can be explained by exogenous variables. Table 3 presents the R-Square value.

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**Table 3. R-Square**

Variables	R Square	Adjusted R Square
Y Employee Performance	0,668	0,661

Source: Data Processing Results 2023

Table 3. which presents the value of Adjusted R Square, it can be seen that the variable of employee performance is 0.661, this can be interpreted that the independent variable in this case WFC and motivation can explain the variable of employee performance by 66.1%. While the remaining 38.9% is explained by other variables that are not involved in this study.

### Model Fit Test (Goodness of Fit

Model fit test or commonly known as goodness of fit is a test of the feasibility of the structural model. The goodness of fit or GoF value is obtained from the square root of the



average varied extracted average multiplied by the *R-Square* value. Table 4 presents the calculation of the average *goodness of fit* value as follows

**Table 4. Goodness of Fit**

No.	Variables	AVE	R <sup>2</sup>	GoF
1	WFC (X1)	0,668	-	0,672
2	Motivation (X2)	0,632	-	
3	Employee Performance (Y)	0,726	0,668	
<b>Average Value</b>		<b>0,675</b>		

Source: *Dara 2023 Processing Results*

Based on the results of the above calculations, it is known that the GoF value is 0.672, in other words, the GoF value obtained is included in the high criteria. So based on this explanation, it can be seen that the model in this study has been able to describe the sample in the study.

#### **Discussion of the Effect of WFC and Motivation on Female Employee Performance at PT Changshin Reksa Jaya Garut**

To answer this hypothesis, several stages are carried out, for the first stage is to evaluate the *outer model*, in this evaluation the instrument validity test is carried out by evaluating the *convergent validity* value. Furthermore, an evaluation is carried out on the *discriminant validity* value, it is known that all *cross loading* values on the indicators in the study have exceeded 0.7 so that all indicators are declared valid, this can also be seen from the average varied extracted value which exceeds 0.5 of each variable involved in the study. In the reliability test, it can be seen that all variables have a *composite reliability* value above 0.7 so that all variables in this study are declared reliable, so that all constructs in this study have met the criteria.

In the second stage, the evaluation of *inner model* is done, in this stage the *R-Square* value is evaluated. This evaluation shows how much the endogenous variable can explain the exogenous variable, based on the results of data processing, the *R-Square* value is 0.74%, meaning that the employee performance variable can be explained by WFC and motivation by 74% while the remaining 26% is explained by other variables not involved in this study, so in other words this model can explain well the performance of female employees at PT Changshin Reksa Jaya Garut. Furthermore, the model fit test (*goodness of fit*) was conducted. As is known that the model fit test criteria are in the range of 1 to, with the lower interpretation of the value of 0.1 declared all, the value of 9.25 is declared moderate and if the value is above 0.36 it is declared large. Based on the results of the calculation, the GoF value obtained is 0.7146, which exceeds 0.36, in other words, the GoF value obtained is included in the high criteria. So based on this explanation, it can be seen that the model in this study has been able to describe the sample in the study.

#### **The influence of WFC on the performance of female employees at PT Changshin Reksa Jaya Garut**

Rejecting or accepting the hypothesis in the study can be seen by comparing the t value with the t table value, if the t value obtained from the results of data processing using SmartPLS exceeds the t table value, then  $H_0$  is rejected or  $H_1$  is accepted. While whether or not the influence obtained is significant is known from the *P-Values* value, if the *P-Values* value does not exceed the alpha value (0.05) then there is a significant influence. Figure 4.3 is the result of calculations using *bootstrapping*. To make it easier to interpret, Table 5 presents the t values and P Values obtained from the results of data processing as follows:

**Table 5. Count T Value and P Values of WFC toward Employee Performance**

	Original Sample	T Statistics	P Values
X1 $\square$ Y	-0,280	2,899	0,002

Source: *Data Processing with PLS 2023*

Based on <sup>9</sup> table 5, the calculated t value is 2.899, while the <sup>23</sup> table value obtained from the t table is 2.276. Based on the result of t-test, it is obtained that the value of t is higher than the value of t table, if it is substituted, it is obtained that <sup>5</sup> 2.899 is greater than 2.276, therefore  $H_0$  is rejected. In other words, it can be interpreted that there is an influence of WFC on employee performance, with a P value below 0.05 or equal to 0.02. It means that there is also a significant influence, because the result of the significance level is not greater than the specified error limit. The findings in this study are reinforced by several previous studies, Riana et al (2018) found a similar thing that WFC is one of the factors that has a significant and negative impact on employee performance. This statement is also reinforced by research conducted by Jackson & Arianto (2017) w<sup>13</sup> found that a high level of WFC in employees can reduce employee performance. In addition, research conducted by Minarika et al (2020) found that WFC has a h<sup>4</sup> level of relationship with employee performance and also affects employee performance. So based on the results of the research that the author did and based on the findings of several previous studies, it can be said that employee performance can increase if the WFC that occurs in employees can be reduced or suppressed.

<sup>1</sup>  
**The Effect of Motivation on the Performance of Female Employees at PT. Changshin Rekxa Jaya Garut**

To make it easier to interpret, Table 6 presents the t values and P Values obtained from the data processing results as follows:

<sup>19</sup>  
**Table 6:** T-count and P Values of WFC on Motivation

	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>
X2 Y	0,604	6,208	0,000

Source: Data Processing with PLS 2023

Based on <sup>9</sup> Table 6, the t value obtained is 6.208, while the t table value obtained from the t table is 2.276. Based on the results of the t-test, it is found that the t value is higher than the <sup>10</sup> table value, if it is substituted, it is obtained  $6.208 > 2.276$ , then  $H_0$  is rejected, in other words it can be interpreted that <sup>7</sup> there is an effect of motivation on employee performance, with a P value below 0.05, namely 0.000, which means that a significant effect is also obtained, because the results of the significance level are not more than the predetermined error limit. The findings in this study are reinforced by several previous studies, Ratnawati et al (<sup>10</sup>2020) found a similar thing that motivation is one of the factors that can have an impact on employee performance, this finding is also reinforced by research conducted by Nurdiansyah et al (2020) who found that there was a significant impact of work motivation on employee performance, as well as research conducted by Salsabila & Suryawan (2020). Salsabila & Suryawan (2022) who found the same thing, where work motivation has the most dominant impact on employee performance.

**5 Conclusions**

It is known that the WFC that occurs is quite high, in this variable the indicator that has the highest value measures the employee's emotions that are carried over from work to home and the indicator that measures the employee's inability to balance responsibilities between work and home. Furthermore, the level of motivation that exists in female employees at PT Changshin Rekxa Jaya is generally stated to be very high, but there are still several indicators that are considered low and can be optimized, such as indicators that measure the company's attitude in encouraging employees to be more creative at work and indicators that measure employee performance in trying to show a good way of working to be imitated by colleagues. While the employee performance variable is generally considered very good, but the problems in this variable can be seen from several indicators that are still considered low, these indicators include indicators that

measure the ability of employees to complete additional work quickly and the ability of employees to work with full accuracy.

Performance can be explained significantly by both *WFC* and motivation where the two control variables can explain the research model by 66.1%. Performance can be explained significantly by *WFC* with a negative direction of influence. This shows that high conflict intensity in individual employees can significantly reduce their performance, so this needs to be suppressed or minimized in order to improve performance. Performance can also be significantly explained by motivation, and the relationship between these two variables is positive, so female employees' performance will improve when they are properly motivated.

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