

## Learning capability and work experience to employee loyalty: moderation effect of resilience to change

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### Abstract

*This research explains the effect of learning capability to work experience and employee loyalty Moderation effect resilience to change. This research is survey research using to the technique of distributing questionnaires to the sample used in this research of 85 people, the hypothesis was tested using Partial Least Square with SmartPLS 4.0 Software. Variable measurement uses a Likert scale of 1 to 5. That results of this study show that: (1) there is a significant positive influence of learning capability on work experience. (2) there is a significant positive influence of learning capability on employee loyalty. (3) there is a significant positive influence of work experience in employee loyalty. (4) there is a significant influence of resilience to change on work experience. (5) there is a significant positive influence of resilience to change o employee loyalty. (6) there is a insignificant negative influence of resilience to change on learning capability and work experience. (7) there is a insignificant negative effect of resilience to change on learning capability and employee loyalty.*

**Keywords:** *learning capability, work experience, employee loyalty, resilience to change*

### Introduction

Improving learning capability in the workplace has become a major focus in dealing with the ongoing dynamics of change in the business world. In this context, the relationship between learning capability, work experience and employee loyalty is an important aspect that needs further research. Learning capability relates to the learning outcomes that employees gain in their learning. (Sutomo, 2017). Learning capability plays a role in enabling individuals to expand the scope of their personal knowledge, while improving their ability to solve problems and improve performance with high efficiency (Pujiyanto et al., 2023). As a reality that occurs in a company, learning capability is a part that needs to be considered by the company.

Employee loyalty itself can be interpreted as a person's loyalty to the institution where the person works, when someone has high loyalty, the performance of a workforce will improve, because people who are loyal to the institution will tend to do their best for the institution in any case, when outside he will maintain and carry the good name of the institution, and when inside will provide optimal performance for the institution (Anifah & FoEh, 2022). Employees

who are loyal to the company will not leave the company under any circumstances because they put the company's responsibilities above their own.

Adaptive capacity in absorbing knowledge (absorptive learning capacity) is widely applied at the organizational level to see how the influence of information coming from outside the organization becomes knowledge and affects innovation so that it becomes a competitive advantage (Bogers & Lhuillery, 2011). As the business environment rapidly changes, employees need to have the ability to continuously learn and adapt. The ability to learn on the job not only shapes technical knowledge, but also creates the adaptation skills needed to face new challenges. In this context, employees' work experience becomes an important parameter that reflects their contribution and interaction with in the organizational environment. Employees with low quality experience, tend to be dissatisfied with their jobs, less committed to the organization and more contemplating leaving the organization (Brown et al., 2009).

Employee work experience according to Sasongko in Saraswati (2022) Work experience is a measure of the length of time or tenure that a person has taken in understanding the duties of a job and has carried it out properly. Another definition states that work experience is an experience that brings out a person's potential where potential will emerge gradually over time in response to various experiences (Hariani et al., 2019). Work experience is the main part that must be considered by the company, this is because employee work experience has a good impact on employee loyalty (Arbeijah et al., 2020). Employee loyalty, as a result of a positive work experience, has a significant impact on organizational performance (Suhardi et al., 2021). Someone who has a lot of experience can foster cooperation during the learning process which can affect the performance of employees (Smayling & Miller, 2012). Therefore, a deep understanding of how workplace learning capabilities influence work experience and employee loyalty can provide valuable insights for organizational leaders and human resource practitioners.

Employee loyalty is an important thing for companies to have. This is because with loyalty embedded in employees, the effort given to the company will be greater. However, nowadays with the demographic bonus, jobs in companies are filled with generation Z where in a survey conducted by the same Resume Builder Survey revealed that 49 percent of business leaders and managers find it adversity to work with Gen Z all or most of the time. The main reasons given for this adversity include lack of technology skills, effort, and motivation. 65 percent of respondents stated that they had to fire Gen Z employees more often than other generations, and some were dismissed with in their first week of employment. Irritability was also cited as the main reason for Gen Z's disengagement (Vale, 2023).

The various problems that arise in these employees, especially employees with a age that is classified as belonging to generation Z, raise their own adversity from the company in an effort to form loyalty in them. The lack of technological capabilities in employees is a separate consideration for the company. Companies can overcome this lack of ability by providing training, but on the other hand it will be adversity when employees lack the ability to learn in themselves.

An employee's ability is also understood through his or her experience. Data from Job Street Indonesia shows that 60 percent of employers place more

importance on work experience than formal education. On the other hand, LinkedIn's 2021 report shows that 35 percent of all job applicants in Indonesia are fresh graduates, which means that the majority still lack work experience (Putri, 2023). Work experience is a special consideration because work experience significantly influences employee loyalty (Arbeijah et al., 2020).

Various studies on employee loyalty have been conducted where the research includes the works of Anggraheni et al., (2023) which explains that work experience affects employee loyalty. Other research conducted by Meilani (2022) which produces the same data where work experience affects employee loyalty. This study contributes in the form of adding to the independent variable, namely Learning Capability or the ability to learn owned by employees. This ability is an important part of getting employees who can be resilient to life in the company.

This study examines the moderating effect of resilience to change in the relationship between learning capability, work experience, and employee loyalty. Resistance to change is considered a factor that can moderate the impact of changes in the work environment on learning capability and work experience. By detailing and analyzing these variables, this study aims to provide a better understanding of the complex dynamics between learning capability, work experience, employee loyalty, and the moderating impact of resilience to change.

## **Methods**

This study uses quantitative methods to test the effect between the independent variables (X), namely Learning Capability and Work Experience on the dependent variable (Y), namely Employee Loyalty through the moderating variable (M), namely Resilience To Change (Hair et al., 2012). In this study, the researcher used a causality approach and used a questionnaire collection technique used to identify and refer other respondents who fit the research criteria.

The sample of this study used a total of 85 employees who were at PT Sinar Sosro KPW East Java, with data collection through distributing questionnaire conducted through Google online forms starting in July - September 2023. Data analysis was performed using Smart Partial Least Squares (PLS) software version 4.0. and the measurement scale uses a five-scale Likert.

In analyzing the data, this research uses the Partial Least Square (PLS) approach. PLS is a component or variant-based Structural Equation Modeling (SEM) equation model. SEM is used in analyzing the data that has been collected. SEM is a multivariate technique in which aspects of factor analysis and regression are combined, so that researchers can measure the relationship between latent variables and measured variables simultaneously (Hair et al., 2017). The statistical objective of PLS-SEM is to maximize the variance explained in the dependent variable (Hair et al., 2012).

## **Result**

Based on the results of the distribution of questionnaire that have been carried out by researchers, presented in Table 1 which shows the description of 85 respondents. Respondents have:

**Table 1. Respondent Distribution**

		Frequency	Percentage (%)
Gender	Men	42	50.6
	Women	43	49.4
Age	Less than 30 Years	78	91
	31 to 40 Years	6	7.1
	41 to 50 Years	1	1.2
Length of Service	Less than 1 Year	20	23.5
	1 to 2 Years	40	47.1
	3 to 4 Years	16	18.8
	5 Years and above	9	10.6
Education	High School / Equivalent	25	29.4
Last	S1	60	70.6

The outer model is a reflective indicator evaluated by convergent and discriminant validity of the indicators and composite reliability for the indicator block. The initial model in this study is as follows constructs, namely Learning Capability measured by 5 reflective indicators, Work Experience measured by 5 reflective indicators, Employee Loyalty measured by 4 reflective indicators and Resilience To Change measured by 6 reflective indicators.

The validity test is used to determine the validity of the data obtained from respondents, so that it is not based and can be used to measure or collect data. Meanwhile, the reliability test is used to determine the extent of measurement consistency over time across various items and instruments. High reliability results provide confidence that individual indicators are all consistent with their measurements. The reliability test is determined from the value of having a Cronbach alpha value > 0.06, it can be said that the research variable is reliable (Hair et al., 2017). The following are the results that have been carried out by researchers.

**Table 2. Validity Test and Reliability Test**

Variable	Item	Correlation	Status	Coefficient	Status
Learning Capability	1. I like to seek information and knowledge from outside	0,823	Valid	0.881	Reliable
	2. I can identify the usefulness of external information and knowledge	0,842	Valid		
	3. I like to apply my learning results to specific tasks	0,833	Valid		
	4. I like learning new things because I know exactly	0,838	Valid		

	where I want to go in the future				
	5. I can streamline my learning outcomes and knowledge to cope with dynamic environmental changes.	0,764	Valid		
Work Experience	1. The length of time I have worked can facilitate the power of doing work	0,737	Valid	0.910	Reliable
	2. Previous work experience helps me understand job procedures	0,939	Valid		
	3. I can complete my work well according to my skills.	0,936	Valid		
	4. The longer the working time will increase one's work experience	0,936	Valid		
	5. The longer you work, the more you can find out relevant information to make decisions.	0,742	Valid		
Employee Loyalty	1. I will immediately complete the work given to me by my superiors.	0,735	Valid	0.809	Reliable
	2. I obey my superiors if I am assigned to help with work in other areas.	0,702	Valid		
	3. I am able to carry out official travel if	0,898	Valid		

	assigned by my superiors.				
	4. I am willing to work outside of working hours if I am needed.	0,847	Valid		
Resilience To Change	1. I actively seek ways to overcome the challenges I face	0,743	Valid	0.904	Reliable
	2. When I fail, I tend to recover quickly and not get discouraged.	0,750	Valid		
	3. I see challenges as opportunities for me to learn	0,756	Valid		
	4. I can adapt to change	0,796	Valid		
	5. I tend to be interested in facing and solving problems	0,767	Valid		
	6. I tend to bounce back from challenging events	0,742	Valid		

**Table 3. Discriminant Validity (Fornell and Lacker)**

	LC	WE	EL	RC
LC	0,820			
WE	0,641	0,863		
EL	0,674	0,694	0,800	
RC	0,666	0,699	0,737	0,751

Based on the results of table 3, the learning capability variable has a larger AVE root correlation with work experience, employee loyalty, and resilience to change. These results indicate that the discriminant validity of the learning capability variable is fulfilled. Likewise, the variables of Work experience, employee loyalty and resilience to change where the AVE root is greater than the correlation between variables. Which means that the variables have good discriminant validity.

**Table 4. Discriminant Validity (HTMT)**

Path	Coefficient
WE <-> LC	0.679
EL <-> LC	0,752
EL <-> WE	0,813
RC <-> LC	0,718



RC <-> WE	0,740
RC <-> EL	0,853

Heterotrait-monotrait (HTMT) is a measure of discriminant validity that is considered more sensitive or accurate in detecting discriminant validity. The recommended value is below 0.90. The test results show the HTMT value below 0.90 for the variable pair, so discriminant validity is achieved (Hair et al., 2019). The variable divides the variation of the measurement item against the item that measures it more strongly than dividing the variance in other variable items.

Another method for assessing discriminate validity is to compare the square root of average variance extracted (AVE) value of each construct with the correlation between constructs and other constructs in the model. If the square root AVE value of each construct is greater than the correlation value between constructs and other constructs in the model, it is said to have good discriminate validity value Fornell and Lacker, in Hair et al., (2019). The results of the AVE test can be seen in the table below:

**Table 5. AVE Testing**

Constructs	AVE
Learning Capability	0.673
Work Experience	0.745
Employee Loyalty	0.640
Resilience To Change	0.564

**Table 6. Hypothesis Testing**

Variables	P-values	Description
Learning Capability > Work Experience	0.002	Supported
Learning Capability > Employee Loyalty	0.010	Supported
Work Experience > Employee Loyalty	0.009	Supported
Resilience To Change > Work Experience	0.000	Supported
Resilience To Change > Employee Loyalty	0.000	Supported
Resilience To Change > Learning Capability	0.924	Not Supported
Resilience To Change > Work Experience	0.826	Not Supported
Resilience To Change > Employee Loyalty		

Looking at the AVE value in the table above, all variables are  $> 0.50$  so that it can be said that each indicator that has been measured has been able to reflect its respective variables validly.

## **Discussions**

The results of this study indicate that learning capability has a significant influence on the work experience of employees at PT Sinar Sosro sales office in East Java. Learning capabilities are memory changes in employees that allow them to predict many things in performance; learning ability is the ability to learn (Sutomo, 2017). This effect is due to the fact that employees who have good learning abilities tend to adapt more easily to changes in the work environment, new technology, or changing task demands. This can increase employee productivity and performance in various work contexts. Employees with good learning capabilities are also more likely to invest time and effort in developing new skills. This can result in significant competency growth throughout their career, increasing their value and contribution in the workplace.

Employees with learning capability will be encouraged to keep learning and become more innovative and creative in solving problems. Employees will bring new ideas and fresh solutions to their work environment, increasing the organization's capacity to adapt and grow. In situations where rapid change is required, employees with high learning capabilities can quickly understand and adopt new changes. This can improve operational efficiency and help organizations be at the forefront of market or industry changes..

The results of this study indicate that learning capability has a significant influence on employee loyalty of PT Sinar Sosro sales office in East Java. Learning capability allows employees to continuously develop their skills and knowledge, so that they can carry out tasks more effectively. Employees who have high learning capability tend to be more open to change and innovation, because they are able to adjust quickly to a dynamic work environment. This can create a positive and motivating work climate, as employees feel valued and supported in their professional development.

Employees are loyal to an organization for a long period of time so that the tendency to be found and accept new jobs is also reduced (Guillon & Cezanne, 2014). Companies that encourage and support employee learning capability can create a dynamic, innovative and motivating work environment, which in turn contributes to higher levels of loyalty among its team members. Learning capability is one of the key elements in building an organizational culture that focuses on mutual development and growth, a factor that is essential for retaining loyal and dedicated employees.

The results of this study indicate that work experience has a significant influence on employee loyalty of PT Sinar Sosro sales office in East Java. In general, employees who have accumulated long work experience tend to have a higher level of loyalty to the company where they work. Work experience is a combination of knowledge and skills that a person has known and mastered from work that has been done for a certain amount of time (Darmawan et al., 2020). This can be explained by the fact that through work experience, employees can develop a deep understanding of the company culture, organizational structure and team dynamics. Such experiences allow employees to feel more connected



to the company's values and shared goals, which in turn, can increase the sense of attachment to the organization (Kotur & Anbazhagan, 2014).

The results of this study which explain that work experience has an influence on employee loyalty corroborate the results of research conducted by Arbeijah et al., (2020) Where the results of his research show that work experience affects employee loyalty. The results of this study also support research Khairani., (2019) which explains that work experience affects employee loyalty. Employee loyalty has also been shown to be supported by a strong desire to continue membership in a company, organization, or organization (Turkyilmaz et al., 2011).

Employees who have extensive work experience also tend to have more in-depth skills and knowledge in their duties and responsibilities. This can make them feel more confident and satisfied with their work, which in turn can build loyalty to the company. Employees who feel valued and recognized for their contributions over the years are also more likely to remain loyal to the organization they work for.

The results of this study show that resilience to change has a very important impact on the work experience of employees of PT Sinar Sosro East Java regional sales office. The ability to deal with change and overcome challenges that arise due to the transformation of the work environment is a key factor in building this resilience. Individuals with high levels of resilience tend to experience a more positive work experience as they are able to adjust to organizational change more seamlessly. Employees are not only able to keep up with the flow of transformation, but can also understand the new needs that arise. In addition, resilience to change helps individuals face uncertainty with a positive attitude. It is not just an adaptation skill, but also a foundation for enhancing mental and emotional resilience. As such, individuals with resilience to change can more effectively manage stress that may arise during the change process.

The importance of resilience to change lies in the ability of employees to not only survive, but thrive in the face of changing situations. In this context, employees who feel comfortable and confident in the face of change have a tendency to remain loyal to the organization they work for. Resilience to Change is not just a personal trait, but also a force that can shape a dynamic and adaptive organizational culture. Organizational culture in view Laili & Pujianto (2023) is a that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of company employees and managers.

The results of this study indicate that learning capability and work experience are two aspects that can affect the performance of employees of PT Sinar Sosro East Java regional sales office. However, there are situations where learning capability has little effect on work experience, especially when moderated by resilience to change. This is because resilience to change reflects a person's ability to adapt and remain productive in the midst of change. In a dynamic work environment, learning capability is not enough if it is not balanced with resistance to change. Extensive work experience does not always reflect the ability to cope and thrive in changing situations. Mudhiah et al. (2023) explained that career adaptability has a favorable impact on employment.

The results of this study indicate that learning capability does not directly affect employee loyalty, especially when moderated by resilience to change at

PT Sinar Sosro East Java regional sales office. This is because employee with high learning capability focus more on personal development, including improving skill and knowledge. Employee Loyalty is often influenced by organizational culture factors (Rose, 2019). Organizational culture includes company values, work environment, and support from superiors. Even if an employee has high learning capability, if they do not fit into the organizational culture or feel unsupported, their loyalty may decrease. In a competitive work environment, employee with high learning capability have more job options. They can easily find opportunities else where that offer better conditions or facilities, which can affect the level of loyalty to the current company. Facilities as part of the work environment, according to Suriانشa and Triwiryani (2020) influences employee loyalty.

## **Conclusion**

This research produces significant findings regarding the influence of certain factors that influence Employee Loyalty. First, the results show that learning capability has a strong and significant influence on work experience. Second, the research findings show that learning capability also has a strong and significant influence on employee loyalty. Third, there is a significant relationship between work experience and employee loyalty, where work experience contributes strongly to the level of employee loyalty. Fourth, resilience to change has a significant influence on work experience, indicating that the level of resilience to change has a positive impact on work experience. Fifth, resilience to change also has a strong and significant influence on employee loyalty, indicating that employees who are resilient to change tend to be more loyal. However, sixth and seventh, this study found that resilience to change has no significant influence on learning capability or employee loyalty. In conclusion, this study provides deep insight into the complex relationship between learning capability, work experience, resilience to change, and employee loyalty.

This research has limitations, namely first, the use of independent variables that are less varied, so that it cannot provide a clear and comprehensive picture of what factors affect employee loyalty, future research is expected to provide variations in independent variables. Second, this research was conducted on employees of PT Sinar Sosro East Java Regional Sales Office, so future research is expected to conduct research on employees in different companies. Third, this research is limited to the variable resilience to change as a moderating effect to determine the effect of learning capability and work experience directly and indirectly on individual performance variables, so future research is expected to use other variables that can affect employee loyalty, especially on the moderating effect in research. The results of this study are expected to be useful for PT Sinar Sosro East Java regional sales office to find out what steps can be taken to improve the performance of their employees in order to improve company performance. For future research, the use of other variables such as mentoring and evaluation can be considered back for research with the same or different objects.

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