EMPLOYER BRANDING AND COMPENSATION EFFECTS ON JOB SEEKERS' INTEREST IN FMCG: REPUTATION AS MEDIATOR

KARYA AKHIR

Untuk Memenuhi Persyaratan
Memperoleh Gelar Sarjana

MUHAMMAD ARRAZI BAGASWARA
NIM. B1024191027

PROGRAM STUDI MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA
PONTIANAK
2025

EMPLOYER BRANDING AND COMPENSATION EFFECTS ON JOB SEEKERS' INTEREST IN FMCG: REPUTATION AS MEDIATOR

KARYA AKHIR

Untuk Memenuhi Persyaratan
Memperoleh Gelar Sarjana

MUHAMMAD ARRAZI BAGASWARA
NIM. B1024191027

PROGRAM STUDI MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA
PONTIANAK
2025

PERNYATAAN BEBAS DARI PLAGIAT

Nama	: Muhammad Arrazi Bagaswara
NIM	: B1024191027
Jurusan	: Manajemen
Konsentrasi	: Sumber Daya Manusia
Judul Karya Akhir	: *Employer Branding and Compensation Effects on Job Seekers' Interest in FMCG: Reputation as Mediator*

Menyatakan dengan sesungguhnya bahwa Karya Akhir dengan judul tersebut di atas, secara keseluruhan adalah murni karya penulis sendiri dan bukan plagiat dari karya orang lain, kecuali bagian-bagian yang dirujuk sebagai sumber pustaka sesuai dengan panduan penulisan yang berlaku (lembar hasil pemeriksaan plagiat terlampir).
Apabila di dalamnya terbukti penulis melakukan plagiat, maka sepenuhnya menjadi tanggung jawab penulis yang dapat berakibat pada pembatalan Skripsi dengan judul tersebut di atas.
Demikian pernyataan ini penulis buat dengan sebenar-benarnya.

Pontianak, 02 Juli 2025



Muhammad Arrazi Bagaswara
NIM. B1024191027

PERTANGGUNGJAWABAN KARYA AKHIR

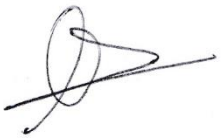
Saya, yang bertandatangan di bawah ini:

Nama	: Muhammad Arrazi Bagaswara
NIM	: B1014191027
Program Studi	: Manajemen
Konsentrasi*	: Sumber Daya Manusia
Tanggal Ujian	: 02 Juli 2025

Judul Karya Akhir* :
Employer Branding and Compensation Effects on Job Seekers' Interest in FMCG: Reputation as Mediator

Menyatakan bahwa Karya Akhir ini adalah hasil karya saya sendiri, dan semua sumber baik yang dikutip maupun yang dirujuk telah saya nyatakan dengan benar.

Pontianak, 02 Juli 2025



Muhammad Arrazi Bagaswara
NIM. B1024191027

LEMBAR YURIDIS

EMPLOYER BRANDING AND COMPENSATION EFFECTS ON JOB SEEKERS' INTEREST IN FMCG: REPUTATION AS MEDIATOR

Penanggung jawab Yuridis

Muhammad Arrazi Bagaswara
B1024191027

Jurusan	: Manajemen Internasional
Program Studi	: Manajemen
Konsentrasi	: Sumber Daya Manusia
Tanggal Ujian	: 02 Juli 2025

MAJELIS PENGUJI

Majelis Penguji	Nama NIP	Tgl/bln/thn	Tanda Tangan
Pembimbing 1	Dr. Titik Rosnani, S.E., M.Si. NIP. 196810211994032003	31/07/2025	
Pembimbing 2	Arman Jaya, S.Pd.I., M.M. NIP. 199009202022031006	30/07/2025	
Penguji 1	Hasanudin, S.E., M.M. NIP. 198410012023211017	1/08/2025	
Penguji 2	Ikram Yakin, S.E., M.M. NIP. 199204212022031008	30/07/2025	

Dinyatakan telah memenuhi persyaratan dan lulus oleh Majelis Penguji dalam Ujian Karya Akhir Program Riset Karya Akhir dan Komprehensif untuk memperoleh gelar Sarjana.

Pontianak, 19 AUG 2025
Koordinator Program Studi Manajemen

Bintoro Bagus Purmono, S.E., M.M.
NIP. 199205082019031006

UCAPAN TERIMA KASIH

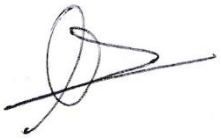
Alhamdulliah Puji dan Syukur penulis panjatkan kepada Allah SWT karena berkat dan rahmat-Nya sehingga penulis dapat menyelesaikan karya akhir yang berjudul ***"Employer Branding and Compensation Effects on Job Seekers' Interest in FMCG: Reputation as Mediator"*** dengan baik. Karya akhir ini diajukan sebagai salah satu syarat untuk menyelesaikan jenjang pendidikan program strata satu (S1) Program Studi Manajemen Fakultas Ekonomi dan Bisnis Universitas Tanjungpura Pontianak. Karya akhir ini dihadiahkan spesial kepada Ayah, Ibu dan keluarga tercinta penulis.

Penulis juga banyak mendapatkan bimbingan, arahan dan dukungan dari berbagai pihak, oleh karena itu pada kesempatan ini penulis ingin mengucapkan terima kasih yang sebesar-besarnya kepada:

1. Prof. Dr. H. Garuda Wiko, S.H., M.Si., FCBArb. selaku Rektor Universitas Tanjungpura.
2. Dr. Barkah, S.E., M.Si. selaku Dekan Fakultas Ekonomi dan Bisnis Universitas Tanjungpura.
3. Heriyadi, S.E., M.E., Ph.D. selaku Ketua Jurusan Manajemen Fakultas Ekonomi dan Bisnis Universitas Tanjungpura.
4. Dr. Wenny Pebrianti, S.E., M.Sc. selaku Sekretaris Jurusan Manajemen Fakutas Ekonomi dan Bisnis Universitas Tanjungpura.
5. Bintoro Bagus Purmono, S.E., M.M. selaku Koordinator Program Studi S1 Manajemen Fakultas Ekonomi dan Bisnis Universitas Tanjungpura.
6. Dr. Titik Rosnani, S.E., M.Si. selaku Dosen Pembimbing Akademik yang telah memberikan bimbingan dan arahan kepada penulis mulai sejak pertama sebagai mahasiswa S1 manajemen di Fakultas Ekonomi dan Bisnis Univesritas Tanjungpura, hingga berhasil menyelesaikan Karya Akhir.
7. Bapak dan Ibu Dosen pengelola MBKM Riset Program Studi Manajemen yang telah memberikan materi serta pengarahan selama program berlangsung.
8. Bapak dan Ibu Dosen Program Studi Manajemen yang telah memberikan pengalaman dan pembelajaran berharga bagi penulis selama menjalani perkuliahan sebagai mahasiswa S1 Manajemen di Fakultas Ekonomi dan Bisnis Universitas Tanjungpura.
9. Orang tua tercinta, Ayah dan Ibu atas doa, dukungan, dan pengorbanan tanpa batas yang menjadi sumber semangat penulis dalam menyelesaikan Pendidikan S1 Manajemen di Fakultas Ekonomi dan Bisnis Universitas Tanjungpura.
10. Keluarga tercinta, atas doa, dukungan, serta semangat tiada henti dalam proses menyelesaikan Pendidikan S1 Manajemen di Fakultas Ekonomi dan Bisnis Universitas Tanjungpura.
11. Teman-teman seperjuangan yang telah memberikan lingkungan yang mendukung dan membantu penulis untuk tumbuh lebih baik dari sebelumnya.

12. Serta semua pihak yang telah memberikan perhatian dan dukungannya yang tidak bisa penulis tuliskan satu per-satu.

Pontianak, 02 Juli 2025



Muhammad Arrazi Bagaswara
NIM. B1024191027

EMPLOYER BRANDING AND COMPENSATION EFFECTS ON JOB SEEKERS' INTEREST IN FMCG: REPUTATION AS MEDIATOR

Muhammad Arrazi Bagaswara

Fakultas Ekonomi dan Bisnis
Universitas Tanjungpura, Indonesia

ABSTRAK

Jumlah perusahaan di sektor Barang Konsumen Berputar Cepat (FMCG) yang semakin meningkat saat ini telah memperketat persaingan di antara perusahaan FMCG di Indonesia dalam merekrut talenta terbaik. Situasi ini telah memicu "perang talenta." Perjuangan untuk menarik karyawan terbaik kini sama intensnya dengan persaingan untuk merebut pelanggan, memaksa organisasi untuk membedakan diri dari pesaingnya agar dianggap sebagai tempat kerja yang menarik bagi calon karyawan maupun karyawan existing. Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor kunci yang mempengaruhi *Employer Branding* di kalangan pencari kerja di Indonesia guna mendukung perusahaan FMCG dalam merancang strategi perekrutan yang lebih efektif. Penelitian ini menggunakan survei kuesioner dengan 250 responden yang dipilih melalui sampling kuota. Analisis dilakukan menggunakan Structural Equation Modeling (SEM) dengan alat AMOS 23.

Kata kunci: *Employer Branding, Employer Attractiveness, Compensation, Corporate Reputation, FMCGs.*

EMPLOYER BRANDING AND COMPENSATION EFFECTS ON JOB SEEKERS' INTEREST IN FMCG: REPUTATION AS MEDIATOR

Muhammad Arrazi Bagaswara

Fakultas Ekonomi dan Bisnis
Universitas Tanjungpura, Indonesia

ABSTRACT

The increasing number of companies in the Fast-Moving Consumer Goods (FMCG) sector today is intensifying the competition among FMCG firms in Indonesia for top talent. This situation has triggered a "war for talent." The battle to attract the best employees has become just as intense as the competition for customers, compelling organizations to distinguish themselves from their competitors to be seen as an appealing employer to both prospective candidates and current staff. This study aims to identify the key factors that influence Employer Branding among job seekers in Indonesia to support FMCG companies in crafting more effective recruitment strategies. The research utilized a questionnaire survey with 250 respondents selected through quota sampling. Using Structural Equation Modeling (SEM) with AMOS 23 tool.

Keywords: *Employer Branding, Employer Attractiveness, Compensation, Corporate Reputation, FMCGs.*

RINGKASAN KARYA AKHIR

EMPLOYER BRANDING AND COMPENSATION EFFECTS ON JOB SEEKERS' INTEREST IN FMCG: REPUTATION AS MEDIATOR

1. Introduction

In today's competitive market, organizations must strive for excellence to secure greater profits and ensure survival (Aslam, 2013). Human resources play a critical role in achieving company objectives, and businesses must attract competent employees amid a growing "war for talent" (Aslam, 2015) . Research in Indonesia's FMCG sector highlights the impact of employer branding and compensation on job seekers' interest in applying to companies, emphasizing the importance of a strong employer brand in influencing job application intentions (Wijaya et al., 2023). However, the role of e-recruitment and organizational reputation remains underexplored. The FMCG industry, which offers diverse roles and well-known brands, attracts many job seekers due to its fast-paced nature and opportunities for career growth (Glints, 2022). Additionally, the industry's potential aligns with SDG Goal 8, which promotes inclusive and sustainable economic growth, decent work, and full employment (Lapinskaitė & Vidžiūnaitė, 2020). Companies' reputations and competitive compensation packages contribute to creating sustainable job opportunities, aligning with the UN's SDGs. Research in this area can provide valuable insights into achieving sustainable economic growth and decent employment, reinforcing the importance of fair wages and career advancement in enhancing job seekers' interest and reducing unemployment.

With the large number of FMCG companies in Indonesia, this makes companies involved in the industry compete with each other not only to get customers but also to get more customers. According to Keller (2017), companies also compete in terms of Human Resources (HR). This is evidenced in his quote, "The best workers do the best and the most work. But many companies do an awful job of finding and keeping them". As a result, companies are trying to build employer branding to attract potential young people so that they can get a favorable position in the competition between companies. However, to build employer branding, companies often face challenges in attracting the right and qualified employees and competent human resources to advance the company or call the war for talent and also the gap between the number of job vacancies and the number of job seekers. The competition for the best employees has become almost as fierce as the competition for customers(Alnıaçık & Alnıaçık, 2012; Berthon et al., 2005), This requires that organizations differentiate themselves from their competitors and be seen as attractive employers to potential applicants and current employees(Alnıaçık & Alnıaçık, 2012; Hıghhouse, S., F. Lievens, 2003). To secure competent employees who align with the company's needs, organizations also need to understand the factors that influence the emergence of interest in applying for a position within the company. When a company is considered attractive by prospective applicants, there will be an intention to apply to the company (Daniel & José, 2010).

According to data (Jobstreet Indonesia, 2022), the total number of job vacancies available in Indonesia is 39,842 while the number of active job applicants is recorded at 560,994, meaning that only 7.1% of talents get a job, and according to data from the (Badan Pusat Statistik, 2022) majority of the workforce in Indonesia consists of millennials and generation z, with a total workforce of 144,014,048 people. And Generation Z, with a total workforce of 144,014,048 people. This situation is further

complicated by the different values and traits of millennials and Generation Z in the context of work. Millennials are fond of changing jobs in less than two years (Purnono et al., 2019). On the other hand, Generation Z tends to switch companies after working for a year because they have the ambition to achieve what they want (Syana, S., 2018). Today, when there are so many companies operating in the FMCG industry, job seekers tend to consider their choice of company based on their criteria. Therefore, to differentiate themselves from competitors, companies can create a positive image through their employer branding, reputation, and compensation offerings.

Based on this phenomenon, the company implements one of the strategies, namely, building employer branding, to differentiate itself from competing companies, to attract qualified prospective workers, and to retain high-quality workers within the company. If the company can succeed in finding and retaining competent employees better than its competitors, this can be seen as a distinct advantage for the company (Purnono et al., 2019). Through employer branding, companies strive to obtain a positive corporate reputation in the job market to attract top talent to work for them (Tikson et al., 2018). When searching for employment, prospective employees often consider multiple companies and leverage the company's reputation as a source of information about the working conditions within the company. Therefore, initial decisions in choosing employment are often associated with the company's reputation (A. Junça Silva & Dias, 2022). Two of the factors in the attractiveness of the company that influence job seekers include compensation offered by the company (Arthur, 2001) and the company's reputation (Belt & Paolillo, 1982; Gatewood et al., 1993). After all, everyone is interested in meeting their economic needs and work experience she/he has. Thus, the higher the quality of a job seeker, the higher the compensation package that she/he expects to receive (Arthur, 2001). They state that a person tends to choose to work in a company that can compensate according to the level of education. The compensation offered by the company also tends to be considered by qualified prospective employees before they finally decide to apply for a job at the company. (Hoang et al., 2020) stated that compensation, career advancement, and work-life balance affect job seekers, where compensation is the most influential factor. Another study related to the influence of corporate reputation (Brockner et al., 2006) states that company reputation can attract potential employees desired by the company. The company's reputation can be used to see the point of view of prospective employees in terms of their interest in applying for jobs. The higher the reputation of a company, the more prospective employees will apply for jobs (Tkalac Verčič & Sinčić Ćorić, 2018).

Based on the description above, it can be concluded that the three factors above indicate that employer branding of the company, compensation, and company image have the potential to influence a person's desire to apply for a job. Therefore, the purpose of this study is to investigate the factors that have a significant impact on the interest of job applicants in Indonesia. It aims to guide FMCG companies to improve their recruitment strategies.

2. Problem Statement

1) To what extent do you believe that strong employer branding can increase your interest in applying for a job at a fast-moving consumer goods company in Indonesia?

2) How much does the level of compensation offered by the company affect your interest in working in the fast-moving consumer goods industry in Indonesia?

3) How effective do you think employer branding efforts and compensation offerings are in shaping a company's positive reputation in the eyes of job seekers?

4) How much do you think employer branding and compensation have a combined impact on interest in applying for a job, with the company's reputation as an intermediary?

5) To what extent do you agree that employer branding influences your perception of company reputation as a deciding factor in applying for a job in Indonesia's Fast-Moving Consumer Goods industry?

3. Tujuan Penelitian

1) Identify the extent to which employer branding influences job applicants' interest in applying for a job at a fast-moving consumer goods company in Indonesia.

2) Evaluate the role of compensation levels in influencing job applicants' interest in applying to the fast-moving consumer goods industry in Indonesia.

3) Determine how corporate reputation contributes to job applicants' interest in applying for jobs in fast-moving consumer goods companies.

4) Examine how employer branding can influence job applicants' perceptions of company reputation as a determining factor in the application process.

5) Analyzing how compensation levels shape job applicants' perceptions of corporate reputation in fast-moving consumer goods companies in Indonesia.

4. Metode Penelitian

This type of research falls into the category of quantitative research, where data collection is done through an online questionnaire method. Respondents' opinions were measured using a Likert Scale based on five numerical options, where number 5 indicates a very high level of agreement and number 1 indicates a very high level of disagreement. Employer branding is measured based on five dimensions developed by (Berthon et al., 2005), namely the EmpAt scale. Compensation is measured based on two dimensions developed by (Dessler et al., 2015). Then, Company Reputation is measured based on six dimensions developed by (Fombrun Charles, J., 1996). Meanwhile, Job Application Interest is measured using the dimensions developed by (Hıghhouse, S., F. Lievens, 2003). Information on the respondents' characteristics such as gender, age, latest education, and the name of the selected FMCG company.

This study was conducted in Indonesia and focused on individuals seeking employment and interested in working in the FMCG industry. In this study, a non- probability sampling technique was used, which does not provide equal opportunities for each member of the population to become a sample. The method applied is purposive sampling with a predetermined sample size of 250 respondents. The characteristics of respondents in this study range in age from 20 to 35.

Structural Equation Modeling (SEM) in this study involves using AMOS 23 software to test the fit of the data sample collected with the existing theoretical model. The model fit test was assessed based on various goodness-of-fit index parameters such as chi-square ($\chi 2$), CMIN/DF, Root Mean Square Error of Approximation (RMSEA), Root Mean Squared Residual (RMR), Goodness of Fit Index (GFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Normed Fit Index (NFI). Validity in this study was evaluated using the Standardized Loading Factor (SLF), which must reach a minimum value of 0.50. Meanwhile, reliability is measured by the results of Construct Reliability (CR) and Average Variance Extracted (AVE). After fulfilling the goodness of fit criteria, the next step is to test the hypothesis. A hypothesis can be declared accepted if the t-score value exceeds the t-table value (usually around 1.96) with a significance level generally equivalent to 0.05. Furthermore, the indirect effect of the mediating variable is determined through the Sobel test.

5. Hasil Penelitian

It is evident from the testing and data processing outcomes that the hypothesis test employs SEM AMOS 23. The findings for each of the hypotheses put out in this investigation are as follows:

1) In Indonesia's FMCG sector, employer branding significantly impacts company reputation. This result is consistent with a study (Vondrea & Riza, 2024) that indicated that employer branding appeal had a beneficial impact on corporate reputation and Generation Z's propensity to apply for jobs in FMCG businesses. The relationship between employer branding and the intention to apply for a job is also mediated by corporate reputation. Employer brand attributes like interest, economic, development, and application value have positively impacted Generation Z's inclination to apply for jobs in the FMCG sector (Purborini & Basid, 2022). This suggests that some elements of employer branding can improve a company's favourable image in the eyes of young, potential workers.
2) The study's findings suggest that pay significantly affects a company's reputation in Indonesia's FMCG sector. These results align with a study (Fany & Iryanto, 2024) that found agency costs mediate the positive relationship between executive compensation and firm value. This implies that fair compensation can improve stakeholders' favourable opinions of the business. According to research (Prasetya, A. D., & Suryono, 2025), in the context of the FMCG business, pay significantly impacts Generation Z's enthusiasm in applying for jobs in Jakarta. This suggests that offering

competitive pay might make a company more appealing to young, potential workers and enhance its standing as a desirable workplace.

3) The variable that has the most significant influence on job seekers' interest in applying for jobs is employer branding, which has a favourable and significant impact on job seekers' interest in applying for jobs in the FMCG business. It can be inferred that job seekers will pay attention to and are thought to be able to draw their attention to apply for jobs at FMCG companies if they are offered a pleasant work environment, job security, opportunities for promotion and career advancement, and the chance to put their knowledge to use. According to earlier research, Employer Branding influences job seekers' interest in applying for jobs (Gomes and Neves, 2011; Siverzen et al., 2013; Jain and Bhatt, 2013; Soeling et al., 2017; Ha and Luan, 2018). The findings of this study support these findings.
4) The interest of job seekers in applying for a position in the FMCG sector is positively and significantly impacted by compensation. It is thought that the presence of insurance, adequate work facilities, and high pay and incentives can entice competent job seekers to apply for a position at the company. The study's findings corroborate those of other research, which found that job seekers' interest in applying for a job was positively and significantly correlated with compensation (Porter et al., 2007; Wayne and Casper, 2012; Verwaeren et al., 2017; Hoang et al., 2020).
5) Job seekers' interest in applying for positions in the FMCG sector is positively and significantly impacted by company reputation. The more a company's reputation is, the more interested job seekers are in applying for positions there, and the easier it will be for the business to draw in competent employees. Job seekers define corporate reputation as a feeling of respect and confidence in the organisation, a clear and good vision and leadership, and evidence that the company is a respectable workplace. According to earlier research, company reputation significantly influences job applicants' interest (Williamson et al., 2010; Saini et al., 2015; Xie et al., 2015; Vercic and Coric, 2018; Sharma and Prasad, 2018; Liu, 2018). The results of this study corroborate these findings.
6) Employer branding and job seekers' interest in the FMCG sector are mediated by company reputation. The study's findings support earlier research by emphasising the critical moderating function of corporate reputation. According to earlier research, the relationship between Employer Branding and Job Application Interest was mediated by Corporate Reputation (Sivertzen et al., 2013). When job searchers believe the organisation is worthy and aligned with their preferences, the Employee Branding Dimension might stimulate them. Job seekers will be persuaded to apply for employment at the company because of this positive impression of its reputation.
7) The study's findings suggest that pay significantly affects job seekers' interest, with corporate reputation as a mediating factor. This result aligns with a study (Aise Hayomi & Suharnomo, 2024) that discovered that pay and company reputation significantly impact new graduates' desire to apply

for jobs in Semarang. The study highlights how crucial a company's reputation is in enhancing the impact of pay on job seekers' interest. Pay acts as a mediating variable in the relationship between company branding and the intention to apply for a job, according to research conducted in the FMCG sector (Ekhsan et al., 2022). This suggests that offering competitive pay can increase a company's attractiveness to prospective workers, enhancing its standing as a desirable workplace.

6. Conclusion and Suggestions

1) Conclusion

This study revealed three factors that significantly influence Job Seekers' Interest in Applying for a Job, namely: Employee Branding, Compensation and Company Reputation. Company Reputation is also proven to mediate the influence of company attractiveness on job application intentions. So it can be concluded that Job Seekers who are interested in working in the FMCG Industry will consider these things when they are looking for FMCG companies as a place to apply for a job. The findings of this study can help FMCG companies to better understand the perceptions of prospective applicants to develop more effective policies, practices and strategies according to their target groups. It is therefore recommended that FMCG companies can integrate these practices into employee recruitment efforts, if the company is able to get a lot of applicant candidates, this will be useful in increasing the possibility of getting the most qualified applicant candidates who will eventually be recruited by the company. In addition, there is a finding that Employee Branding has the greatest influence between compensation and company reputation, therefore it is important for companies to provide complete information about the values offered by the company through the company website or other media. This is intended to make it easier for prospective employees to know things related to the company, such as work culture, vision and mission of the company and programs that the company has or is doing. Related to the fact that the current generation is more focused on having a comfortable workplace, a healthy work environment and a quality company to ultimately become a place for them to work. The many cases of employee turnover today are partly due to the mismatch between employee expectations and their workplace. One of the causes is the lack of companies in conveying things related to their companies.

2) Suggestions

This study has several limitations and opportunities for further research. Data collection in this study was only conducted in Indonesia so it had a limited sample, so the results may not be generalizable to other prospective employees outside Indonesia. However, the results of this study provide some initial support for the relationship between company attractiveness, company reputation, compensation and intention to apply. Further research is expected to increase the number of samples by determining the

characteristics of job seekers such as generation Y or generation Z, the aim is to find out what things make respondents with a background of that generation interested in applying for jobs at FMCG companies because in this study it was found that many job seekers were aged 20-25 years. As well as adding other factors that can influence Job Application Interest.

DAFTAR ISI

Halaman

PERNYATAAN BEBAS DARI PLAGIAT ii
PERTANGGUNGJAWABAN KARYA AKHIR iii
LEMBAR YURIDIS iv
UCAPAN TERIMA KASIH v
ABSTRAK vii
ABSTRACT viii
RINGKASAN KARYA AKHIR ix
DAFTAR ISI xvi
DAFTAR TABEL xvii
DAFTAR GAMBAR xviii
DAFTAR LAMPIRAN xix
ISI KARYA AKHIR 407
1. INTRODUCTION 407
2. LITERATURE REVIEW 409
3. METHODOLOGY 413
4. RESULTS AND DISCUSSIONS 414
5. CONCLUSION AND SUGGESTIONS 416
REFERENCE 417
LAMPIRAN I SK Dekan xx
LAMPIRAN II Letter of Acceptance xxxii
LAMPIRAN III Dokumen Informasi Artikel xxxiv
LAMPIRAN IV Tabel Operasionalisasi xxxvi
LAMPIRAN V Kuesioner xliii
LAMPIRAN VI Data li
LAMPIRAN VII Output Olahan Data lxii

DAFTAR TABEL

Halaman

Tabel 1. Estimated Salaries at FMCG 407