

EMPLOYEE PERFORMANCE ANALYSIS BASED ON WORK STRESS, COMPENSATION, AND HUMAN RELATIONS AT PT MAZARZO KREATIF INDONESIA



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Abstract

The event and wedding organizer industry has a dynamic and high-pressure work environment; therefore, factors such as work stress, compensation, and human relations are essential elements in determining employee performance. This study aimed to analyze the influence of work stress, compensation, and human relations on employee performance at PT Mazarzo Kreatif Indonesia. This research was an associative study using a quantitative approach. The population in this study consisted of employees of PT Mazarzo Kreatif Indonesia. The sampling technique used was non-probability sampling with a saturated sampling method. Data analysis was conducted using multiple linear regression to examine the simultaneous and partial effects of the independent variables on employee performance. The results showed that work stress, compensation, and human relations simultaneously had a significant effect on employee performance. Partially, work stress had a significant negative effect on performance, indicating that the higher the level of work stress, the lower the employee performance. Compensation had a positive and significant effect on performance, suggesting that fair compensation increased work motivation and productivity, which led to improved performance. Meanwhile, human relations also had a positive and significant effect on performance, meaning that a harmonious work environment and good communication enhanced employee work effectiveness.

Keywords: Work Stress, Compensation, Human Relations, Employee Performance

INTRODUCTION

In the dynamic service industry, especially in the event and wedding organizer sector, employee performance is a major factor in determining the success of a company. Companies in this field face major challenges in ensuring that every event handled runs smoothly, meets client expectations, and provides a satisfying experience. One company engaged in this field is PT Mazarzo Kreatif Indonesia, which has been operating since 2011 and handles various types of events, both traditional and modern.

Employee performance in the event organizer industry is influenced by various factors, including work stress, compensation, and human relations. Work stress arises due to high demands in organizing events, sudden changes in event preparation, and pressure from clients who expect perfect results. Research by Lumbantobing and Sitorus (2023) states that work stress has a significant impact on employee performance. However, different results were found in research by Mareta et al., (2024), which indicated that work stress has a significant negative impact on performance.

In addition to work stress, compensation is an important factor in maintaining employee performance. Fair compensation that is in accordance with the level of responsibility and workload of employees can increase their motivation to work. Several studies have stated that competitive compensation can increase employee job satisfaction and productivity (Insan & Damrus, 2020; Lumbantobing & Sitorus, 2023). Conversely, a mismatch in compensation can lead to employee dissatisfaction and even turnover (Istifadah and Santoso in Lumbantobing & Sitorus, 2023). In the study of Erwin and Nurhadi (2022), compensation did not have a significant effect on performance. In contrast, the study by Insan & Damrus (2020) stated that it had a significant positive effect on performance.

Another factor that plays a role in employee performance is human relations, which includes relationships between fellow employees, clients, and superiors. A harmonious work environment, good communication, and strong social support can increase employee work effectiveness and create a conducive work atmosphere. Research findings by Latief et al. (2019) and Puspita et al. (2023) show that human relations have a significant positive effect on employee performance so that good relationships can increase employee loyalty and involvement in achieving company goals. Meanwhile, in the research of Prayogi & Dirbawanto (2023), it was stated that human relations have a significant negative influence on performance.

With various factors that influence employee performance, companies can more effectively achieve their goals, especially in the service sector, such as PT Mazarzo Kreatif Indonesia. PT Mazarzo Kreatif Indonesia is located in Surabaya and has been established since 2011 by serving various types of professional corporate and government events, traditional and modern weddings, and various traditional ritual events. PT Mazarzo Kreatif Indonesia faces challenges in maintaining its employees performance amidst fluctuations in the number of clients and dynamic work demands. Based on internal company data, the number of clients handled each month varies, which has an impact on the amount of workload received by employees and the determination of workforce needs by management. Nevertheless, the company continues to strive to maintain performance stability through compensation policies and managerial approaches that emphasize good working relationships.

Based on this background, this study aims to analyze the effect of work stress, compensation, and human relations on employee performance at PT Mazarzo Kreatif Indonesia. However, in this background, there are differences in findings from previous studies, and there are limitations in explaining the influence of these three factors simultaneously in the context of event organizers, especially for freelance employees who have different work patterns from permanent employees. Therefore, this study attempts to fill this gap by exploring in more depth the influence of work stress, compensation, and human relations on employee performance in a flexible and dynamic work environment. By understanding the factors that influence employee performance, it is hoped that this study can provide recommendations for companies in managing human resources more effectively, so as to improve overall performance and productivity.

REVIEW OF LITERATURE

Human Resource Management

Human resource management is an important element in managing an organization, especially in ensuring the effectiveness and efficiency of the workforce. Idrus (2024) emphasized that human resources are considered the main assets of the organization because their skills and abilities contribute directly to the success of the company. Heathfield in Idrus (2024) stated that human resource management is an organizational function that manages aspects of employees, including compensation, recruitment, performance, development, occupational safety, benefits, motivation, communication, policies, and training.

Human resource management has several main objectives, namely the introduction, arrangement, development, and use of individual skills and talents in the organization effectively (Rachman et al., 2024:97). According to Larasati in Siagian (2023), the objectives of HR include social responsibility, organizational, functional, and individual goals.

Job Stress

Job stress is a psychological condition that affects the well-being and performance of individuals in organizations. Robbins and Judge in Mareta et al. (2024) define job stress as an individual's reaction to heavy work pressure or uncertainty in the work environment.

Factors that cause job stress include excessive workload, task pressure, internal conflict, or disputes (Schultz & Schultz in Kaur, 2024). Excessive job stress can reduce productivity, while stress at certain levels can be a driver of increased performance.

Compensation

Compensation is a form of appreciation given to employees for their contribution to the organization. Bachrudin in Rachmalia et al. (2024) defines compensation as recognition from the organization for the efforts and energy provided by employees. Compensation can be financial or non-financial (Kasmir in Erwin & Nurhadi, 2022).

According to Hasibuan in Insan & Damrus (2020), compensation aims to increase motivation, job satisfaction, and retain competent workers. Incentives that are given fairly and proportionally can increase employee productivity. However, inadequate compensation can cause dissatisfaction and reduce performance.

Human Relations

Human relations in organizations reflect social interactions that build harmonious cooperation. According to Effendy in Putri et al. (2024), human relations are a process that

encourages individuals to integrate into the work environment to achieve psychological and social satisfaction. Good human relations can increase work motivation and effectiveness (Farida & Kholidah, 2021). Factors that influence human relations include imitation, suggestion, and sympathy (Adawiyah, 2020).

Employee Performance

Employee performance reflects an individual's effectiveness in completing tasks according to company standards. Edy Sutrisno in Yuniarti et al. (2021) states that performance can be measured based on quality, quantity, timeliness, and contribution to organizational goals. According to Malthis & Jackson in Insan & Damrus (2020), factors that influence performance include talent, education, training, working conditions, and supporting facilities.

RESEARCH METHOD

This study uses a quantitative approach with an associative research type. to test the causal relationship between work stress, compensation, and human relations on employee performance at PT Mazarzo Kreatif Indonesia. The population of this study was employees of PT Mazarzo Kreatif Indonesia who actively worked at least twice in 2024, with a sample of 43 respondents taken using a saturated sampling technique that made the entire population the research sample. Data collection was carried out through a Likert scale-based questionnaire (1-5) as primary data, as well as secondary data in the form of internal company reports and supporting literature. Data analysis was carried out using multiple linear regression to test the simultaneous and partial effects of independent variables on employee performance at PT Mazarzo Kreatif Indonesia.

RESULTS AND DISCUSSION

Validity Test

Validity testing is a series of statistical analyses that aim to assess the extent to which a measurement instrument or test is considered valid. In this test, a statistical tool is used, namely the SPSS application. The results of the validity test are as follows:

Table 1.
Validity Test

Variable	Item	r- Count	r-Table	Description
Work Stress (X1)	X1.1.1	0,520	0,3008	Valid
	X1.1.2	0,945	0,3008	Valid
	X1.1.3	0,929	0,3008	Valid
	X1.2.1	0,588	0,3008	Valid
	X1.2.2	0,889	0,3008	Valid
	X1.3.1	0,883	0,3008	Valid
	X1.3.2	0,874	0,3008	Valid
	X1.4.1	0,624	0,3008	Valid
	X1.4.2	0,896	0,3008	Valid
	X2.1.1	0,849	0,3008	Valid

Compensation (X2)	X2.1.2	0,917	0,3008	Valid
	X2.2.1	0,919	0,3008	Valid
	X2.2.2	0,741	0,3008	Valid
	X2.3.1	0,879	0,3008	Valid
	X2.3.2	0,886	0,3008	Valid
	X2.3.3	0,893	0,3008	Valid
Human Relations (X3)	X3.1.1	0,885	0,3008	Valid
	X3.1.2	0,824	0,3008	Valid
	X3.2.1	0,806	0,3008	Valid
	X3.2.2	0,759	0,3008	Valid
	X3.2.3	0,654	0,3008	Valid
	X3.3.1	0,761	0,3008	Valid
	X3.3.2	0,831	0,3008	Valid
Employee Performance (Y)	X3.3.3	0,876	0,3008	Valid
	Y1.1.1	0,759	0,3008	Valid
	Y1.1.2	0,775	0,3008	Valid
	Y1.1.3	0,780	0,3008	Valid
	Y1.2.1	0,775	0,3008	Valid
	Y1.2.2	0,839	0,3008	Valid
	Y1.3.1	0,727	0,3008	Valid
	Y1.3.2	0,805	0,3008	Valid
	Y1.4.1	0,808	0,3008	Valid
	Y1.4.2	0,852	0,3008	Valid
	Y1.5.1	0,671	0,3008	Valid
	Y1.5.2	0,755	0,3008	Valid

Source: Author's Analysis Results, 2025

The test results in Table 1 show that all indicators of independent and dependent variables are valid, due to all values of $r\text{-count} > r\text{-table}$, so that the questionnaire used is considered suitable for further analysis.

Reliability Test

Reliability testing in this study was conducted to evaluate the consistency of the questionnaire instrument, so that it can be used repeatedly with relatively stable results, even though it is applied to similar subjects. To measure the level of data reliability, namely paying attention to Cronbach's alpha. The results of the reliability test are as follows:

Table 2.
Reliability Test

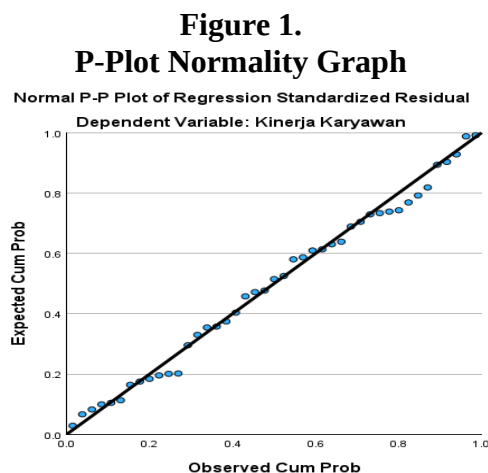
Variable	Cronbach's Alpha Calculation	Description
Work Stress (X1)	0,929	Reliable
Compensation (X2)	0,939	Reliable
Human Relations (X3)	0,896	Reliable
Employee Performance (Y)	0,931	Reliable

Source: Author's Analysis Results, 2025

The test results in Table 2, state that the Cronbach's alpha value obtained exceeds 0.60 so that it is concluded that all items to measure the variables of Work Stress (X1), Compensation (X2), Human Relations (X3), and Employee Performance (Y) are declared reliable.

Normality Test

A normality test is conducted to evaluate whether the independent and dependent variables in the regression model have a normal distribution or not. This test is conducted through observation of the data distribution (points) around the diagonal line of the normal probability-plot graph. The test results are as follows:



Source: Author's Analysis Results, 2025

In Figure 1, the dots are spread around the diagonal line and follow the same pattern, indicating that the data is normally distributed. In the normality test using the Kolmogorov-Smirnov method, the data is considered not to have a normal distribution if the significance value obtained is <0.05 .

Table 3.
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.69911759
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.048
Test Statistic		.086
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.570
	99% Confidence Interval	Lower Bound
		Upper Bound
		.558
		.583

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

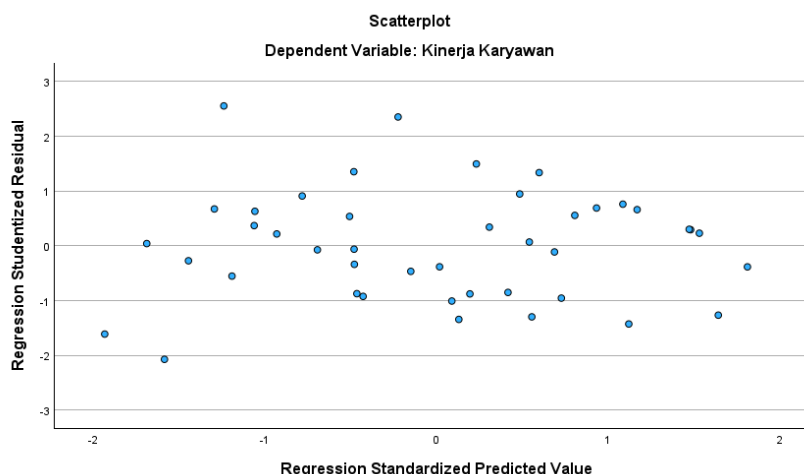
Source: Author's Analysis Results, 2025

The test results in table 3 show that the data is normally distributed because the significance value is $0.200 > 0.05$ so that the normality assumption can be met.

Heteroscedasticity Test

Heteroscedasticity test identifies differences in residual variance in the regression model. Detected by looking at the scatter plot between SRESID and ZPRED.

Figure 2.
Scatter Plot Graph



Source: Author's Analysis Results, 2025

Based on Figure 2, it can be seen that the points are distributed above and below the number 0 on the Y axis without showing a clear pattern. Therefore, it can be said that there is no symptom of heteroscedasticity, so it is considered accurate and feasible.

Multicollinearity Test

The purpose of this analysis is to determine the existence of a significant relationship between independent variables in the regression model. This test ensures that no multicollinearity can affect the understanding of the regression results.

Table 4.
Multicollinearity Test

Variable	Tolerance	VIF
Work Stress (X1)	0,997	1,003
Compensation (X2)	0,950	1,053
Human Relations (X3)	0,948	1,055

Source: Author's Analysis Results, 2025

The results of the data test in Table 4 show that the tolerance value exceeds 0.10 and the VIF value is less than 10. Thus, the regression model does not experience multicollinearity among the independent variables.

Coefficient of Determination

This analysis is used to test the extent to which the independent variable influences the dependent variable.

Table 5.
Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.769 ^a	.591	.559	3.839	2.067

a. Predictors: (Constant), Hubungan Manusiawi, Stres Kerja, Kompensasi

b. Dependent Variable: Kinerja Karyawan

Source: Author's Analysis Results, 2025

In Table 5, the R square value is 0.591. This means that the variables of Work Stress (X1), Compensation (X2), and Human Relations (X3) contribute 59.1% to explain the variation of the Employee Performance variable (Y) while the remaining 40.9% is influenced by other variables outside the scope of this study.

Simultaneous Test (F Test)

The simultaneous test in this study aims to determine the simultaneous (together) influence of Work Stress (X1), Compensation (X2), and Human Relations (X3) on Employee Performance (Y). The following are the results of the simultaneous test:

Table 6.
Simultaneous Test (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	829.062	3	276.354	18.754	<.001 ^b
	Residual	574.706	39	14.736		
	Total	1403.767	42			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Hubungan Manusiawi, Stres Kerja, Kompensasi

Source: Author's Analysis Results, 2025

The significance value in table 6 is 0.000 <0.05 and the Fcount value is 18.754 > Ftable 2.85 so it is concluded that H0 is rejected and H1 is accepted. This means that Job Stress (X1), Compensation (X2) and Human Relations (X3) simultaneously have a significant effect on Employee Performance (Y).

Partial Test (t-Test)

In this study, partial testing aims to analyze the effect of Job Stress (X1), Compensation (X2), and Human Relations (X3) on Employee Performance (Y) partially by testing each variable independently. The following are the results of the partial test:

Table 7.
Partial Test (t-Test)

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.720	4.929		5.015	<.001		
	Stres Kerja	-.245	.070	-.357	-3.484	.001	.997	1.003
	Kompensasi	.593	.133	.468	4.450	<.001	.950	1.053
	Hubungan Manusiawi	.377	.101	.393	3.737	<.001	.948	1.055

a. Dependent Variable: Kinerja Karyawan

Source: Author's Analysis Results, 2025

Based on the test results in table 7. explains:

1. Work Stress (X1) on Employee Performance (Y)

The significance value of Work Stress (X1) is $0.001 < 0.05$ and the calculated t-value is $-3.484 > t\text{-table } 2.021$. So H2 is accepted and H0 is rejected, meaning that work stress has a negative and significant effect on employee performance.

2. Compensation (X2) on Employee Performance (Y)

The significance value of Compensation (X2) is $0.000 < 0.05$ and the calculated t-value is $4.450 > t\text{-table } 2.021$. So H3 is accepted and H0 is rejected, meaning that compensation has a positive and significant effect on employee performance.

3. Human Relations (X3) on Employee Performance (Y)

The significance value of the Compensation variable (X2) is $0.000 < 0.05$ and the calculated t-value is $3.737 > t\text{-table } 2.021$. So H4 is accepted and H0 is rejected, meaning that human relations have a positive and significant effect on employee performance.

The Effect of Work Stress on Employee Performance

The results of the study indicate that work stress, compensation, and human relations simultaneously have a significant effect on employee performance at PT Mazarzo Kreatif Indonesia, with a significance value of $0.001 < 0.05$ and $F\text{-count } 18.754 > F\text{-table } 2.85$. So it is concluded that H0 is rejected and H1 is accepted. However, the direction of influence given by each variable is different, where work stress has a negative effect on employee performance, while compensation and human relations have a positive effect. These findings indicate that in improving employee performance, companies need to minimize work stress factors while optimizing the compensation system and building harmonious relationships in the organizational environment. The results of this study are reinforced by previous findings by Lumban Tobing and Sitorus (2023) which showed that simultaneously, compensation, work stress, and organizational climate have a significant effect on performance.

The Effect of Job Stress, Compensation, and Human Relations Simultaneously on Employee Performance

Partially, job stress has a significant negative effect on employee performance with a significance value of $0.001 < 0.05$, and $t\text{-count } -3.484 > t\text{-table } 2.021$ which indicates that high levels of stress reduce employee performance. Thus, H0 is rejected and H2 is accepted. However, in this study, the impact is smaller than compensation and human relations, indicating that the workload faced by employees is still within reasonable limits. This finding is in line with previous research by Alvianto and Andarini (2023) which shows that job stress has a negative effect on performance but is not a dominant factor.

The Effect of Compensation on Employee Performance

The results of the partial test show that compensation (X2) has a positive and significant effect on employee performance (Y) at PT Mazarzo Kreatif Indonesia. This is proven by the significance value of $0.000 < 0.05$ and the t-value of $4.450 > t\text{-table } 2.021$ so that it is concluded that H_0 is rejected and H_3 is accepted. These results mean that compensation that is in accordance with the level of difficulty and work achievement can motivate employees of PT Mazarzo Kreatif Indonesia to improve their performance. The results of this test are in line with the findings by Insan & Damrus (2020) who found that compensation had a positive and significant effect on performance.

The Influence of Human Relations on Employee Performance

The results of the partial test show that Human Relations (X3) has a positive and significant effect on employee performance (Y) at PT Mazarzo Kreatif Indonesia. This is proven by the significance value of $0.000 < 0.05$ and the t-value of $3.737 > t\text{-table } 2.021$, so it is concluded that H_0 is rejected and H_4 is accepted. These results indicate that the better the human relations between employees and superiors, co-workers and clients, the higher the performance of employees and the company. This finding is supported by the findings of previous research by Farida and Kholidah (2021) which stated that human relations have a significant effect on performance.

CONCLUSION

The results of the study indicate that work stress, compensation, and human relations simultaneously have a significant effect on employee performance at PT Mazarzo Kreatif Indonesia. Partially, work stress has a negative effect on performance, where increased stress has the potential to reduce performance, although the impact is smaller compared to compensation and human relations. Compensation has a significant positive effect, indicating that providing fair compensation that is in accordance with the level of difficulty of the job can increase employee motivation and job satisfaction. In addition, human relations also have a positive effect on performance, where good interactions between coworkers, support from superiors, and appreciation from clients create a harmonious and productive work environment. However, there are obstacles in vertical interactions between employees and superiors that can affect work comfort. Therefore, companies are advised to manage work stress well, improve fair compensation policies, and strengthen interpersonal relationships in order to create a more effective work environment and support improved employee performance.

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