

Leave Work As Motivation In Improving Employee Productivity

Andika Isma¹, Budi Eko Soetjipto² & Sopiah³

^{1,2,3}Department of Management

^{1,2,3}Universitas Negeri Malang, Indonesia

¹Email: andikaisma.1904137@students.um.ac.id

Abstract:

This paper aims to present the importance of work leave as motivation in increasing employee's productivity. The methodology or approach used in this paper uses the method or library research, while data collection is carried out by examining or exploring several journals, books and documents (both printed and electronic) as well as data sources and or other information deemed relevant to this paper. The findings in the paper are the importance of giving work leave to increase employee productivity. With the time off work it will provide an opportunity for employees to stop for a moment from work routines and maintain physical and mental conditions, so that it can increase an employee's productivity and ultimately will have an impact on achieving targets, the company will have competitiveness and be able to maintain its survival.

Keywords: work leave, motivation, employee productivity

1. Introduction

The initial goal of a company is to fulfill the objective that further develops the company itself. One measure of the success of the performance of individuals, organizations or companies lies in productivity (Sholihin et al, 2017). To achieve the initial objectives of a company, the role of employees is one important factor. According to Akila (2017), the Efficient and effective work of employees as human resources in a company is very important for increasing work productivity in the company environment. Because work productivity generated by employees reflects the state of employees who are responsible towards the tasks given.

According to Muljani (2004), employees are an important resource for companies, because they have the talent, energy, and creativity needed by companies to achieve their goals. Conversely, human resources also have a variety of needs that they want to fulfil. The desire to meet these needs is seen as a motivator for themselves to do something, including to do their job.

To optimize and maintain the workability of an employee, the company needs to pay attention to several aspects, including the balance between work time and rest time to return the energy released at work. According to Dewit in Ulfiyah et al (2018), adequate rest and sleep are very important for health and recovery conditions to achieve workplace success. Factors that cause physical work (workload) caused by the work done by an employee are too heavy so it results in energy expenditure that affects the workability of employees. The energy recovery factor is very important to note because during the work process physical fatigue (physiology) and mental fatigue (psychology) occur.

According to Ruslani and Nurfajriah (2017), physical fatigue arises due to some changes in body physiology. Changes in physiology from fresh to fatigued conditions will affect the performance of workers optimally. Restoring the physiology of the body to return to a fresh condition during the activity is an important thing that needs attention. One factor that can affect energy recovery is rest. Workers who work with heavy workloads certainly need time off and for a moment do not think about work.

Taking a break to refresh mind and restore body condition are justifiable reasons for an employee to take a leave immediately. This should be done so that the employee can restore their exhaustion from working (Ulfiyah et al, 2018). Annual leave can provide many benefits for employees to ease their minds, increase morale, and restore productivity at work.

The leave regulation in Indonesia is recorded in *Undang Undang Nomor 13 Tahun 2003 Pasal 79 Ayat 2* concerning Manpower "Provisions regarding working hours, work breaks, and work leave of employees of companies have been determined definitively". Under the law, employees who have worked at least 12 months or 1 year should be given an annual leave for 12 days.

The discussion in this paper will focus on "leave as motivation in improving employee productivity". This topic is chosen to explain the importance of leave in increasing employee's productivity and how it will positively affect their company.

2. Legal Foundation of Leave

According to Sendjun in Wibawa et al (2018), labor and employers need guidance on labor relations imbued with Pancasila and Undang-Undang Dasar 1945. So that between labour and employers the parties understand and respect each other towards the rights and obligations of each party in the overall production process, and both parties increase mutual participation in building the company.

Adequate amount of rest is an important factor to maintain employee's health and productivity. The rest time of employee should not only on weekends, but also through leave rights. Therefore, the government through Undang Undang Nomor 13 Tahun 2003 concerning Employment requires companies to provide leave rights to employees. But in its application, the leave policy is often times made by company through unilateral decision and is done due to forced situation.

Responding to conditions on the ground like that, the government wisely tried to mediate. The role as an intermediary is evidenced by the Circular Letter number SE-907/ MEN/PHI-PPHI/X/2004 concerning the Prevention of Termination of Mass Employment and Circular of the Minister of Manpower No.SE-05/M/BW/1998 of 1998 concerning Remuneration of Workers' Wages Not towards the Termination of Employment.

According to Fauzia et al (2017) Circular of Ministers No. SE-907/MEN/PHI-Dispute Resolution/X/2004 be taken out to prevent the termination of employment (FLE) en masse. In total, there are eight appeals suggested by the ministry, namely (1) Reducing wages and facilities for top-level workers, such as directors and managers. (2) Reducing the number of shifts. (3) Eliminating or limiting overtime hours. (4) Reducing the work hours of employees. (5) Reducing employees' working days. (6) Laying off or laying off employees in rotation within a certain time duration. (7) Do not extend the contract for employees whose contract period has expired. (8) To provide pensions to employees who have fulfilled the requirements pension.

Meanwhile, in the Letter of the Minister of Manpower Number SE-05/M/BW/1998 of 1998 concerning Workers' Wages Remuneration Not in the Direction of Termination of Employment, states that employers should continue to pay full wages, in the form of basic wages and fixed allowances for when the employee is laid off, unless it is re-arranged in the company's work agreement. So, employees who are "laid off" means employees who are still workers in the company because they have not got Termination of Employment. Thus, they must receive full salary from the company (Ellert, 2019).

With these two circular letters, the company has a legal basis in implementing the policy of giving leave to its employees. However, these policies must

not be carried out unilaterally or carelessly. Moreover, the existence of two letters a circular was issued to anticipate their unwanted things like termination of employment in bulk.

3. Employee Leave Rights

According to *KKBI* (the Big Indonesian Dictionary) on leave is to leave work some time officially to rest and so on. The definition of leave is also stated by Siagian in Silitonga (2016), stating that leave is the right of every worker in each work year, usually the right of leave is for twelve working days and within that period the worker concerned still receives the full salary and time of the leave calculated as part of the active period for future pension calculations. Meanwhile, According to Anggorowati (2011), leave is a condition where an employee does not come to work for a certain period of time who has obtained permission from the relevant agency. Leave basically can benefit in terms of lightening the mind, increasing morale, and restoring productivity at work.

Every employee has the right to apply for leave in accordance with existing provisions. The government made a policy regarding the types of leave that can be used by employees and has been regulated in *Undang Undang Nomor 13 Tahun 2003* concerning Labor. The following are employee leave rights, including:

3.1. Annual Leave

Annual work that is usually expected by employees. Usually, they use it for holidays with family, office friends, or even used to hold important events. In *Pasal 79 Undang Undang Nomor 13 Tahun 2003* concerning Manpower, it has been stipulated in paragraph 2 that every employee without exception will receive an annual leave allowance of 12 working days after working for 12 consecutive months.

In addition, there is also a large leave for employees who have worked for 6 years in a row at the same company. This leave can be said as an appreciation for employee's loyalty. The leave regulated in paragraph 2 point (d) explains that the employee receives 2 months of leave that can be taken one month each in the 7th and 8th years. The employees will receive the same leave for the next six years.

3.2. Menstrual and Pregnancy Leave

Pasal 81 Ayat 1 of Undang Undang Nomor 13 Tahun 2003 concerning Manpower explains that female employees who are sick during menstruation are not required to work on the first and second days at the start of menstruation.

Also, in *Pasal 82 Ayat 1* describes pregnancy leave, namely female workers receiving leave for 1.5 (one and a half) months before giving birth and additional rest period after giving birth, namely 1.5 (one and a half) months. This period is considered sufficient for postpartum women to return to work.

3.3. Important Leave

Important leave is regulated in *Pasal 93 Ayat 2* in point (c) and re-spelled out in *Pasal 4 of Undang Undang Nomor 13 Tahun 2003* that important leave includes (1) Married, married employees get leave for 3 days. (2) Marrying his/her children, employees who marry their children get time off for 2 days. (3) Circumcising his/her child, employees who circumcised his/her son get leave for 2 days. (4) Baptizing his/her child, the employee who baptizes his/her son gets two days off. (5) Wife giving birth/miscarrying, employees whose wife gives birth or miscarriages get time to accompany the wife for 2 days. (6) Relatives passed away, the intended family is in the category of husband/wife, parents/in-laws, children/son-in-law in which the employee is given leave for 2 days. (7) Colleagues passed away, if the colleague is meant to live in one house, the employee is given leave for 1 day.

3.4. Sick/Paid Leave

Every company has different regulations in giving sick leave to its employees. In general, employees who have a doctor's license will get a break in accordance with what is stated on the certificate. However, if employees do not have the letter, the rest period taken by the employees will be deducted from annual leave. Prolonged sick leave has a separate dispensation regulated in *Pasal 93 Ayat 2 Undang Undang Nomor 13 Tahun 2003* point (a) which is then elaborated on paragraph 3 points (a), (b), (c), and (d), which contains: 100% wages paid for the first 4 months, 75% wages paid for the second 4 months, 50% wages paid for the third 4 months, 25% wages paid for the following month (before termination of employment).

4. Work Leave Calculation Method

Employee sometimes will have a sense of doubt to take advantage of the leave given by the company. When in fact, utilizing an employee's leave can eliminate fatigue caused by work routines. This can create a positive effect for the employees and the company. For employees, taking a break from working routine will maintain mental health conditions and restore the level of satisfaction at work. As for the company, an employee with good mental condition will affect the achievement of targets. In addition, companies can use employee

leave opportunities to train other employees' cross-skills.

Employee leave rights in Indonesia are regulated in *Undang Undang Nomor 13 Tahun 2003*. In the Act, employee leave entitlements have been one of them, namely Annual Leave. In *Pasal 79 Ayat 2 Undang Undang Nomor 13 Tahun 2003*, employees are entitled to receive at least 12 days, provided that the employee has worked for at least 1 year or 12 months in the company. But in reality on the ground, there are several methods for calculating annual leave.

4.1. Annually Method

Calculate using this method, the company will first determine a certain month period to bring up this leave. Many companies bring their annual leave in January. So for new employees who join, the cut will be calculated proportionally to January, while for old employees the cut will appear in January for 12 days.

Table 1. Example of Calculation Annual Leave (Annually Method).

Date Of Entry	Years of Service	Date Appears	Amount of Leave	Valid Until	Information
April 2, 2018	1 year	January 1, 2019	10 days	December 31, 2020	Proportional: Calculates the first year of service, April - December (9 months)
	2 years	January 1 2020	12 days	December 31, 2020	Full 12 days

Source: Based on *Pasal 79 Ayat 2 Undang Undang Nomor 13 Tahun 2003*

4.2. Anniversary Method

By using this calculation method the employee will receive their leave rights after 1 year of work. As the result, the time of issuance of employee leave may differ from one another. This sometimes becomes difficult for companies to check. But this method is in accordance with what is written in *Undang Undang Nomor 13 Tahun 2003 Pasal 79 Ayat 2* which states that employees must work 12 months in a row.

Table 2. Example of Calculation Annual Leave (Anniversary Method).

Date Of Entry	Years of Service	Date Appears	Amount of Leave	Valid Until	Information
April 2, 2018	1 year	March 5, 2019	12 days	April 1 2020	Full 12 days
	2 years	March 5, 2020	12 days	April 1 2020	Full 12 days

Source: Based on *Pasal 79 Ayat 2 Undang Undang Nomor 13 Tahun 2003*

4.3. Anniversary Annually Method

This method is a mixture of the two methods mentioned above. For new employees, the leave will appear when it is even 1 year and in the following year, annual leave will appear starting in January (calculated proportionally). This method is relatively often used by companies because following *Undang Undang Nomor 13 Tahun 2003* which states that employees must work 12 months in a row and after the second year the company will be easier in terms of checking and the appearance

Table 3. Example of Calculation Annual Leave (Anniversary Annually Method).

Date Of Entry	Years of Service	Date Appears	Amount of Leave	Valid Until	Information
April 2, 2018	1 year	March 5, 2019	12 days	April 1 2020	Full 12 days
	2 years	January 1 2020	10 days	December 31, 2020	Proportional: Counting of April - the December (10 Months)
	2 years	January 1 2020	12 days	December 31, 2021	Full 12 days

Source: Based on Pasal 79 Ayat 2 Undang Undang Nomor 13 Tahun 2003

4.4. Monthly Method

Several companies use this method in calculating leave for new employees and old employees. In this method, each employee is entitled to an annual leave of 1 day/month.

For the validity period, there is one year after the emergence of those that expire at the end of the current period. For employees whose leave is calculated using this method, there is no need to wait 1 year to exercise their leave rights. As for the company, if the employee resigns and still has time left, the company must cash the remaining annual leave that the employee has not yet used. This is following *Pasal 156 Ayat 4*.

Table 4. Example of Calculation Annual Leave (Monthly Method).

Date Of Entry	Years of Service	Date Appears	Amount of Leave	Valid Until	Information
April 2, 2018	1 month	April 2, 2018	1 day	April 1, 2019	
	2 months	April 2, 2018	1 day	April 1, 2019	
	6 months	September 2, 2018	1 day	September 2, 2019	

				2019	
April 2, 2018	1 month	April 2, 2018	1 day	December 31, 2018	
	2 months	April 2, 2018	1 day	December 31, 2018	
	6 months	September 2, 2018	1 day	December 31, 2018	

Source: Based on Pasal 79 Ayat 2 Undang Undang Nomor 13 Tahun 2003

5. Research Method

This paper uses a library research method or approach. Literature study is a series of activities relating to library data collection, reading and recording and processing research materials (Zed, 2003: 3). The main objects in library studies are previous research articles, books and other literature sources (Hadi, 1995). Literature study is also based on a variety of existing data without empirical testing (Neong, 1998).

In library research method there are four main characteristics that need to be considered. First, the writer or researcher is dealing with text or numerical data, not with direct knowledge from the field. Second, library data is "ready to use". Meaning that the researcher does not go directly into the field because the researcher is dealing directly with the data source in the library. Third, library data are generally perceived as secondary sources, which means that researchers obtain material or data from the second source and do not receive the data in the original form or directly from the field. Fourth, library data conditions are not limited by space and time (Zed, 2003: 4-5).

Based on this, the data collection is carried out by examining and / or exploring a number of journals, books and documents (both printed and electronic) as well as data sources and / or other information deemed relevant to this research or study.

6. Satisfaction Towards Leave

The company is now more creative in rewarding and appreciating employees. An appreciation can serve as a reinforcement towards performance and achievement the company expects from its employee. For employees, rewards emphasizes the company's appreciation for the competence and time the employees have given to the company. According to Ariwibowo (2016), in addition to being a high work motivation, appreciation also implies that the employee is considered to be a part of the company. With the appreciation, employees will feel that their efforts in achieving target are valued by the company and this certainly stimulates and motivates employees to perform even better. Appropriate recognition will motivate employees to contribute to

meet the company's targets. Therefore, various types can be given to employees, one of which is giving leave rights to employees.

According Ulfyah et al (2019), the role of leave is very important and influential in reducing work stress and boredom of the employee. Employees are the spearhead of a company because employees are assets for the company to be able to run company activities to achieve business interests and corporate profits. If a company still thinks that appreciation of employees is always in the form of money calculated in a certain method to make it look fair, this perception then is need to be changed. The trend of respect for employees is developing along with the shift in lifestyle and the priority needs of today's society. Some Human Resource experts and practitioners realize that employees are individuals who have inclinations for different motivations and needs. Therefore, some companies now have designed a system of awards (reward system) that are more flexible in various forms and policies.

Additional leave allowance is one of the award breakthroughs that the company deserves to consider for its employees. In Indonesia, the government through *Undang Undang Nomor 13 Tahun 2003* concerning the Manpower requires companies to provide employees with annual leave entitlements of at least 12 working days. However, although other types of leave are added with special purposes such as marriage leave, marrying leave, illness, childbirth, etc.), the number of annual leave is still considered insufficient. The 12 days of Annual leave cannot be entirely used for the employee's desire as it is also reduced with national holidays (four to five days). Even so, cutting the number of annual leave entitlements is still a problem in several companies.

There are several factors that supports the use of leave rights as a reward for employees. First, leave can serve as a form of support from the company so that employees feel the work-life balance. A person needs time off without a burden of workload. Especially, for employees who have just given their time and maximum effort on their work. With additional leave, employees can spend time with family, do social activities/hobbies, visit various desirable places, do self- reflection on what they have done, or even just rest at home. A break off work is very useful to improve mood, refresh the mind, and restore morale. Ultimately, this will have an impact on employee's satisfaction and happiness toward their job.

The second factor, reward or appreciation in the form of additional leave will create a positive work-life balance which further increase productivity, reduce conflict, and boost higher employee retention rates. Research conducted by the Corporate Executive Board revealed the results of its survey of 50,000 employees in various companies in the world. The survey shows that 21% of employees are more

productive when they have enough work-life balance.

The third factor, leave rewards can reduce Burn Out experienced by employees. Alhani et al in Charkhandaz revealed that one of the problems for workers is job burnout, which is often characterized by symptoms such as fatigue, anorexia, headache, disturbed sleep patterns, lack of concentration, and job apathy. Meanwhile, Levy and Wegma (1988), said that in a state of fatigue people will experience feelings of being unable to work, lack of self-competence, reluctance to work, and inability to maintain balance and that can also cause depression, fatigue, and difficulty sleep. Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al, 2001). Employees who excel even do not escape the possibility of experiencing burnout. If it is not resolved properly, potential employees will think that they are depressed because they do not fit into the company or that they will create problems with superiors or coworkers. In fact, they are only experiencing burnout and need a break and refresh their minds. With the reward of leaving, the company indirectly minimizes employees who excel out and stay in the company.

It is very important for a company to design various forms of rewards such as the addition of leave allowances for employees. For an employee who has worked for years or years, an offer to increase the leave allowance will be more attractive. The same goes for unmarried employees, newly married employees, or employees who already have children. Each of them has important leave needs to be facilitated by the company.

7. Relationship Between Work Leave With Enhancing Employee Productivity

Reward or rewards in the form of leave can change someone or enhance the productivity of employee. According to Mahsun (2006: 112) there are four alternative awards that can be used to trigger employee motivation and productivity, namely (1) Goal congruence. Rewards must be created as a middle ground so that organizational goals can be achieved without compromising individual goals, vice versa. (2) Equity (fairness). Rewards must be allocated proportionally, taking into account the size of the contribution of each individual and group. Employee who gives a high contribution will receive higher rewards, and employee who gives low contribution will receive lower rewards. (3) Equality. Rewards must also be distributed equally to all parties (individuals / groups) who have contributed their resources to achieve productivity. (4) Needs. The allocation of rewards to employees should consider the level of primary needs of employees.

Financial rewards are not always in accordance with the main needs of employees.

One of the basic rights of permanent employees in the company where they work is work leave. This is regulated in *Undang Undang Nomor 13 Tahun 2003 Pasal 79 Ayat 2* concerning Manpower that an employee is entitled to get a minimum of 12 days leave per year. But in reality, not all who have these rights can use it. This happens because there are no interests that require to take leave or do not feel the need for leave.

Some Human Resource Development and management of a company are also passive in responding to this and consider the issue as an advantage because the employee's work will not be interrupted due to leave. If this lasts a long time, it will bring bad effects and will impact on the reduction in employee productivity while working. Leave is not just an employee not entering the office, but leave can also be used as self-refreshment and thought. In line with the opinion of Djatmika and Marsono (1984: 96) that leave can be interpreted as an employee not coming to work and allowed in a certain period to ensure physical and spiritual freshness and for the benefit of employees.

Besides, the amount of time an employee has spent while working causes very little time for family or social life. This can trigger problems and can affect the performance, productivity, and focus of employees at work. Moreover, if an employee worked without stopping and taking a lot of overtime so it would air the impact on health conditions. When an employee falls ill it will certainly result in absence or the employee will not be able to work for a certain period. Besides, the company must also bear the costs of treatment because it is the responsibility of the company.

Therefore, efforts to improve productivity and performance and quality of employees are not only done by providing training and motivation. But giving time to leave or taking a break from routine is one of the effective strategies in increasing employee productivity. This is following what was stated by Ulfiyah et al (2018) that companies that provide leave for their employees means that they have given encouragement and enthusiasm and enthusiasm for employees to carry out the programs that have been set, making it easier to achieve company goals. Besides, the company can also give advice or some activities that can be done during work leave. Like improving the quality and quantity of sleep, meeting family, increasing food intake, doing fun hobbies, and so on.

With motivation like this, it is expected that when employees return to work with a fit body condition and a fresh mind. An employee's productivity and performance will improve, and the company can gain profits from increased productivity

8. Conclusion

The initial goal of a company is to achieve success that further develops the company itself. To achieve the initial objectives of a company, the role of employees is one important factor. To optimize and maintain the performance of an employee, the company needs to pay attention to several aspects, including balancing work time and rest time to return the energy released by employees at work. Work leave can provide many benefits for employees to ease their minds, increase morale, and restore productivity at work.

In Indonesia, the rules stipulated in *Undang Undang Nomor 13 Tahun 2003* concerning Manpower which requires companies to provide leave rights to employees, Minister Circular Letter Number SE-907/MEN/PHI-PPHI/X/2004 concerning Prevention of Termination of Mass Employment and Letters Circular Number SE-05/M/BW/1998 of 1998 concerning Remuneration of Workers' Wages Not towards the Termination of Employment. The existence of these various rules makes the company must impose a policy of giving leave to its employees. However, the policy should not be made unilaterally and with the two-letter the circular aims to anticipate unwanted things like Termination of Mass Employment.

Reward or rewards in the form of leave can change someone or trigger an increase in employee productivity. Efforts to improve productivity and performance and quality of employees are not only done by providing training and motivation. But giving time to leave or taking a break from routine is one of the effective strategies in increasing employee productivity.

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