

GSJ: Volume 9, Issue 8, August 2021, Online: ISSN 2320-9186

www.globalscientificjournal.com

Analysis of The Effectiveness of Human Resource Management Processes (Case Study of PT. Nabusa Nusantara Nickel)

Marfua Hafid¹, Ibnu Hajar², Nasrul³

Author Details

¹Program Magister of Management High School of Economic Science of Enam Enam Kendari, Indonesia.

²Faculty of Economics and Business, Halu Oleo University, Indonesia.

³ Faculty of Economics and Business, Halu Oleo University, Indonesia.

Key Words: *Effectiveness and Human Resources (HR)*

ABSTRACT

The purpose of this study was to determine the effectiveness of human resource management at PT. Nabusa Nusantara Nickel. The object of research is PT. Nabusa Nusantara Nickel, which is one of the companies engaged in the exploration of mineral materials (nickel). Collecting data using interviews with purposive informants, observation, and documentation in the field.

The results of the study found that HR management activities at PT. Nabusa Nusantara Nickel has been running effectively, namely recruitment, training and development programs, career planning and development, and termination of employment. Based on these findings, several recommendations for improvement are recommended, such as making planning standards, adding new workers, and conducting socialization about the importance of workplace safety. These recommendations are given with the hope that in the future human resource management (HRM) activities at PT. Nabusa Nusantara Nickel can run more optimally.

Introduction

Utilization of human resources, rights, and obligations are two things that must be considered based on meeting needs and satisfaction that support quality improvement from two sides, both employees as human resources, and companies. UU no. 13 of 2003 concerning employment regulates the rights of an employee, namely an employee has the right to earn income to meet the needs of a decent living, has the right to get equal opportunities and treatment, has the right to get job training, has the right to get job placement, has the right to overtime work, has the right to entitled to rest and leave time, has the right to have the opportunity to worship during work, has the right to obtain protection for occupational safety and health, morals and morality, as well as treatment that is by human dignity, has the right to obtain employment social security, and has the right to establish and become a member of a trade union and so on.

The utilization of human resources must continue to ensure that the rights and obligations of employees have been granted and carried out by applicable provisions, procedures and regulations. To ensure whether the human resources function has been able to carry out its duties in maintaining the quality of human resources an evaluation is needed to assess the activities carried out. This evaluation is carried out to see the performance of human resources in improving the quality of the human resources they manage, as well as to see the effectiveness of the programs carried out by the human resources function to improve the quality of employees as managed human resources.

According to Bayangkara, (2011) effectiveness is the level of success of a company to achieve its goals, and an assessment of the effectiveness of this management function can be done through a management audit. The management audit of the human resource function is a comprehensive assessment and analysis of HR programs (Bayangkara, 2011). HR audit emphasizes the assessment

(evaluation) of various human resource activities that occur in the company to ensure whether these activities have been running economically, efficiently, and effectively in achieving their goals by providing several recommendations for improvement of various deficiencies that still occur in human resource activities audited to improve the performance of these activities.

The assessment carried out includes an assessment of workforce planning, employee recruitment, selection, orientation and placement, training and development, job appraisal, career development, reward and compensation system, employee protection, employee relations, and termination of employment. PT. Nabusa Nusantara Nickel is a metal mining company, especially Nickel Ore, which plays an important role in assisting the Southeast Sulawesi regional government in exploring the use of natural resources for regional economic development.

PT. Nabusa Nusantara Nickel is required to always provide the best service to business partners and maintain environmental sustainability, because of PT. Nabusa Nusantara Nickel is a mining company that uses local employees as its human resources and as a provider of nickel ore material that has a good mineral quality to be sent to the smelter. For this reason, to maintain the quality of nickel ore material by PT. Nabusa Nusantara Nickel must conduct an assessment and examination of the implementation of all operational activities related to human resources so that the quality of employee work can be improved from time to time.

According to Bayangkara (2011), the decline in company profits is one indication that the company's management still needs to be improved. Inefficient operation and ineffective task execution are some of the causes, which are indicated by the smaller ratio between output and input. Therefore, the use of human resources at PT. Nabusa Nusantara Nickel run by Human Resources (HR) must utilize human resources which are carried out thoroughly on various functions contained in PT. Nabusa Nusantara Nickel.

Mihalj Bakator, et al., (2019) have also conducted research related to the impact of human resource management on business performance in Serbia. The results of the study indicate that the practice of good management and utilization of human resources will have an impact on improving the company's overall performance. So that it can provide a bright spot for the practice of developing human resources in an organization to improve the company's business performance in the future.

On the other hand, research has been conducted by Reza Alami, et al., (2015) on the effectiveness of the use of human resources in improving the performance of organizational staff in Malaysia. The results showed that the management of human resources with an emphasis on improving the relationship between managers and employees will have an impact on increasing the effectiveness of an organization's activities.

Literature Review

Human Resource Management Concept

The achievement of an organization's or company's goals, the role of humans as the most decisive resource for success, is increasingly believed to be true by various parties, thus encouraging various disciplines to know more about how to utilize human resources optimally while still upholding values humanity without making humans only as robots or machines to satisfy needs.

The importance of the role of human resources is very important in determining the success of an organization or company requiring a leader in the company to be able to find, utilize, develop, and maintain these human resources as well as possible. Humans are sensitive creatures so that in the process of utilization, leaders must pay attention to the needs of these human resources so that these human resources can issue their best work performance in achieving the common goals of an organization or company.

Definition of Human Resource Management (HR)

Organizations or companies as the role of human resource management is very important. This is understandable because, without HR, an organization is impossible to run. Humans are the movers and managers of other production factors such as capital, raw materials, equipment, and others to achieve organizational goals.

Hasibuan (2011) explains, the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. While French in Dessler (2009) states, human resource management is a concept and technique needed to deal with the personnel or human resources aspects of a managerial position, such as recruitment, selection, training, rewarding, appraisal, and all other activities during this is known. "As for another understanding from Marwansyah (2010), namely, the utilization of human resources within the organization, which is carried out through human resource planning, career de-

velopment, recruitment, and selection".

Effectiveness Concept

The word effective comes from English, namely effective which means successful or something that is done successfully with good results. According to Harbani Pasolong (2007), effectiveness comes from the word "effect" and this term is used as a causal relationship. Effectiveness according to its literal meaning is an effect or desired result in an action. Understanding effectiveness, in general, shows how far the achievement of a predetermined goal.

Some experts put forward the basic understanding of the concept of effectiveness, among others:

1. According to Hidayat (1986) "Effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved. Where the greater the percentage of targets achieved, the higher the effectiveness.
2. According to Schermerhom John R. Jr (2008) "Effectiveness is the achievement of the output target as measured by comparing the budgeted or supposed output (QA) with the actual or realized output (QS). If $QA > (QS)$ then it is called effective.
3. According to Budi Saksono (1984) "Effectiveness is how much the level of output attachment is achieved with the expected output of several inputs".
4. According to Handyaningrat (1996) "Effectiveness is a measurement in the sense of achieving predetermined goals or objectives".
5. According to Amsyah (2003) "Effectiveness is an activity by starting with the facts of the activity so that it becomes data, whether it comes from the relationship between units within the unit itself".
6. According to Riki Satia Muharam (2005) "Effectiveness is the level at which the organization can realize its goals or in other words, the measurement of effectiveness can be done by looking at the extent to which the organization can achieve the desired level".
7. According to Veitzal Rivai (2003) "Effectiveness is talking about vision and direction, related to focusing organizational energy in a certain direction". The understanding put forward by the experts above regarding effectiveness is only about the goals of the organization or agency on employee performance as the success of achieving organizational goals.

Human Resource Development (HR)

Human resource development is an effort to develop the quality or capability of human resources through the process of planning education, training, and management of personnel or employees to achieve an optimal result. Human resource development involves the process of changing behavior (behavior engineering). According to experts, the word "learning" always involves a process of changing behavior (from one state to another, which is better). In addition, it must also be emphasized that the "learning experience" in the process must be carried out consciously, that is, it is well planned, carried out carefully, and the level of effectiveness is measured. From the above understanding, human resource development is a process of changing human resources owned by the organization, from one situation to another that is better to prepare for responsibility in the future in achieving organizational goals. The purpose of human resource development has two dimensions, namely the individual dimension and the institutional/organizational dimension. Individual dimension goals refer to something that is achieved by an employee. Institutional dimension goals refer to what can be achieved by the institution/organization as a result of human resource development programs.

Compensation

Employees work in agencies and companies to get a salary in the form of money to meet their daily needs. For the employee to be trusted, an employee begins to show loyalty to the company and that's why the company provides remuneration for employee performance by providing compensation. According to Hasibuan (2011), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

Research Methods

Research design

This research method is descriptive qualitative. The place of research taken in this research is PT. Nabusa Nusantara Nickel whose address is Abunawas Street No.1 Kel. Bende, district. Head of the Kendari City Head Office, Southeast Sulawesi. Informants in this study are:

- a. President director
- b. Director
- c. Site Man Power (Operations Manager)
- d. Employee

Types and Sources of Data

The types of data used in this study are:

- 1) Quantitative data, namely data in the form of numbers and can be calculated mathematically, consisting of the number of employees, the number of working hours at PT. Nabusa Nusantara Nickel.
- 2) Qualitative data, namely data that is not in the form of numbers but such as research locations, company profiles, and company operational standards.

Sources of data in this study consist of:

- 1) Secondary data, in the form of data that has been processed by PT. Nabusa Nusantara Nickel obtained from agency reports consisting of organizational structure, general organizational data, and job descriptions.
- 2) Primary data, in the form of data obtained from questionnaires and direct interviews with respondents, namely the ranks of the company's management.

Data Collection Procedure

In conducting data analysis, the researcher refers to several stages consisting of several stages, including:

1. Collecting information through interviews with key informants that are compatible with the research and then direct observation to the field to support the research carried out to obtain the expected data sources.
2. Data reduction, namely the selection process, focusing on simplification, transforming rough data that emerges from notes in the field during research.
3. Presentation of data (data display) is the activity of a collection of information in the form of narrative texts, network graphs, tables, and charts aimed at sharpening research understanding of the information selected and then presented in tables or explanatory descriptions.
4. The final stage is drawing conclusions or verification (conclusion drawing/verification), which seeks the meaning of explanation patterns, possible configurations, causal paths, and propositions. Conclusions are drawn carefully by conducting verification in the form of a review of notes in the field so that the data is tested for validity.

Data Analysis Method

To produce and obtain accurate and objective data by the objectives of this research, the data analysis used is qualitative data analysis technique using context analysis from literature review and statement analysis from interviews from informants.

Research Result

Data were obtained through interviews conducted with informants, namely the Director, HR manager, and HR admin, along with several representative employees. The criteria or references used by researchers in this study are the company's vision and mission, employee regulations, and Law Number: 13 of 2003 concerning Employment. The programs found by researchers at this company are the implementation of a training program that increases the level of product orders/orders, the implementation of an occupational health and safety program, the provision of occupational health and safety insurance for permanent employees, and the implementation of a further recruitment analysis program regarding workforce needs. work in each division at PT. Nabusa Nusantara Nickel to rewards in the form of incentives given is usually in the form of cash which management inputs in the category of monthly productive allowance bonuses. As well as giving rewards 2 times the bonus if the employee gives a very large impact (performance) for the company. The implementation of HR management activities in this organization has also been carried out by the policies contained in the organization. Researchers will discuss the following:

Recruitment/ Manpower Procurement

Based on the results of in-depth interviews with informants in the open recruitment process at PT. Nabusa Nusantara Nickel workforce selection process is carried out by written tests and interviews, placement prioritizes the number of employee needs. The recruitment of workers has been carried out with their respective expertise because from the acceptance stage the direction of labor acceptance has been determined to be under the specifications needed in the company to be placed according to the specifications of the workforce received. The management of PT. Nabusa Nusantara Nickel has been recruited by standard qualifications and company needs. As the AR informant stated: "Yes, we as the management side recruit according to standard qualifications and company needs". Then it was also reinforced by the CR informant who said the same thing as follows: "The placement has been done with their respective expertise because from the acceptance stage the direction of recruitment has been determined to be by the specifications needed in the company to be placed according to the specifications of the workforce. received".

Based on the results of interviews and observations of researchers, employees as informants agree with the recruitment process in this company because the employee recruitment system is based on the skills possessed by prospective employees while still paying attention to educational background. The HM informant said: "Employee recruitment is based on the skills of prospective employees and education for experts and residents for areas that do not require expertise".

Human Resources (HR) is one of the main keys in creating a professional company organization which also lies in the process of recruiting workers or employees, selecting, training, and developing prospective workers. Find a professional and qualified workforce is not easy. The obligation in a company is to conduct screening (selection) for new members or workers. For this reason, recruitment of workers is needed to screen applicants who want to apply for jobs. In the company, this recruitment is one of the important processes in determining whether or not applicants will apply to the organization. Thus, the role of workers or employees in a company is very fundamental, because it can determine the life and death of activities in the company. To obtain excellent quality human resources (HR), the coaching process cannot only be limited to during the working period but must start from the recruitment process. The right recruitment will determine the placement process and in the end, will launch the process of achieving the company's business goals. Thus, the problems and constraints faced at the recruitment level must be anticipated and resolved satisfactorily while remaining oriented to the goals of the organization or company business.

Then Schermerhorn (Wibowo: 2018) defines that recruitment as the process of withdrawing a group of candidates to fill vacant positions. Effective hiring will bring job opportunities to the attention of people whose abilities and skills meet job specifications. According to Noe et al in (Wibowo: 2018) recruitment is defined as the implementation or initial organizational activity to identify and seek potential workers.

Development

HR training and development program at PT. Nabusa Nusantara Nickel has been created and implemented by Law 13/the year 2013 concerning Manpower Chapter V articles 9-30. This is evidenced by the implementation of training activities within the company. Career planning and development in the organization has complied with Law No. 13 of 2003 concerning Manpower, Chapter VII articles 39-41, and has also complied with work agreements between companies and workers. This can be seen by carrying out career development activities within the organization, this will then increase the expansion of job opportunities and also by creating productive and sustainable activities. In addition, career planning and development activities carried out by the organization are not limited to workers with permanent status but also workers with apprenticeship status (training) and contract employees.

Based on the results of interviews and in-depth observations, employees as informants agree with self-development in this company because the company provides opportunities for employees to be able to develop themselves about their job desks so that they have the opportunity to occupy positions in their divisions and even the company provides opportunities to take knowledge from employees who more senior. Associated with employee development that has been carried out by the company PT. Nabusa Nusantara Nickel, PS Informant said: "The company provides opportunities for employees to be able to develop themselves about their job desk so that they have the opportunity to occupy positions in their divisions besides that the company also does not prohibit employees from learning other types of work for self-development as long as it does not interfere own job desk."

According to Marwansyah (Marpaung & Winarto: 2018), career development is self-development activities taken by a person to realize his career plan. He also suggested that career development tools include skills, education, and experience as well as behavior modification and improvement techniques, which add value to enable a person to perform better. Career development is very important for organizations because a career is a need that must be continuously developed in an employee to motivate employees to maintain and improve their performance. Career development includes any activity to prepare a person for a particular career path. A career plan that has been made by an employee must be accompanied by a realistic career goal (Marpaung and Winarto, 2018).

Compensation

Based on the results of in-depth interviews with informants of PT. Nabusa Nusantara Nickel provides compensation to employees for all the efforts they have done by the management in the form of cash per month as well as compensation in the form of special company allowances for employees who have satisfactory performance achievements. Having effort and hard work will be accepted every month, based on a direct assessment of the employee. In other words, employees who have satisfactory performance will get special benefits from the company.

Compensation and employee loyalty have a reciprocal effect. Compensation can increase employee loyalty and loyalty can increase employee compensation, because loyalty can increase work productivity. Loyal employees will try to carry out their work diligently, quickly, and well. Loyalty can be used as a means to attract and retain employees in an organization or company. Employee loyalty is an employee's positive attitude towards the company where he works. Many factors make an employee loyal, including the work environment, compensation, effective communication, motivation provided by the company, a comfortable place to work, career development, provision of employee training and education, work participation, implementation of occupational health and safety, and the relationship between superiors with subordinates and employee relations with one another. Susanto in (Purba, 2017).

Based on the results of interviews and in-depth observations, the employees as informants said that they received compensation for being employees of PT. Nabusa Nusantara Nickel is a company that provides compensation in the form of salary (salary) based on position and years of service in the form of basic salary, production allowance, and overtime allowance. Likewise, informant HM said: "The company provides compensation based on position and years of service in the form of basic salary, production allowance, and overtime allowance".

Integration

Based on the results of in-depth interviews with informants at PT. Nabusa Nusantara Nickel in terms of Integration is the importance of implementing rules related to employee attitudes. Management of PT. Nabusa Nusantara Nickel implements various systems, one of which is the Performance Action Plan, which is an action plan to improve, control, and supervising employees as a whole. The thing that is done by the company manager is to know the character of each employee, so the way to integrate is through a thorough interview. This is by informant IY stating that the management of PT. Nabusa Nusantara Nickel implements various systems, one of which is the Performance Action Plan, which is an action plan to improve, control, and supervising employees as a whole. Informant IY stated: Informant IY stated: "Conducted direct interviews with every employee thoroughly". The CR informant stated that to know the self-character of each employee, it was enough to go through the existing department heads to convey the performance (character, attitude) of each worker. The CR informant stated: "Usually it is enough through the existing department heads to convey the performance (character, attitude) of the workforce, then often interact with all department heads and monitor work results more closely".

Maintenance

Based on the results of in-depth interviews with informants related to Maintenance at PT. Nabusa Nusantara Nickel so that employees feel cared for by the company and can become loyal employees is to provide health insurance, employment insurance, and others.

The form of incentives given is usually in the form of cash which management inputs in the category of monthly productive allowance bonuses. As well as giving rewards 2 times the bonus if the employee has a very large impact (performance) for the company. About maintenance at PT. Nabusa Nusantara Nickel, an AR informant said: "provides health insurance, employment insurance, and others". Incentives, or other forms provided by PT. Nabusa Nusantara Nickel to appreciate the

performance of its employees in the form of a productive allowance bonus and a 2 times bonus reward if an employee has a very large impact (performance) on the company. AR informant said: "Incentives can be in the form of cash, which is included in the monthly allowance". In line with informant IY, informant CR said the same thing. The CR informant said: "Giving a 2x bonus reward if the employee has a very big impact (performance) for the company". The CR informant said: "Giving a 2x bonus reward if the employee has a very big impact (performance) for the company".

Work Termination

According to Law no. 13 of 2003 concerning Manpower, what is meant by an employment relationship is a relationship between an entrepreneur and a worker/ laborer based on a work agreement, which has elements of work, wages, and orders. From this definition, it can be understood that an employment relationship can occur as a result of a work agreement, whether the agreement is made in writing or orally. According to Article 1 point 14 of the Manpower Law, what is meant by a work agreement is an agreement between a worker/laborer and an entrepreneur or employer that contains the working conditions, rights, and obligations of the parties. The validity of the agreement must meet the conditions specifically regulated in the Manpower Law, Article 52 paragraph (1) of the UUK mentions 4 basic work agreements, namely: 1. the agreement of both parties; 2. ability or ability to perform legal actions; 3. the existence of the agreed work; and 4. the agreed work does not conflict with public order, decency, and applicable laws and regulations (Nikodemus Maringan, 2015).

Based on the results of interviews and in-depth observations with employees as informants related to the process of termination of employment (PHK) at PT. Nabusa Nusantara Nickel can be concluded that layoffs occur if employees commit serious violations followed by the issuance of a third warning letter and the efficiency (employee downsizing) of the company. The HM informant said: "Termination of employment is carried out if the employee commits a serious violation and there is employee efficiency".

Research Limitations

In this study, researchers only describe the effectiveness of the human resource management process or HR at PT. Nabusa Nusantara Nickel. However, this research has not been able to reach the main determining factors that can increase the effectiveness of the HR management process at PT. Nabusa Nusantara Nickel. Therefore, it is suggested that future research will examine the main determinants that can increase the effectiveness of the HR management process at PT. Nabusa Nusantara Nickel.

Conclusions and Suggestions

Conclusion

Based on the results of the research and discussion above, it can be concluded that the process of human resource management (HRM) at PT. Nabusa Nusantara Nickel is running effectively. The effectiveness of the human resource management (HR) process at PT. Nabusa Nusantara Nickel is described as follows:

1. The open recruitment process at PT. Nabusa Nusantara Nickel workforce selection process is carried out by written tests and interviews, placement prioritizes the number of employee needs. The recruitment of workers has been carried out with their respective expertise because from the acceptance stage the direction of labor acceptance has been determined to be by the specifications needed in the company to be placed according to the specifications of the workforce received. The management of PT. Nabusa Nusantara Nickel has been recruited by standard qualifications and company needs.
2. The employee development process is carried out through various internal company trainings, including technical training in the field and work systems by company regulations.
3. Compensation to employees for all the work they have done is carried out by the management in the form of monthly cash as well as compensation in the form of special company allowances for employees who have satisfactory performance achievements.
4. In terms of Integration, it is important to apply rules related to employee attitudes. management of PT. Nabusa Nusantara Nickel implements various systems, one of which is the Performance Action Plan, which is an action plan with the aim of improving, controlling, and supervising employees as a whole. The thing that the company manager does is to know the character of each employee, so the way to integrate is through a thorough interview.

5. Maintenance at PT. Nabusa Nusantara Nickel is carried out so that employees feel cared for by the company and can become loyal employees by providing health insurance, employment insurance, and others. The form of incentives given is usually in the form of cash which management inputs in the category of monthly productive allowance bonuses. As well as giving rewards 2 times the bonus if the employee has a very large impact (performance) on the company.
6. Actions of PT. Nabusa Nusantara Nickel to employees when the company decides to quit is among others a direct call by HRD to the employee concerned in terms of providing information about the termination of employment with the company with the terms of termination of employment following the applicable labor rules.

Suggestion

There needs to be further research on the factors that support the effectiveness of the process of human resources or (HR) at PT. Nabusa Nusantara Nickel so that policymakers in the company can find out which factors are more dominant to support and which are less dominant or less supportive so that there is a process of improving the factors that are less supportive in the future.

References

- [1] Amsyah, Zulkifli. 2003. *Manajemen Sistem Informasi*. PT Gramedia Pustaka Utama: Jakarta.
- [2] Bayangkara, IBK. 2011. *Audit Manajemen Prosedur dan Implementasi*. Salemba Empat: Jakarta.
- [3] Budi Saksono. 1984. *Dalam Menuju SDM Berdaya*. Bumi Aksara: Jakarta.
- [4] Dessler, Gary. 2009. *Manajemen SDM: buku 1*. Jakarta: Indeks.
- [5] Hasibuan, Malayu S.P. 2011. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Askara.
- [6] Handyaningrat. 1996. *Manajemen Sumber Daya Manusia*. Penerbit Pustaka Widayatama: Yogyakarta.
- [7] Harbani, Pasolong. 2007. *Teori Administrasi Publik*. Alfabeta: Bandung.
- [8] Hidayat. 1986. *Teori Efektifitas Dalam Kinerja Karyawan*. Gajah Mada University Press: Yogyakarta.
- [9] Marpaung, I., & Winarto, W. 2018. Pengaruh Pengembangan Karir Terhadap Penilaian Prestasi Kerja (Studi Kasus Pada PT. PLN (Persero) Wilayah Sumatera Utara). *Jurnal Ilmiah METHONOMI*, 4 (1), 79-86.
- [10] Mihalj Bakator, Nikola Petrovic, Slana Boric and Natasa Dalic. 2019. Impact Of Human Resource Management On Business Performance: A Review Of Literature, *Journal Of Engineering Management And Competitiveness (Jemc)*. Vol. 9, No. 1. ISSN 2334-9638. (Print) ©2019 University Of Novi Sad, Technical Faculty "Mihajlo Pupin" In Zrenjanin, Republic Of Serbia Available Online At <http://www.Tfzr.Uns.Ac.Rs/Jemc>.
- [11] Nikodemus Maringan, 2015, "Tinjauan Yuridis Pelaksanaan Pemutusan Hubungan Kerja (Phk) Secara Sepihak Oleh Perusahaan Menurut Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan", *Jurnal Ilmu Hukum Legal Opinion*, Vol 3 No 3, hlm 3.
- [12] Purba, B. K., & Andri, S. 2017. Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Loyalitas Karyawan (Studi Kasus PT. Capella Dinamik Nusantara Cab. Kandis) (Doctoral dissertation, Riau University).
- [13] Reza Alami, Reza Sohaei, dkk. 2015. The Effectiveness of Human Resource Management on Improving the Performance of Education Staff, *International Journal of Business and Social Science*. ISSN 2219-1933 (Print), 2219-6021 (Online), www.ijbssnet.com.
- [14] Riki Satia, Muharam. 2005. *Administrasi Negara*. Rosdakarya: Jakarta.
- [15] Schermerhorn, John R, Jr. 2008. *Management*, Ninth Edition, John Wiley & sons In Corporation.
- [16] Undang-Undang Nomor 13 Tahun 2003 Tentang Ketenagakerjaan, Kementerian ketenagakerjaan Republik Indonesia, Jakarta, diakses melalui <https://jdih.kemnaker.go.id>.
- [17] Veitzal Rivai. 2003. *Manajemen Sumber Daya Manusia untuk Perusahaan, Teori ke Praktik*. PT. Raja Grafindo Persada: Jakarta.
- [18] Wibowo. (2018). *Manajemen Kinerja*. Jakarta: Rajawali Pres.