

**THE EFFORT OF IMPROVING THE QUALITY OF EMPLOYEE'S
PERFORMANCE
(Studi on Sosgul Malang)**

¹Pipin Setyo Utomo & ²Zaim Mukaffi

Manajemen Programme Study, Faculty of Economics, The State Islamic
University Of Maulana Malik Ibrahim Malang

Email : ¹pipin.setyo99@gmail.com; ²zaimmukaffi@yahoo.com

ABSTRACT

This study aims to determine the effort of improving the quality of employee's performance at CV Cucurutuku Ceria Sosgul Malang. The research approach used a qualitative method where the informants in this study were the employees of the sales counter, Coordinators and HR of CV Cucurutuku Ceria Sosgul Malang who are the planner of the improvement program and targets. The Data collection was carried out through interviews, observation, documentation and field data collection. The data analysis techniques use descriptive analysis, such as: data reduction, data presentation and conclusions. The results of this study indicate that the efforts made by CV Cucurutuku Ceria Sosgul Malang to improve the quality of employee's performance show: 1) through training or programmatic training related to technical matters such as: how to produce, service sales transactions and financial reporting. 2) Conducting employee discipline development such as: discipline for work attendance, services, and working hours. These are contained in standard operational procedures (SOPs) written in company's regulations.

Keywords: Performance, Improving the quality of employees' performance

INTRODUCTION

The important role of human resources in the travel activities of an organization is absolute; this is because human resources are the planners, actors, and determinants of the achievement of organizational goals. The goals would not have been possible without the active role of employees even though the technology owned by the company was so sophisticated. Therefore, all companies today will not ignore the improvement of the quality of Human Resources (HR) as

an effort to improve the quality of their production and services¹. In other words, humans are the most important factor in the success of an organization in contributing compared to other production factors², because humans are the only resource that can process, coordinate and organize other resources within the company. Without the right human resources, even though a company already has various sophisticated and modern facilities, the company's goals will not be achieved. Human resources play a role in processing and utilizing resources and materials so that they become products, therefore, an important step that must be taken by the company must be focused on improving the performance of its resources.

Sedarmayanti³ states that performance is a translation of performance which means the work results of a worker, a management process or an organization as a whole, where the work results must be shown concrete and measurable evidence with predetermined standards and in accordance with the duties and responsibilities given to him Mangkunegara. Here it can be concluded that performance is the result of work that has been done both in quality and quantity to achieve organizational strategic goals, customer satisfaction and contribute to economic progress.

Therefore, to get a qualified workforce or employees, according to the criteria and goals of the organization, the HR department in a company must selectively recruit workers or employees to match the job description and job specifications. Here the role of the leader must be able to foster, coordinate , and directing employees according to company goals. This is very necessary, because not all new employees can directly match the needs and understand the company's goals. They must be trained to be able to do their work effectively. To improve the quality of employee performance, leaders need to conduct employee training and development because it is also an effective way for employees to quickly adapt to the responsibilities given.

¹ Hasibuan, M. 2002. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara. Hal.10

² Noerlina. 2011. *Sistem Informasi Sumber Daya Manusia Dalam Mendukung Perencanaan Strategis Perusahaan*. ComTech: Computer, Mathematics and Engineering Applications , Vol. 2, No. 1, 117-122

³ Sedarmayanti. 2011. *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Bandung: Rafika Aditama.hal. 260

Mas'ud⁴ states the company can survive the ever-changing environment, the company must always try to improve the quality of its employees' performance. From a management aspect, efforts to improve the company's success in responding to these changes include employee development. This must be very necessary because an employee must be able to adapt to various aspects of the changing business world.

According to Hasibuan⁵, development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to the needs of the job / position through education and training. This is very necessary because not all new employees can suit their needs. They must be trained so that they can do their job effectively. To improve employee performance, leaders need to hold employee training and development because it is also an effective way to deal with some of the challenges faced by many companies.

The Ministry of Manpower (Kemnaker) pays close attention to the quality of Indonesian workers and also pays attention to the development and training of Indonesian workers. This is evidenced by the KEMNAKER budget of 6.9 trillion and allocating 5.2 trillion funds for training to improve the quality of human resources. The budget is to implement programs to increase workforce competence and productivity that will be trained in 2020. The budget aims to provide benefits to the community and also the industrial world so that it can absorb labor, improve welfare and increase company productivity and boost the national economy.⁶

Basically, all of these activities are aimed at improving the quality of performance so that they can survive in global competition. Therefore, every organization or agency in carrying out a program that is directed is always efficient to achieve company goals. Employee training and development is a planned effort by the organization to increase the knowledge, skills and abilities of employees. Training is more oriented towards increasing the ability to do specific

⁴ Mas'ud, S. 2007. *Kepemimpinan, Prngembangan Organisasi, Team Building dan Perilaku Inovatif*. Malang: UIN-Maliki Press. Hal.29

⁵ Hasibuan, M. S. 1995. *Manajemen Sumber Daya Manusia Dasar dan Kunci Keberhasilan*. Jakarta: Toko Gunung Agung. Hal. 69

⁶ Pratomo, H. B. (2020, Februari 21). merdeka.com. Retrieved from <http://m.merdeka.com/uang/kemnaker-alokasikan->

jobs, and development is more focused on doing work in the future. Business actors in the culinary field are increasing day by day. The increase in these business actors, companies must create innovation and creativity in their efforts so that they can compete with other companies. In this case, one of them is serving consumers optimally and providing the best products.

CV Cucurutuku Ceria is a company engaged in the culinary field of sausage snacks with various variants of processed sausages that are popular with various groups, from children to adults. As is the case with other companies, CV Cucurutuku Ceria still has obstacles in the process of carrying out its work such as: (1) There is still taking order errors to customers, (2) It appears that employees have not fully implemented Standard Operational Procedures (SOP), (3) Less orderly in terms of reporting the final stock of sausages which will certainly have an impact on income reporting. Therefore, this study aims to determine the efforts to improve the quality of employees at CV Cucurutuku Ceria.

THEORITICAL REVIEW

Employee Performance

a. Definition of performance

Performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured by predetermined standards.⁷ It can be concluded that employee performance is the result of work achieved by an employee on the responsibility that has been given both in quality and quantity in order to achieve organizational strategic goals, customer satisfaction and to contribute to economic progress.

Performance is the result or overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets / objectives or criteria.⁸ While performance according to Mangkunegara is the result of work in quality and quantity achieved by an

⁷ Sedarmayanti. 2011. *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Bandung: Rafika Aditama. hal. 260

⁸ Robbins, S. P. 2006. *Perilaku Organisasi*. Jakarta: PT. Indeks, Kelompok Gramedia. Hal. 56

employee in carrying out his duties in accordance with the responsibilities assigned to employee⁹.

b. Factors of affecting employee performance

According to Robbins, The factors of affecting employee performance are:¹⁰

1. Quality

Work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.

2. Quantity

Quantity is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.

3. Timeliness (On Time)

Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.

4. Effectiveness

Effectiveness is the level of use of organizational resources (manpower, money, technology, raw materials) maximized in order to increase the yield of each unit in the use of resources.

5. Independence

Independence is the level of an employee who will later be able to carry out their work functions. It is a level where employees have a work commitment to the agency and employee responsibilities to the company.

Meanwhile, according to Mangkuprawira, the determines or affects of employee performance are described below:¹¹

Personal or individual factors consisting of:

a. Knowledge skills (skills)

⁹ Mangkunegara, A. P. 2009. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rodiskaya. Hal. 67

¹⁰ Robbins, S. P. 2006. *Perilaku Organisasi*. Jakarta: PT. Indeks, Kelompok Gramedia. Hal. 56

¹¹ Mangkuprawira, Sjafrin, T., & Hubeis, A. V. (2007). *Manajemen Mutu Sumber Daya Manusia*. Jakarta: Ghalia Indonesia. Hal. 155

- b. Ability
- c. self-confidence
- d. motivation and commitment of each individual employee.

Leadership factors consisting of:

- a. The quality of managers and team leaders in providing encouragement, enthusiasm, direction and work support to employees through the provision of incentives, bonuses and rewards.
- b. Team factors consisting of support and enthusiasm given by colleagues in a team, cohesiveness and closeness of team members.

c. Performance Characteristics

According to Mangkunegara, the characteristics of people who have high performance are as follows:¹²

1. Have high personal responsibility
2. Dare to take risks
3. Have realistic goals
4. Have a comprehensive work plan and strive to realize its goals
5. Take advantage of concrete feedback in all work activities that they do
6. Looking for opportunities to realize the plans that have been programmed.

d. Performance appraisal

Performance appraisal is a process carried out by a company in evaluating a person's job performance¹³ Meanwhile, Mondy defines performance appraisal as a formal system for assessing and evaluating the performance of individual or team tasks.¹⁴

¹² Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya. Hal. 68

¹³ Mangkuprawira, S. 2004. *Manajemen Sumber Daya Manusia Strategik*. Bogor: Ghalia Indonesia. Hal. 231

¹⁴ Mondy, R. (2008). *Manajemen Sumber Daya Manusia*, Jilid 1 Edisi 10. Jakarta: Erlangga. Hal. 257

Quality of Performance

According to Flippo in Sari, the opinion about work quality is as follows: "Even though every organization has different views on the standards of employee work quality, in essence, effectiveness and efficiency are common measures.¹⁵. Starting from the definition given by Flippo, it can be said that the essence of work quality is an outcome that can be measured by the effectiveness and efficiency of a worker carried out by human resources or other resources in achieving the company's goals or objectives properly and efficiently.

The quality of human resources has benefits in terms of company development, namely:

1. Performance improvements.
2. Adjustment of compensation.
3. Placement decision.
4. Training needs.
5. Career planning and development.
6. Efficiency of the staffing process.
7. Equal employment opportunities

Stoner in Sutrisno explained there are four ways to improve the quality of employee performance:¹⁶

1. Discrimination

A manager must be able to objectively distinguish between those who can make a significant contribution to the achievement of organizational goals and those who do not. In the context of job appraisal, there must be a difference between high-performing employees and non-performing employees. Therefore fair decisions can be made in various fields, for example human resource development, payroll and so on.

¹⁵ Sari, D. F. 2015. Efektivitas Pelatihan Commbasic "Menenal Lebih Jauh Asuransi Jiwa" PT. COMMONWEALTH di Agency Satria Muda Bandung Terhadap Kualitas Kerja Mitra Bisnisny "SKRIPSI. Bandung: Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Komputer Indonesia

¹⁶ Sutrisno, E. 2010. Manajemen Sumber Daya Manusia, Edisi Pertama, Cetakan Pertama. Jakarta: Penerbit Kencana. Hal.184-185

2. A hope

By giving attention to this field, it is hoped that it can improve employee performance. Employees who have high performance expect recognition in the form of various expectations received from the organization. To increase motivation and performance, those who appear impressive at work must be identified in such a way that the award falls into the rightful hands.

3. Development and Training

For those who work below standard, the scheme for them is to take part in a training and development program. Whereas above the standard, for example, can be promoted to a higher position. Based on the results of the management report, however, the form of organizational policy can be guaranteed fairness and honesty. For this reason, full responsibility is needed on the manager who supervises it.

4. Communication

Managers are responsible for evaluating the performance of employees and accurately communicating their assessments. To be able to do this accurately, managers must know what deficiencies and problems are faced by employees and how to overcome them. In addition, managers must know what training and development programs are required. To be sure, managers need to communicate intensely with employees.

Human resources need to be developed continuously in order to obtain quality human resource work in the true sense, such as that the work carried out will produce something that is desired. Quality is not only clever, it fulfills all the qualitative requirements that the job demands, so that the work can actually be completed as planned. The concept of quality is seen as something relative, which does not always mean good, etc. Quality can define the properties of a product or service that shows the consumer the advantages of the goods or services. Hasibuan mentioned that appraisal is a management activity to evaluate employee behavior and work results and determine further policies¹⁷.

¹⁷ Hasibuan, M. (2007). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara. Hal. 87

Based on the above definition, there are two things that are evaluated in assessing employee performance, namely the behavior and quality of employee work. What is meant by behavioral assessment is loyalty, honesty, leadership, cooperation, loyalty, dedication, and employee participation. Meanwhile, work quality is a physical standard that is measured because of the work done or performed by the employee on his / her duties

Factors Affecting Quality Performance

Based on Matutina, in Sari, describe the quality of work refers to the quality of human resources refers to:¹⁸

1. Knowledge

The abilities possessed by employees who are more oriented towards intelligence and thinking power as well as mastery of broad knowledge possessed by employees.

2. Skill

The employee has ability and operational technical mastery in certain areas.

3. Ability

Ability that is formed from a number of competencies possessed by an employee which includes loyalty, discipline, cooperation, and responsibility.

According to Dessler (1992 ;476) ,Employee work quality can be achieved if employees can meet their needs and the ability to do so is influenced or depends on whether there are:

1. Fair, equitable and sportive treatment of employees.
2. The opportunity for each employee to use their abilities to the fullest and the opportunity to manifest themselves, namely to become the person they feel capable of making it happen.
3. Open communication and mutual trust among all employees.
4. Opportunities for all employees to play an active role in making important decisions that involve their jobs.

¹⁸ Sari, D. F. (2015). Efektivitas Pelatihan Commbasic "Mengenal Lebih Jauh Asuransi Jiwa" PT. COMMONWEALTH di Agency Satria Muda Bandung Terhadap Kualitas Kerja Mitra Bisnisny "SKRIPSI. Bandung: Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Komputer Indonesia. Hal.56-63

5. Sufficient and fair compensation.

6. A safe and healthy environment.

Furthermore, the quality of work can be seen from the ability of the employees shown, such as:

1. Completing tasks carefully, accurately, and on time so as to achieve the expected results.
2. Showing attention to the goals and needs of the department that depends on the service and its work.
3. Handling various responsibilities effectively.
4. Using working hours productively.

METHODE

This study uses qualitative methods that focus on a descriptive qualitative approach. This method is used to reveal the efforts to improve the quality of performance aimed at employees of CV Cucurutuku Ceria Sosgul, Malang. Meanwhile, the data sources were taken using primary data and secondary data.

This study was conducted at CV Cucurutuku Ceria Sosgul, Malang, located in Perumahan Bukit Cemara Tidar Block C no 11 Karangbesuki Sukun Kota Malang. The informants are from HRD and employees. Data collection techniques use 3 (three) techniques, such as: interview, observation (Observation or direct observation), and documentation. The method used in this study is descriptive qualitative research with a case study approach with more descriptive characteristics from the results of interviews and observation. The analysis in qualitative research is carried out before entering the field, during the field and after completion of the field the data obtained will be analyzed qualitatively and described in descriptive form

RESULT OF THE RESEARCH & DISCUSSION

Quality of performance

The quality of performance of employees of CV Cucurutuku Ceria Sosgul Malang can be categorized as good due to educational background factors, communication between employees and control by the Field Coordinator so that

the progress of the work process runs well, although there are still various obstacles, such as meeting the target of achieving daily income.

Effort of improving the quality of performance

The way to overcome these obstacles, CV Cucurutuku conducts training for every prospective new employee as well as old employees. There are differences in training between prospective new employees and old employees. For prospective new employees there is a training program for 6 (six) days which is followed by all prospective new employees who are supervised directly by the field coordinator. The old employees will get the training on changes to the income reporting system, and final stock reporting.

Standard Operating Procedures (SOP)

The SOPs applied in CV Cucurutuku Malang Branch are service standards, appearance standards, there are also outlet employee work regulations that have been posted in almost every outlet except for appearance standards, and they are not attached but are conveyed verbally to employees. In practice, there are still employees who do not comply with work regulations, service standards and appearance standards. The step taken to overcome this obstacle is to take an oral warning, if it still doesn't change, then a warning letter is imposed.

BENEFITS OF IMPROVING THE QUALITY OF PERFORMANCE

The benefits of improving the quality of performance in CV Cucurutuku Malang Branch, namely:

1. Increasing the employee productivity
2. Employees become disciplined in accordance with the standards and regulations that have been made
3. The company can get a stable income
4. The company does not spend a lot of time to recruit new employees
5. The company is more organized step by step from working hours to closing hours
6. The company can practice existing SOPs and there are no complaints to the employee's performance from customers.

The Constraints in the Implementation Process of Performance Improvement

The implementation process of improving the quality of performance still has obstacles that arise from the employees themselves, such as: regarding the understanding of duties and responsibilities as well as instructions from superiors and there are also employees who still act at will not in accordance with existing standards and regulations. To overcome this, training will be terminated and employees will be recruited again if there is no progress during the training period.

Discussion

The way of CV Cucurutuku Ceria Malang Branch to improve the quality of employee performance are through training or training and employee discipline development. Training aims to improve employee skills in carrying out their responsibilities and employee discipline development aims to improve discipline and work productivity.

a. Employee Training program

The training is only aimed at prospective new employees with the following details:

New Employee Training program in may, 2020

No	Type of training	Location
1	a. Removing the sausages from the freezer	1. Superindo Raya Langsep 2. Morning Shift at Mall Dinoyo
	b. Frying the sausages	
	c. Sales transaction - after sales	
2	a. Frying the sausages	1. Night Shift at Superindo Raya Langsep 2. Night Shift at Mall Dinoyo
	b. Sales transaction - after sales	
	c. Making final stock reports in the application and final stock report paper	
	d. Creating daily income report	
	e. Cleaning the cooking utensils and outlets	
3	a. Removing + unfreezing the sausages from the freezer	Full Shift
	b. Frying the sausages	
	c. Sales transaction - after sales	
	d. Making final stock reports in the application and final stock report paper	
	e. Creating daily income report	
	f. Cleaning the cooking utensils and outlets	

The implementation time of the training program for new employees of CV CC Malang Branch has been scheduled in advance. With this training, it is hoped that it can add insight, experience, knowledge and employee skills. In addition, it is hoped that employees can overcome any problems or obstacles that will occur.

b. Employee Discipline Development

Employee discipline is also one of the keys to support the success of a company in improving the quality of employee performance. If employees do not have a good level of discipline, the company's operations cannot run well. Therefore, every company has standards and written regulations to control and maintain discipline of its employees. But in its implementation, there are still violations or not in accordance with predetermined standards and regulations, such as arriving late for various reasons, not implementing service standards, being absent during working hours and many others. This is in line with what was conveyed by the Field Coordinator of CV CC Malang Branch, Mr. Rody:

"There are still employees who act at will, and beyond management control, such as arriving late, which results in late sausages that are ready to be displayed, some are not available during working hours. It seems trivial, but if it is left unchecked it will become a habit and it is not good"

This greatly affects employee performance and is the cause of the smooth implementation of work tasks. This happens because of the ineffectiveness and efficiency in managing the company as a whole. In addition, these things also affect the employees themselves, and will affect the form of cooperation between employees and also with superiors. To overcome this problem, CV CC Malang Branch applies sanctions for employees who violate service standards and existing regulations. With these sanctions it is expected to further improve employee discipline.

Another thing that is done by CV CC Malang Branch is through employee attendance which is carried out during attendance and return hours by absent selfish using tabs that are already available at each outlet. Absences in that way can be said to be effective because they reduce the risk of being absent such as during manual absences. That way it can reduce the level of late arrivals and leave

absences which have an impact on increasing employee discipline. The next way is to attach work regulations and service standards in each outlet which aims to be a daily reminder and notification to employees.

Managing the employees is very important for the company. This includes how the ability of company management to conduct employee training which has a positive impact on employees in the process of carrying out work at each outlet, as well as fostering employee discipline according to standards and regulations that have been made by the company to improve quality employee performance, and have a positive impact on the company and the employees themselves. With the existence of employee discipline training and coaching programs, it is hoped that employees can gain insight, experience, and skills so that they can compete with other companies and achieve company goals. Apart from training programs and employee discipline fostering from the company, it is hoped that employees will also need to increase awareness and enthusiasm to always learn, improve their abilities and expertise independently through the various opportunities available.

CONCLUSION

Based on the results of the research and discussion carried out, it can be concluded that CV Cucurutuku has carried out management of its employees well, where the management is able to provide guidance in order to improve the quality of employee's performance. The effort of improving the quality of employee performance using 2 programs, such as:

1. A training program for prospective new employees that has been prepared by HR or The coordinator,
2. Employee discipline development program by understanding the SOPs and regulations that have been made by management.

SUGGESTION

1. To recruitment process, employees must set a high standard to match the desired criteria
2. To put cctv in each outlet in order to control the activities at outlets

3. To provide an understanding of standard and regulatis for employees
4. To provide training program for all employees, both new employees and old employees so that their skills and knowledge are also increased

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