

STRATEGIES FOR IMPROVING THE PERFORMANCE OF HUMAN RESOURCES THROUGH AN ORGANIZATIONAL WORK PRODUCTIVITY

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ABSTRACT

One of the successes of a company in achieving its vision and mission is influenced by the quality of Human Resources (HR) in the company environment. The purpose of this study was to determine the importance and formulation of human resource management strategies and job satisfaction that have an impact on employee productivity. In this study, observing the application of Human Resources at the Management of Indonesian Company, based on service targets and operations. In this study, a questionnaire was prepared for respondents to be interviewed and the results were used to analyze the achievement of the HR performance at the company, namely the probability of company productivity. Furthermore, it can be identified what strategies the company undertakes to achieve its vision and mission. In the final section, it can be concluded that the quality of human resources needs to be improved according to the company's performance targets in achieving the company's vision and mission.

Keywords: HR Management, HR Performance, Company Productivity

INTRODUCTION

Companies in carrying out their activities, both those engaged in services and goods, have the same goal, namely to make a profit. Besides, the company also wants to provide satisfaction to customers for the products or services it produces, because customer satisfaction is a measure of the company's success in producing quality products or services, and what consumers want. Achievement with the right and best marketing strategy to implement, one of which is that the company can see from the human resource management factor as measured by the productivity of individual human resources and in teamwork that is formed into the organizational structure of the company.

The company is expected to provide satisfaction to the employer and increase the productivity of the performance of its human resources. Performance evaluation describes a process of feedback on past performance and encourages future productivity. In the era of globalization, there is a demand for changes that are very fast and cause a shift in complex thinking in all fields. For this reason, the company must have a competitive advantage to win the competition and minimize complaints from employers. One of the important competitive advantages for the company is the company's employees. Company employees are the driving force of company operations and as the spearhead of operational implementation, so that if the performance of the company employees is good, the company's performance will also increase.

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy (Armstrong and Baron, 1998). Performance is about doing the job and the results it achieves. Performance is about what to do and how to do it. The participation of employees in the process of organizational activities will increase employee awareness of the duties and responsibilities assigned to them. With participation, employees know exactly what to do concerning achieving company goals, minimizing written reprimands or letters of a complaint related to unit performance. Following the company's business sector, namely the service and service sector, performance problems for the company are very important issues, including:

- a. Job satisfaction with the achievement of Service Level Agreements, in several operating units, has not yet been achieved, influenced by the adequacy of the HR ratio, competence, and HR skills.
- b. Productivity, response time, and resolution time for human resources in handling problems.
- c. Emphasis on letters of complaint and trust from employers to employees and the company.
- d. Internal audit findings on work non-conformities.

Identification of Problems, among others: Job satisfaction by measuring the Service Level Agreement (SLA) which was agreed upon, there were still several branch offices that had not been reached. b. Employee productivity, employee

response time, and resolution time are still slow.
c. There is a complaint letter from the employer.
d. Internal audit findings, which have an impact on the inconsistency of employees in carrying out operations following company SOPs.

Based on the discussion described above, the formulation of this research problem can be formulated as follows:

1. Is there an effect of HR management strategy on Employee productivity?
2. Is there an effect of Job Satisfaction on increasing Employee Productivity?
3. Is there an effect of employee productivity on improving company performance?
4. How is the preparation of strategic plans related to HR Management and Job Satisfaction that Affect Employee Productivity in increasing Company Performance?

Based on the background and problem identification, the objectives of this study are:

1. To determine the effect of HR Management on Company performance,
2. To determine the effect of Job Satisfaction on Company Performance through Employee Productivity,
3. To determine the effect of Employee Productivity on Company Performance,
4. To determine the influence strategy of HR Management, Job Satisfaction and Employee Productivity on increasing Company Performance

Furthermore, this study will only discuss the company's performance through human resource management, the authors define the scope of the research as follows:

1. In the operational scope, in Branch offices throughout Indonesia at the level of Branch Managers and Regional Leaders.
2. Research variables are company performance, human resource management, employee productivity, and performance

MATERIALS AND METHODS

Previous Research Review

It is widely believed that employee participation can affect employee job satisfaction; employee productivity is employee commitment and all of them can create a comparative advantage for the organization. The main objective of this study is to determine the relationship between employee participation, job satisfaction, employee productivity, and employee commitment. On this issue 34 organizations from the Oil & Gas, Banking, and Telecommunications sectors were contacted, of which 15 responded. The finding of this study is that employee participation is not only an important factor of the job satisfaction component. Increasing employee participation will have a positive effect on

productivity, job satisfaction, employee commitment. Increasing employee participation is a long-term process, requiring both attention from the management initiative side and the employee side. Managers who hold the relationship of Human Trust Participation only in involvement for the sake of involvement with superiors that as long as subordinates feel that participating and consulting, their ego needs will be satisfied and they will be more cooperative (Richie and Miles, 1970).

Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Productivity is a measure of performance including efficiency and effectiveness. It is important, therefore, to know who the productive workers are. Productivity is a measure of performance including efficiency and effectiveness. Effective high-performing organizations have a culture that encourages human resource engagement. The Influence of Teamwork on Employee Performance. This study analyzes the effect of teamwork on employee performance regarding staff members of the Higher Education Department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan. Several measures of employee performance were analyzed including team esprit de corps, trust and recognition, and rewards. There is clear evidence that teamwork and other measures of employee performance are positively related to employee performance. self-administrated questionnaires are distributed within the Directorate of Higher Education (Hanasya, 2016).

Human Resource Management

Human Resource Management plays an active and dominant role in every organizational activity because humans become planners, actors, and determinants of the realization of organizational goals. The goal is impossible to achieve without the active role of employees even though the company has sophisticated tools. Sophisticated tools owned by the company are of no benefit to the company if the role of employees is not included. Human resource management (HRM) is a part of management that focuses on the role of human regulation in realizing organizational or company goals. Here are some definitions of Human Resource Management: According to Hasibuan (2013), HRM is a science and art that regulates the relationships and roles of the workforce to be effective and efficient in helping the realization of company, employee, and community goals. According to Schuler, et al. (in Sutrisno 2014) HRM is an acknowledgment of the importance of an organization's workforce as a very important human resource in contributing to organizational goals and uses several functions

and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and communities.

Managing of Human Resources (HR) which as a whole from the various assets owned by the company that HR has a very important role compared to other assets owned by the company. The existence of HR as the center of various company activities, running a business, controlling and evaluating, and even delivering the company to the peak of success. Investments in human resources are only possible if these resources individually have qualifications relevant to the needs of the organization concerned and have a desire to develop themselves creatively. This investment in human resources is the most important thing that can be done by an organization that has the final goal, namely that the organization can have a workforce with the number and quality of work, work discipline, loyalty, dedication, efficiency, work effectiveness, and work productivity to meet the needs. an organization for the present and the future. Consciously, the organization has put itself at the top of very strong competition against its competitors, because it has employees who can professionally do all work, have a high work value (best performance), and their ability to easily bring the company to the peak of success (achievement), in other words, able to outperform its competitors well (good competency to be the market leader).

According to Cornelius (2007), Company performance is an important thing that must be achieved by every company anywhere, because performance is a reflection of the company's ability to manage and allocate its resources. A good performance measurement system is a set of performance measures that provide the company with useful information, thereby helping to manage, control, plan, and carry out the activities the company carries out. With the existence of performance measurement, the company is expected to be able to survive and keep up with the existing competition and developments.

Human Resources in a company cannot be equated one hundred percent with the personnel management that has been carried out by many companies. The personnel sector usually focuses more on managing personnel administration, payroll, and industrial relations (day-to-day operations). This activity has a high level of routine and there are fewer challenges for managers, in the sense that managers are stuck in an existing pattern. From the perspective of HR management, Rusaw (2009) describes many management tools that can be applied in the context of public administration to select, develop, and motivate employees to achieve organizational goals that have been set according to the organization's

vision and mission.

This variable is measured by these dimensions starting from:

a. Recruitment and selection

Recruitment is a way of making human resource management planning decisions regarding the number of employees needed when needed, and what criteria are needed in an organization.

b. Training and development

Training (training) is a short-term educational process that uses systematic and organized procedures so that non-managerial workers learn technical knowledge and skills for specific purposes. Job training according to law No. 13 of 2003 article I paragraph 9. is the entire activity to provide, obtain, improve and develop work competence, productivity, discipline, attitudes, and work ethic.

c. Staffing policy

Every work that is carried out has a purpose. Purpose serves to direct behavior, as well as employee placement, human resource management, placing an employee or prospective employee with the aim of, among other things, so that the employee is more efficient.

d. Performance appraisals and promotions

Job promotion is the dream of every employee. Promotion is the transfer of an employee from one position/place to another higher position/place and is followed by duties, responsibilities, and authorities higher than the position previously held.

e. Providing rewards and sanctions.

Compensation is a human resource management function that deals with all forms of rewards promised to be received by employees in return for carrying out tasks to achieve company goals. From the above understanding, it can be seen the characteristics of reward or compensation

Job Satisfaction

The definition of Job Satisfaction according to Tiffin (1958) in Moch. As'ad (1995) job satisfaction is closely related to the attitude of employees towards their work, work situations, cooperation between leaders and employees. Meanwhile, according to Blum (1956) in Moch. As'ad (1995) suggests that job satisfaction is a general attitude that is the result of several specific attitudes towards job factors, self-adjustment, and individual social relations outside of work.

Job satisfaction is a pleasant emotional attitude and loves his job. This dimension is represented by:

a. Moral of work

The moral is an inner mood that affects individual goals and organizational goals. The inner atmosphere is manifested in individual activities

when carrying out their duties and responsibilities.

b. Discipline

Discipline is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, loyalty, and/or order.

c. Work performance.

The definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties following the responsibilities assigned to him.

Work Productivity

Work productivity is the best ratio between the results obtained (output) with the number of labor sources used (input). Work productivity is said to be high if the results obtained are greater than the labor resources used. Conversely, work productivity is said to be below, if the results obtained are smaller than the work resources used.

Timpe (1989) reviewed hundreds of study findings and insights from thousands of managers participating in a seminar on productivity suggesting seven keys to achieving high productivity, namely: 1. Responsible Management Skills. 2. Outstanding leadership. 3. Organizational and operational simplicity. 4. Effective staffing. 5. Challenging assignments. 6. Planning and controlling objectives and specific managerial training

Company Performance.

According to Cornelius (2007) Company performance is an important thing that must be

achieved by every company anywhere, because performance is a reflection of the company's ability to manage and allocate its resources. A good performance measurement system is a set of performance measures providing the company with useful information that helps manage, control, and carry out the planning of the activities that the company carries out. With the existence of performance measurement, the company is expected to be able to survive and keep up with the existing competition and developments.

The performance measurement system can be measured by an analytical method, namely the "Balance Score Card" or BSC. This system can see the performance from a multidimensional point of view from different perspectives and time horizons. This system supports innovation and learning and is customer-oriented. The purpose of this system is to improve rather than monitor it.

Parmenter (2010) in his book describes a set of measures that focus on aspects of organizational performance and are most critical to organizational success today and in the future. In its development, the BSC model has been modified from four perspectives: 1. Financial perspective, 2. Customer perspective. 3. Internal business process perspective. 4. Learning and growth perspective.

The Conceptual Framework

Referring to the research conceptual framework, the researchers formulated five main hypotheses as follows:

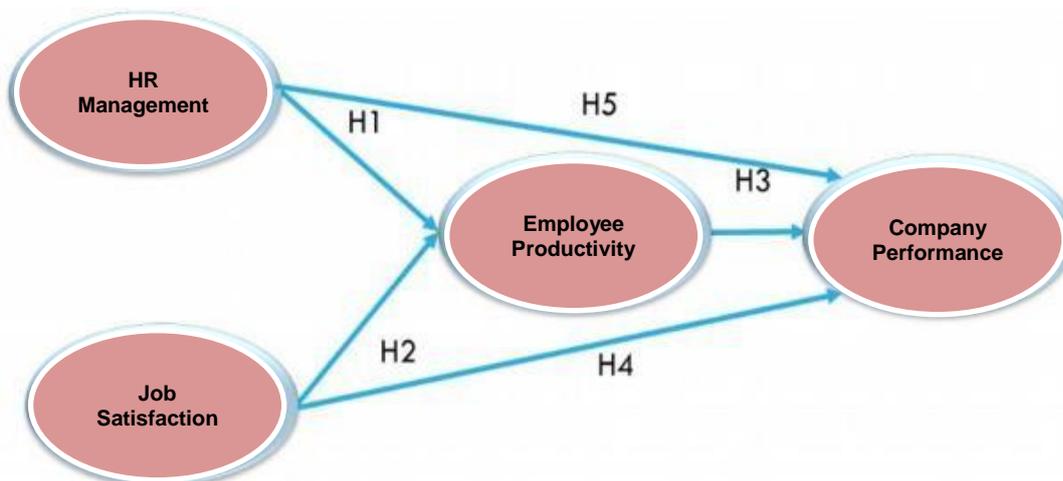


Figure 1. Research Conceptual Framework

1. H1: The influence of HR management strategies on employee productivity
2. H2: Effect of job satisfaction on employee productivity
3. H3: The Effect of Employee Productivity on Company Performance
4. H4: The effect of job satisfaction on company performance

5. H5: The Effect of HR Management on Company Performance

The Research Methods

In this research, a quantitative research method is used. In research reliability the influence of productivity factors generated by human resource management, team performance, and

individual employee performance. Job satisfaction and customer loyalty and trust in the Company. The variables used include company performance as the independent variable and human resource management, job satisfaction, and employee productivity as the dependent variable. The research was conducted in the company, which became the population of the object under study was 127 branch managers and 50 employees at the subsidiary companies.

Data collection will be carried out by using the sampling technique using the media questionnaire which will be distributed to each respondent at the level of Regional Leaders and Branch Managers at the three companies to be studied. samples (Sugiyono, 2012). The technique used in data processing is to use:

Primary data

Obtained from questionnaires given to Regional Leaders and Branch Managers of the company, in the form of questions, data on target achievement and performance realization, apart from the results of interviews, primary data was also obtained from the results of questionnaires that had been filled in by respondents.

Secondary data

Obtained from various literature books, articles, journals, scientific writings, and websites on the internet.

The analysis used in this research is Structural Equation Modeling (SEM) which is operated through the Amos version 21 program. SEM models are applied in the research instrument design process (questionnaire) and questionnaire data processing (fit test).

RESULT AND DISCUSSION

Overall Model Fit Test

The measurement indicator used is Goodness-of-Fit (GOF), which is used to determine the suitability of the model to the data collected. The test shows that it is proven that the model resulting from the last modification is fit with the existing data, even though GFI, AGFI, NFFI, and NFI are considered poor fit but still meet the requirements so that the proposed model is still considered good and can be accepted as a suitable model in this study. Therefore, hypothesis testing can be done. Hypothesis testing is done by looking at the CR (Critical Ratio) value contained in the AMOS output table regarding regression weight.

Hypothesis Test Results

Hypothesis testing is done by comparing the C.R value in the calculation results table and produces the following, with the critical value that is identical to the t value, namely 1.96 at the 5% significance level. If the value of C.R. greater than the critical value with a significance level of p

<0.05, the proposed hypothesis is accepted. However, if the value of C.R. has not been able to reach its critical value at the significance level of $p > 0.05$, then the proposed hypothesis is rejected

Structural Model Fit Test

The structural model fit test is an analysis of the structural model of research where this fit test will test the causal relationship between latent variables (Wijanto, 2008). A coefficient or estimate of the relationship between 2 latent variables is significant if the t-value is ≤ 1.96 . The positive and negative signs of the estimated value and t-value indicate a positive or negative relationship between the two related latent variables (Wijanto, 2008).

Based on the research results, it can be seen that the results of hypothesis testing such as the following analysis:

1. First Hypothesis (HR Management F1 → Employee Productivity F3)

Based on the test evaluation and the Critical Ratio (CR) value, the effect of HR management on employee productivity has a coefficient of 1.080 with a CR value of 2.998. Because the CR value is greater than the critical value with an alpha of 5%, namely 1.96, it means that the effect of HR management on employee productivity is significant and positive. A positive coefficient trajectory indicates that the formation of HR management will have a direct positive effect on employee productivity. Thus the first hypothesis is accepted.

2. Second Hypothesis (Job Satisfaction F2 → Employee Productivity F3)

Based on the test evaluation and the Critical Ratio (CR) value, the effect of job satisfaction on employee productivity has a coefficient of 1.061 with a CR value of 3.963. Because the CR value is greater than the critical value with an alpha of 5%, namely 1.96, it means that the effect of job satisfaction on employee productivity is significant and positive. A positive coefficient trajectory indicates that job satisfaction will have a direct positive effect on employee productivity. Thus the second hypothesis is accepted.

3. Third Hypothesis (HR Management F1 → Company Performance F4)

Based on the evaluation of the test and the Critical Ratio (CR) value, the effect of HR management on company performance has a coefficient trajectory of 1,280 with a CR value of 4,112. Because the CR value is greater than the critical value with an alpha of 5%, namely 1.96, it means that the effect of HR management on company performance is significant and positive. A positive coefficient trajectory indicates that HR managers will have a positive direct effect on company performance.

Thus the third hypothesis is accepted

4. Fourth Hypothesis (Job Satisfaction F2 → Company Performance F4)

Based on the evaluation of the test and the Critical Ratio (CR) value, the effect of job satisfaction on company performance has a coefficient trajectory of -0.236 with a CR value of -0.386. Because the CR value is smaller than the critical value with an alpha of 5%, namely 1.96, it means that job satisfaction with company performance is not significant and negative. The negative coefficient trajectory value indicates that job satisfaction does not have a significant effect on company performance. Thus the fourth hypothesis is rejected.

5. Fifth Hypothesis (Employee Productivity F3 → Company Performance F4)

Based on evaluation of testing and the value of Critical Ratio (CR), it means that the influence of employee productivity on company performance is significant and positive. A positive coefficient trajectory indicates that HR managers will have a positive direct effect on company performance. Thus the fifth hypothesis is accepted

The Strategies For Improving The Performance Of Human Resources

Based on the research results, several strategies can be formulated as follows:

1. Companies should improve the implementation of the HR Management system as reflected in the performance of the Strategic Experience Modules (SEMs) which consists of 5 (five) dimensions, namely recruitment/selection methods, development training, placement policies, assessment/promotion, and reward/punishment. Based on the confirmatory factor analysis test, several indicators get the lowest values, which are the basis for providing advice to the company.

2. Companies should increase employee productivity by developing 6 (six) dimensions, namely expertise, competence, effective leadership, challenging tasks, planning, and control as well as special managerial training.

3. Companies should increase their approach to employees. With the company's business being a service company that has a high enough risk, employee job satisfaction is very important to be further improved personally. By increasing the indicators of job satisfaction in this study, namely:

a. Paying attention to the work performance of employees and their units, by giving awards and appreciation to employees and units if the performance achievement exceeds the target of the employer, giving awards if there are no fraud & zero penalties in branch offices. Awards can be in the form of certificates and value for money so that they can spur the morale of employees and their units.

b. Each month's work morale must be considered by building an intense spiritual system, guidance, consultation, and staffing.

c. Discipline must still be instilled by the branch leadership level so that this character will be formed by the staff of the employees at their ranks. The presence and discipline of discipline carry out each job description activity according to the SOP and the discipline of the work environment

4. For the academic community, with a proven theory that there is an influence between HR Management on Employee Productivity and its impact on Company Performance in the company being studied. It is hoped that the results of this research can become a reference for research related to HR management strategies and increasing employee productivity to provide knowledge and references in the academic world. Carrying out further research by developing new variables that can improve company performance, as well as developing into other field companies so that further research can become a reference for companies engaged in other fields.

CONCLUSION

Based on the results of research and discussion, several conclusions can be drawn on the influence of the variables studied in 3 (three) companies, as follows:

1. HR management affects Employee Productivity based on testing and the value of the Critical Ratio.

2. Job Satisfaction affects employee productivity. Based on the test and the value of the Critical Ratio (CR), it means that the effect of job satisfaction on employee productivity is significant and positive. A positive coefficient trajectory indicates that job satisfaction will have a direct positive effect on employee productivity.

3. HR management has an effect on company performance based on testing and the value of the Critical Ratio (CR), which means that the effect of HR management on company performance is significant and positive. A positive coefficient trajectory indicates that HR manager will have a positive direct effect on company performance.

4. Job Satisfaction has no significant effect on company performance based on testing and the value of Critical Ratio (CR), meaning that job satisfaction with company performance is not significant and negative. The negative coefficient trajectory value indicates that job satisfaction does not have a significant effect on company performance.

5. Employee productivity has an effect on company performance based on testing and the value of Critical Ratio (CR), which means that the influence of employee productivity on company performance is significant and positive. A positive coefficient trajectory indicates that HR manager

will have a positive direct effect on company performance.

Based on the results of the calculation of the direct and indirect effect, where the calculation results indicate that the HR Productivity variable is a moderating variable that strengthens the influence between HR management and the Job Satisfaction variable on Company Performance. This means that the stronger employee productivity, the stronger the influence of human resource management, job satisfaction on company performance will be. This shows that both the HR management variable and the Job Satisfaction variable will have a direct effect on the Company's performance with a lower value than through the moderator of the Employee Productivity variable.

Related to the implications of research to answer the problem formulation that is to determine the effect of HR Management directly and indirectly on Company performance, to determine the effect of Job Satisfaction directly and indirectly on Company Performance through Employee Productivity, to determine the direct effect of Employee Productivity on Company Performance, and to create The formulation of strategies to improve company performance with Balance Scorecard analysis is very dependent on the high level of correlation between employee productivity.

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