

Analysis of Human Resources Development on the Performance of Civil Servants at the Transportation Office of Fakfak Regency

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Abstract

Human resource development is learning opportunities, which are designed to help employees, workers, employees, or human resources who work in organizations, or in companies. Investments in human resource development are expenditures aimed at improving the productive capacity of the people themselves as employees, as civil servants, as workers. The research method is qualitative. The results of the study show that Civil Servants at the Department of Transportation of Fakfak Regency are predominantly male as much as 90%, and predominantly Civil Servants aged 20-30 years are 20 people or 37.04%, and aged 31-40 years are 20 people or as much as 37.04%, here it can also be seen that predominantly Civil Servants with a Bachelor's Degree (S1) education are 17 people or 31.48%, 17 people have high school education or 31.48%, and dominantly are Civil Servants Civilians occupy Echelon IV/a, amounting to 9 people or 69.23%. The on-the-job training method includes all efforts to train civil servants in the real workplace. Conclusion Civil servants perform real work, not simulated tasks.

Keywords

human resources; department of transportation; East Fakfak



I. Introduction

Human resource development is learning opportunities, which are designed to help employees, workers, employees, or human resources who work in organizations, or in companies. Investments in human resource development are expenditures aimed at improving the productive capacity of the people themselves as employees, as civil servants, as workers. To face the demands of today's tasks and specially to answer future challenges, the development of good human resources, especially organizations and/or companies will have competitive strengths that are more efficient and able to compete positively in national and global arenas and are difficult to imitate by organizations and or other companies. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The development of human resources, whether working in the public sector as civil servants, employees of State-Owned Enterprises (BUMN), as employees of Regional-Owned Enterprises (BUMD), and the private sector, needs to be carried out in a planned and sustainable manner. In order for human resource development (HR) to be carried out

properly, a human resource development program must first be established. Human resource development programs need to be carefully structured, and based on scientific methods and guided by the skills needed by the organization, in this case the Fakfak Regency Government now and in the future.

Human resource development does require considerable costs, but these costs are a long-term investment for organizations in the field of human resources (HR). Because competent and skilled human resources will be able to work more efficiently, more effectively, waste of raw materials and the wear and tear of office machines or equipment is reduced, their work results are better, the competitiveness of organizations, especially the Department of Transportation in particular and the Regional Government of Fakfak Regency will be even greater. . This of course will provide better opportunities for organizations to obtain greater benefits, so that the reward system for civil servants and/or employees or workers is also reasonable to increase. Human resource development has a wider scope in an effort to improve and increase knowledge, skills, abilities, and attitudes or behavior towards learning opportunities designed to assist the development of employees or civil servants. . Such opportunities are not limited to efforts to improve employee performance in their current job, but also future tasks that are constantly evolving in accordance with the demands of the organization and society.

The strategy for developing human resources, known as organizational management, must be flexible in accepting new ideas even though they are not currently appropriate, and can carry out some fundamental reforms to conventional policies and practices. The ability of new civil servants combined with the introduction and training program for civil servants and or training of certain employees, has not fully guaranteed the disappearance of the gap between work ability and task demands which leads to an increase in organizational work productivity, in this case the Regional Government of Fakfak Regency, and or companies. overall. Because after civil servants, and or employees work and an assessment is carried out on the work carried out, it turns out that they still need to be developed, so that they are more capable in performing their duties and can perform better. The development of human resources is felt to be increasingly important because of the demands for work or positions as a result of progress in various fields, and the increasing demands of the community as a result of the wave of reforms that gave birth to a civil society that is getting stronger on the quality and quantity of services to which it is entitled.

Facing the third millennium of the global era which is full of freedom, health and quality, the Indonesian people are also entering the process of taking off to become an independent nation towards the main goal, namely the creation of advanced, sustainable and harmonious quality of Human Resources and Indonesian society based on Pancasila, so it is very necessary to have human resources. Human Resources have a dual role, namely as the subject of development and at the same time as the object of development. In this case, human resources reflect the quality of the effort given by a person in a certain time to produce goods and services. The second definition of resources concerns humans who are able to work to provide services or work efforts. Being able to work means being able to carry out activities that have economic value, namely that these activities produce goods or services to meet the needs of the community. To achieve this goal, it must be supported by Human Resources who can build the highest integrity by utilizing existing Human Resources. Although capital and equipment are important factors, but no less important is Human Resources because as mentioned that the success of a development is usually described through economic growth and national income, where success will be determined by three (3) main factors, namely human resources. , natural resources,

Human resources are placed in the first position because Human Resources are the most important, which will be able to manage natural resources for the benefit of mankind and to create artificial resources which in turn will increase the benefit of the people in nature. Therefore, human resources in Indonesia are needed to be developed so that they have advanced physical, mental and spiritual qualities and are capable of being people of development in economic, socio-cultural, political, and national defense. At a macro level, the development of the quality of Human Resources will certainly have an influence on the development of the national economy and on national development because in essence there are two (2) dimensions that we capture in Human Resources, namely the quantity factor and the quality factor. Human Resource Development in a government agency/organization cannot be separated from the condition of the workforce in the community. The definition of development in relation to government institutions is efforts to improve skills and general knowledge for Civil Servants so that the implementation of achieving goals is more efficient. In this sense, the term development will include the notion of training and education, namely as a means of improving skills and general knowledge for human resources, in this case Civil Servants who work at the Fakfak Regency Transportation Service Office. The definition of development in relation to government institutions is efforts to improve skills and general knowledge for Civil Servants so that the implementation of achieving goals is more efficient. In this sense, the term development will include the notion of training and education, namely as a means of improving skills and general knowledge for human resources, in this case Civil Servants who work at the Fakfak Regency Transportation Service Office. The definition of development in relation to government institutions is efforts to improve skills and general knowledge for Civil Servants so that the implementation of achieving goals is more efficient. In this sense, the term development will include the notion of training and education, namely as a means of improving skills and general knowledge for human resources, in this case Civil Servants who work at the Fakfak Regency Transportation Service Office.

The efficiency of an organization depends on the good and bad development of the organization itself. In the regional apparatus organization (OPD) of the Fakfak Regency Government at the Fakfak Regency Transportation Service, it can be achieved well if there is a Civil Service Development program. Development itself is the second operational function of personnel management. The development of new and or old Civil Servants needs to be carried out in a planned and sustainable manner. In order for human resource development to be carried out properly, a human resource development program must first be established, in this case human resources for civil servants within the Fakfak Regency Government at the Fakfak Regency Transportation Service. The development program for Civil Servants at the Department of Transportation of Fakfak Regency should be carefully structured and based on scientific methods and guided by the skills required by regional apparatus organizations today and in the future. Human resource development should aim to improve the technical, theoretical, conceptual, moral abilities of Civil Servants so that their work performance is good and achieves optimal results. The development of Human Resources as Civil Servants is felt to be increasingly important because of the demands of work or positions, as a result of technological advances and increasingly fierce competition among Work Equipment Units, and or Regional Apparatus Organizations within the Fakfak Regency Government, especially at the Fakfak Regency Transportation Service.

The development of apparatus resources is an activity to improve the general knowledge of Civil Servants, including increasing mastery of theory, and skills in deciding on issues related to activities to achieve goals. In the development of Civil Servants,

activities that can be carried out by companies include providing courses, sending Civil Servants to attend seminars, symposia and workshops. With this activity, it is expected that Civil Servants at the Department of Transportation of Fakfak Regency are expected to have sufficient knowledge and understanding of their work, so that they can carry out their duties more efficiently and productively. Finally, it will accelerate the achievement of the goals and main tasks and functions of the Fakfak Regency Transportation Service, namely increasing mutual welfare for Civil Servants. The development of Civil Servants does require quite a large amount of money, but this cost is a long-term investment by the Fakfak Regency Government in the Fakfak Regency Transportation Service. Because civil servants who are capable and skilled will be able to work more efficiently and effectively so that the competitiveness of civil servants at the Department of Transportation of Fakfak Regency will be even greater. This will provide a better opportunity for the Department of Transportation of Fakfak Regency to obtain better performance so that the remuneration (salaries and benefits) of Civil Servants can be increased. but this cost is a long-term investment by the Fakfak Regency Government in the Fakfak Regency Transportation Service. Because civil servants who are capable and skilled will be able to work more efficiently and effectively so that the competitiveness of civil servants at the Department of Transportation of Fakfak Regency will be even greater. This will provide a better opportunity for the Department of Transportation of Fakfak Regency to obtain better performance so that the remuneration (salaries and benefits) of Civil Servants can be increased. but this cost is a long-term investment by the Fakfak Regency Government in the Fakfak Regency Transportation Service. Because civil servants who are capable and skilled will be able to work more efficiently and effectively so that the competitiveness of civil servants at the Department of Transportation of Fakfak Regency will be even greater. This will provide a better opportunity for the Department of Transportation of Fakfak Regency to obtain better performance so that the remuneration (salaries and benefits) of Civil Servants can be increased.

Therefore, Civil Servants who work in it are required to work seriously. Civil Servants are required to contribute for everything given by the Regional Government through the Fakfak Regency Transportation Service in the form of work productivity which will certainly bring progress and organizational development to the Fakfak Regency Transportation Service itself. The development of human resources has been quite proven in increasing work productivity at the Department of Transportation of Fakfak Regency. According to J. Ravianto (1985), productivity is a mental attitude that always views that the quality of life today is better than tomorrow, tomorrow must be better than today. The definition of human resource development (HR) expressed several opinions from experts in the field of management, Gouzali (2000: 496) stated as follows; "Human Resource Development (HR) is an activity that must be carried out by organizations, so that their knowledge, abilities, and skills are in accordance with the demands of the work they are doing. With this development activity, it is hoped that it can improve and overcome deficiencies in carrying out work better, in accordance with the development of science and technology used by the organization."

Thus, the development of Human Resources (HR) is an effective way to deal with challenges, including the backwardness of Human Resources (HR) as well as the diversity of Human Resources in the organization, changes in agreed activity techniques and turnover of Human Resources. -challenge above, The Personnel Unit, Human Resources of the Department of Transportation of Fakfak Regency can maintain civil servants who are effective Human Resources (HR) with Human Resources (HR) development programs. Here it is important for organizations to invest in capital equipment to remain competitive

and adapt to technological changes, but capital equipment cannot operate efficiently if the Human Resources are not capable and skilled. This is of course increasingly important to emphasize, when we realize that technological changes occur very quickly, obsolescence or investment in technology only provides a limited competitive advantage, because machines don't make things, people do. The logical consequence of making organizations more sustainable and more difficult to imitate is that investment in the most valuable economic resource, people, cannot be delayed. Because it is increasingly recognized that the biggest real threat to the stability of our economy is a workforce that is not ready to face the challenges ahead. Productivity of Civil Servants can be measured by the amount of output that can be produced with available resources.

However, the work productivity of Civil Servants at the Transportation Office of Fakfak Regency can also be measured from how much work performance results can be completed within a set time in one day or the performance obtained from Civil Servants at the Fakfak Regency Transportation Service. Thus, the development of Human Resources will aim at the goals/visions, missions of the organization, namely increasing productivity, improving work morale for Civil Servants, reducing supervision, reducing accidents, and increasing stability and flexibility in the Fakfak Regency Government in its activities, especially at the Department of Public Works. Fakfak Regency Transportation. By looking at the description above, it is clear that the development of human resources for Civil Servants at the Department of Transportation of Fakfak Regency will have a strong impact on increasing the work productivity of Civil Servants, both for new and old Civil Servants in the face of intense competition. there is. with the aim of increasing the work productivity of Civil Servants as well as improving attitudes and behavior as well as skills so that Civil Servants have reliable competencies which can later be applied in their main tasks and functions. By looking at the background of the problem, the researcher is interested in choosing the title of this thesis, namely "Analysis of Human Resource Development on the Performance of Civil Servants at the Transportation Service of Fakfak Regency."

II. Research Method

This research methodology is determined systematically on anything directly related to research, including systematics or procedures and data analysis processes. Research methodology can be said to be the line of thought of research, so that it can be easily understood by others who read it. Research methodologies that are commonly used:

2.1 Research Ojek

Determining the object of research is an important part of the research itself. Research can be a failure or not a success only because the determination of the object of research is not in accordance with the topic and data required. In this case, what will be studied is the development of civil servants at the Department of Transportation of Fakfak Regency who have participated in development activities both on the job and off the job.

2.2 Population and Research Sample

The population is a professional random sampling according to stratification, in which the population is divided into several parts, namely sub-populations (Soeratno & Lincoln Arsyad, 1998). Meanwhile, according to Soehardi Sigit (1999) the population is what group will be determined in the study. Research using a certain population is usually carried out by the census method which involves the overall data that is the object of

research. This study uses samples, especially the participation of people as respondents. Because the sample is the part taken from a population whose characteristics are studied and considered to be representative of the population as a whole. To determine how many samples of respondents are the object of research, there are two approaches, namely: a). statistical approach and b). nonstatistical approach.

2.3 Data source

In this research, there are two sources of data used, namely:

a. Primary data

Primary data is original data collected by the researcher himself to answer his research problem specifically (Istijanto, 2006). In general, this primary data was not previously available, so a researcher had to collect this data himself based on his needs. Based on its nature, primary data is categorized into two (2) types, namely qualitative data and quantitative data.

1. Qualitative data

Qualitative primary data in the form of variations in perceptions of the respondents or customers. So that this qualitative data is very diverse with various scales that are applied to determine the weight of a perception of respondents' choices. For example, alternative answers to perceptions are very good, good, doubtful, not good, very not good. Or strongly agree, agree, neutral, disagree, strongly disagree, and so on.

2. Quantitative data

This data is in the form of absolute numbers or numbers that can be collected and read relatively young. By looking at the number of each number a researcher can make a perception. For example, from qualitative primary data, then from the weighted score of each respondent's answer, data analysis can be carried out.

b. Secondary Data

Secondary data is data sourced from existing records in the company and from other sources, namely by conducting a literature study by studying books related to the object of research or can be done using data from the Central Bureau of Statistics (BPS). Based on the source, secondary data is divided into two (2) types, namely:

1. Internal secondary data

Is secondary data obtained from internal research objects or data collected from within a company and or organization that is used as the object of research. For example, the number of civil servants, the list of salaries of civil servants, education levels of civil servants, the address of residence of civil servants, the length of work of civil servants, reports on human resource development programs at the Transportation Service of Fakfak Regency, the level of absenteeism of civil servants.

2. External secondary data

Is secondary data obtained from other parties, meaning that research data has been collected by parties outside the Department of Transportation of Fakfak Regency, for example departments, companies, foundations, trade unions, research and so on.

c. Method of collecting data

To obtain research data, there are several methods / ways collect the data, namely:

1. Interview Method

Is a method of collecting data by asking questions individually free, both structured and unstructured with the aim of obtaining extensive information about the object of research.

2. Observation Method

Is a method used by researchers by direct observation of the activities carried out in Department of Transportation Fakfak Regency.

3. Questionnaire method

That is the method of collecting data by using a list of questions posed to respondents to be answered by providing a questionnaire. In general, the contents of the questionnaire material include the identity of the respondent and research variable questions and alternative answers.

4. Survey Method

That is the method of collecting data by making direct observations related to the object of research.

5. Experimental Method

Is research that seeks to capture/manipulate one or more causal variables, then measure the effect of these manipulations on one or more dependent variables (Sudman and Blair, 1998).

6. Research Variables

The research variables used in the study are instructions for finding data and all information in the field, either by using secondary data, observation, or collecting primary data using survey methods.

Example: Analysis of human resource development on the performance of civil servants at the Department of Transportation of Fakfak Regency, the research variables are:

7. Independent variable (independent variable)

A variable whose value does not depend on other variables, in this case is a human resource development variable, consisting of 2 types, that is :

- Variable on the job training
- Variable off the job training

8. Dependent variable (dependent variable)

Variables whose size depends on the value of the variable is independent, this is a civil servant performance variable.

9. Data analysis

To explain the relationship between human resource development and mutation of civil servants, used qualitative analysis and quantitative analysis.

2.4 Qualitative Analysis

Qualitative analysis is an analysis carried out by grouping research data based on the characteristics of each respondent who is the object of research.

III. Result and Discussion

3.1 Civil Servants by Gender

Civil Servants at the Department of Transportation of Fakfak Regency based on gender can be seen in table 1 as follows;

Table 1. By Gender

Gender	Amount	Percentage
Man	47	87.04%
Woman	7	12.96%
Amount	54	100%

Data from the Qualitative Analysis of Civil Servants at the Department of Transportation, Fakfak Regency

From the table 1 can be it is known that there are 47 male civil servants or 87.04% and 7 female employees or 12.96%. It means that 90% of Civil Servants at the Department of Transportation in Fakfak Regency are male.

Table 2. Civil Servants by Age

No.	Age	Amount	Percentage
1.	20 - 30 Years	20 people	37.04%
2.	31 – 40 Years	20 people	37.04%
3.	41 – 50 Years	10 people	18.52%
4.	Over 50 Years	4 people	7.41 %
	Amount	54 people	

Data from the Qualitative Analysis of Civil Servants at the Department of Transportation, Fakfak Regency. From table 2. It is known that there are 20 civil servants aged more than 20 - 30 years, or 37.04%, between the ages of 31-40 years as many as 20 people or 37.04%, aged between 41-50 years as many as 10 people or 18.52 %, aged more than 50 years as many as 4 people or 7.41%. Here it can be seen that the dominant civil servants aged 20-30 years, and aged 31-40 years as much as 37.04%. The number of employees of the Department of Transportation of Fakfak Regency by level education as of December 31, 2018, can be presented in table 4.1.3., as following ;

Table 3.

No.	Type of Education	Number of people	Percentage
1.	Postgraduate (S2)	5	9.56%
2.	Bachelor degree	17	31.48%
3.	Diploma III (D3)	12	22.22%
4.	Diploma II (DII)	3	5.56%
5.	High School / Equivalent	17	31.48%
	Amount	54	100%

Data from the Qualitative Analysis of Civil Servants at the Department of Transportation, Fakfak Regency.

From table 3. it is known that there are 5 civil servants with a Bachelor's Degree (S2) education or 9.26%, 17 people with a bachelor's degree (S-1) education, or 31.48%, a Diploma III (DIII) education as many as 12 people or 22.22 %, 2 people with Diploma II education or 5.56%, and 17 people with high school education or equivalent or 31.48%. Here it can be seen that predominantly Civil Servants with undergraduate education (S1) are 31.48%, and high school/equivalent as many as 31.48%.

The number of employees of the Department of Transportation based on Structural Positions and occupying Echelon as of December 31, 2018, can be presented in table 4, as follows;

Table 4.

No.	Type of Position	Number of people	Percentage
1.	Structural Position		
	a. Echelon II/b	1	7.69%

	a.	Echelon III/a	1	7.69%
	b.	Echelon III/b	2	15.38%
	c.	Echelon IV/a	9	69.23%
2.		Functional	0	0
		Amount	13	100%

Data from the Qualitative Analysis of Civil Servants at the Department of Transportation, Fakfak Regency. From table 4. known to Civil Servants who occupy positions structural members at Echelon II/b are 1 person or 7.69%, Echelon III/a are 1 person or 7.69%, Echelon III/b are 2 people or 15.38%, and 9 are occupying Echelon IV/a. people or 69.23%. Dominantly Civil Servants occupying Echelon IV/a Structural Positions are 69.23%.

3.2 Qualitative Analysis Results

Based on the results of the qualitative analysis of Civil Servants at the Department of Transportation of Fakfak Regency, 90% of the males are dominantly male, and the 20 - 30 year old Civil Servants are dominantly 20 people or 37.04%, and the 31-40 year olds. years as many as 20 people or as much as 37.04%, here it can also be seen that the dominantly civil servants with a bachelor's degree (S1) education are 17 people or 31.48%, those with high school education are 17 people or 31.48%, and Dominantly Civil Servants occupy Echelon IV/a, amounting to 9 people or 69.23%.

IV. Conclusion

Civil Service Development Method. Basically, there are 2 (two) employee development methods, namely the on-the-job training method and the off the job training method.

1. On the job training method

On the job train methodNing includes all efforts to train civil servants in the real workplace.

Some of the benefits of the on-the-job training methodthese include:

1. Civil servants do real work, not simulated tasks.
2. Civil servants receive various instructions from senior civil servants who are experienced in their work.
3. The training is carried out in a real work environment under normal conditions and does not require special training facilities.
4. The trainer is informal, relatively inexpensive, easy to schedule
5. Training can create a cooperative relationship between employees and trainers.
6. This program and or activity is very relevant to the job, it can help motivate civil servants to work

Weaknesses of the on-the-job training method:

1. Trainers may not be motivated to train or assume responsibility for training so training can become haphazard.
2. The trainer may do a good job, but lack the ability to train others to do the job well.
3. The trainer may not have the time to train and omit important elements of the training.
4. Untrained Civil Servants may have a negative impact on job and organizational performance.

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