

Strategy And Contribution Human Resource Development Trought Increased Productivity And Economy Creative To Household Financial Income In Kelurahan Pasar Belakang Sibolga City

Mira Yosefa Siregar¹, Husni Muharram Ritonga²

^{1,2} Panca Budi Development University, Medan mirayosefa515@gmail.com¹; husnimuharramritonga@dosen.pancabudi.ac.id²

ABSTRACT

This research is motivated by the large number of salted fish traders in Sibolga City, especially in Kelurahan Pasar Belakang with low education, minim information and low application of technology and a weak level of household economic financial income. This study aims to analyze: 1)What is the strategy and contribution of human resource development to increase household economic income? 2) How to increase productivity with the contribution of human resource development to increase household economic income? 3) What is the strategy and contribution of the creative economy to household income? 4) How does the development of human resources, increased productivity and the creative economy affect household financial income in Kelurahan Pasar Belakang?. This study uses qualitative research with data sources used include primary data and secondary data. Data collection techniques used are observation, interviews and documentation. Data analysis techniques performed include data collection, data reduction, data presentation and verification (conclusion). The sampling technique used purposive sampling with 7 informants. The results of this study are as follows; 1) Strategies and contributions to human resource development that are applied to UMKM product salted fish businesses can increase household economic productivity and income through motivation, training, seeking information and increasing skills and interest in selling salted fish. 2) The increase in productivity applied to the salted fish MSME business has been well implemented by giving examples and demonstrations. 3) Improving the strategy and contribution of the creative economy by creating ideas and creativity in the design of salted fish packaging is good enough and can increase the economic income of merchant households in Kelurahan Pasar Belakang. 4) With the development of human resources, increased productivity and creative economy have a significant positive effect on household financial income in Kelurahan Pasar belakang.

Keywords: Human Resources; Productivity; Economy Creative; Financial Incomes.

INTRODUCTION

The development of increasingly competitive types of business makes salted fish traders face quite tough competition, so traders must be able to face all forms of challenges that arise due to the many and varied consumer demands and must be able to compete with fellow salted fish traders, therefore traders are required to have a good and friendly attitude and be responsive to the many changes in trends and different tastes of consumers. The skills that must be possessed must be competent and flexible to changes in demand for salted fish products.

Traders must have expertise as marketers in order to be able to compete fairly as required by competent human resources who will affect the progress of a business being run. Environmental conditions that change rapidly, especially in the areas of consumer tastes, lifestyles, levels of needs and levels of wants, science, technology, social, political and market developments are strongly influenced by the ability of housewives in entrepreneurship to survive in producing goods in the market share and is influenced by demand. and consumer tastes different. Higher competitiveness makes housewives as producers more creative and innovative as well as quality in creating products, at least meeting national standards. This is supported by the ability of producers and responsiveness in responding to changes in consumer tastes and an even distribution channel, therefore high productivity is needed. The quality of human resources must continue to be developed by the local government in Sibolga City which is adapted to the development of the current era. That way traders can do their jobs professionally, responsibly, and also have a good attitude in order to be able to help economic growth in Sibolga City through the creative economy in meeting the needs of society which continue to be complex in this globalization era.

So economic problems cannot be separated in human life because they relate to various kinds of needs, the need for clothing, food, and other needs. In fulfilling the needs of human life, it is required to work and take advantage of the natural wealth in the TapianNaulisea in Sibolga City, Tapanuli Tengah and work in order to be able to meet human needs. Effective and efficient use of community labor and salted fish traders is one of the keys to moving towards increasing productivity so that policies and assistance from the Sibolga City government are needed in carrying out activities in the form of exhibitions and promotions of superior marine products such as fish and similar salted fish.

The government built an IKM center promotion building on JalanBrigjenKatamso, PasarBaru Village, Sibolga Kota District which is used to introduce and sell products typical of Sibolga City. The role of the Sibolga Mayor expects and supports small and medium business traders to continue to innovate, increase creativity, uphold commitments and work together to support community empowerment activities in Sibolga City. The city of Sibolga is nicknamed the Land of Many People because it consists of various ethnic groups and cultures and has beautiful and exotic nature, and consists of several religions with the majority of the population being Muslim. Fish City because most people in Sibolga City work as fishermen who are rich in seafood and marine biota, such as fish, squid, lobster, seaweed, starfish.

Economy level fisherman of fish is still low in fulfilling the welfare of life, the level of growth and development of a country can be seen from the economic level of the community. Fulfilling the needs of fishermen can be realized if the existence and contribution of other people are connected in a systematic and complex interaction. Development of human resources in this case is the development of fishermen's competencies, skills and strategies in catching fish, bringing fish to the fish auction place (TPI) which is a place for fishermen to market fish, with the aim that fishermen can sell their catch easily at a lower bid price. well, its function is so that the handling and processing of caught fish and marketing for fish can be carried out with good supervision of fishing boats in the hope that it can increase the productivity of fishing vessels and fishermen's income will also increase. The strategy for increasing the productivity of traders is directed at being able to encourage discussion of structure by strengthening the position and role of the community's economy in the national



economy. This change is a process of changing from a weak economy to a strong economy depending on the independent attitude of fishermen in allocating all their abilities as resources and being able to apply good mastery of technology. Household economic income is the amount of money obtained as a result of a business that has been carried out.

Sibolga City is one of the areas whose main economic potential comes from fisheries, but it cannot be separated from trade, but tourism potential, maritime industry and services, so it is not surprising that in Sibolga City many people trade fish, fishermen, salted fish traders, fish wet, fish weighing and so on related to fisheries. Selling fish is one of the easiest alternatives for work because of the low level of education that graduates from junior high school and the equivalent make them unable to work in the formal office sector. The habit of fish traders to work before sunrise is to leave for S. Parmanstreet, Balam street to sell their fish and return home after the sun sets again. Fish traders are very persistent in their work, which is indicated by the long time they return home, not because the fish they trade is not selling well, but because they return to buy fish at the fish auction place (TPI) and resell the fish. How to increase the productivity of fishermen and fish traders by managing the supply of materials needed for ship operations that rely on TPI and guaranteeing capital for operating fishing vessels in fishing cooperatives. The activity that is often carried out by the community is buying and selling fish. Fish is a commodity in the fisheries sub-sector, where fish are rich in minerals and protein and contain essential amino acids that are needed by the human body.

The large amount of fish production in Sibolga City gave rise to the idea of utilizing fish by managing wet fish into salted fish in Pasar Rear Village, Sibolga Kota District. Salted fish plays an important role in family consumption and the demand for salted fish tends to increase thereby increasing the income of people in Sibolga City. Pasar Rear Village is a shopping center for salted fish, where salted fish is a food ingredient made from sea fish which is made by salting it with alum for 1 day. The unloading process can take up to 2 days until the fish is hard and dried under the hot sun to keep the fish dry evenly to produce quality fish and good taste. This salted fish is also a form of the creative economy of the people of Sibolga City besides processed foods such as pepes made from fish, paccak grilled fish and grilled fish, processed chips combined with fish and anchovies which have been processed and branded and designed as best as possible, ready to be competitive in market share, ulos and Sibolga weaving in the handicraft market, mineral water with the Arsi brand in packaged form is also a processed mineral water product, promoting fish products and making advertisements so that people know Sibolga City's superior products through the website or via YouTube and tiktok, not only promoting fish but promoting marine tourism, and the central business district (CBD).

METHOD

a. Research Approach

This research method is qualitative with a field approach based on the nature of postpositivism which is used to examine the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, with data collection techniques by triangulation (combined), data analysis is inductive/ qualitative and qualitative research results emphasize the meaning of generalization. Researchers visited and communicated with sellers

and buyers of salted fish in Pasar Rear Village, Sibolga Kota District. Data collection techniques were carried out by participant observation, in-dept interviews, documentation and triangulation directly obtained in the field.

b. Research Sites

The research location is on S.Parmanstreet, Kelurahan Pasar Belakang, SibolgaCity, City Postal Code 22532 with a research time of December 2022, the third week to January 2023, using a purposive sampling technique. The researcher used a qualitative approach because the researcher wanted to investigate an activity of buying and selling salted fish trade transactions in Pasar Rear Village, Sibolga City and to understand the interactions between salted fish traders/sellers and salted fish buyers.

c. Sampel

The sample in this study were salted fish traders who carried out buying and selling transactions in Kelurahan Pasar Belakang, while the key information was traders who became informants who carried out salted fish buying and selling transactions. Data collection techniques were carried out by participant observation, in-dept interviews, documentation and triangulation directly obtained in the field with 7 informants representing all salted fish traders in Kelurahan Pasar Belakang Sibolga City.

d. Collecting Data Methode

In-depth interviews are used by researchers to gather information. Using informants as data sources, researchers conducted face-to-face interviews where questions, statements and responses were exchanged. The interviews were conducted using unstructured interview guidelines which simply outline the questions that will be asked during the interview. There are several ways of conducting interviews with one method using salted fish traders and fishermen who are also salted fish traders, while another method is by conducting oral interviews so as not to interfere with the researcher's activities and existing work. Researchers write down any information that is very important for research and store it in a permanent archive.

e. Data Analysis Technique

Data analysis techniques in this study consisted of several interconnected components, data collection, reduction, presentation and conclusion and verification. Qualitative data analysis is carried out interactively and continues continuously until completion [1]. The four components constitute a continuous cycle as follows:

1. Data Collection

In collecting data in this study, researchers used interviews conducted at the salted fish shopping center on S.Parman street, Kelurahan Pasar Belakang. Interviews were recorded with a tape recorder and recorded all the information needed, interviews were conducted with salted fish traders and salted fish buyers in December 2022.

2. Data Reduction

Data reduction is an analysis that functions to sharpen, classify, direct, remove unnecessary and organize data in such a way that conclusions are obtained from the research data. Data reduction contains elements of the process of selecting data on the basis of the level of relevance and relation to each data group, compiling data in units of type and focusing, simplifying and transferring raw data to field notes. The data obtained during the research were grouped based on the source of the informant,



the results of the interviews that were recorded were then transferred to written form so that it was easy to analyze and understand the intentions of the informants, to make it easier to convey or explain in reports the existing data were grouped and simplified.

3. Data Presentation

Presentation of data is limited as a collection of structured information that provides the possibility of drawing conclusions and taking action. In presenting this data, the tendency is to simplify complex data into simple and selective forms so that they are easy to understand. The data presentation stage, the process is from the concept of presenting data that has been made data and entered according to the discussion.

4. Conclusion

After data collection, data reduction and data presentation, the next step is drawing conclusions and verification with the aim of answering the problem formulation. In the verification step, researchers are heading towards conclusions that are open in nature, researchers can still receive input from other researchers. Drawing conclusions and verification are described in detail regarding the pictures of the problems in the field and the concrete solutions provided.

RESULT AND DISCUSSION

Human resources as a driving factor for growth and economic movement by providing information and motivation on how to become a successful salted fish trader, providing capital loan assistance for trading business growth and providing training to traders on how to become a competitive and capable entrepreneur. survive in market share during rising prices of basic foodstuffs and other commodities. Traiding salted fish trader must be able to maintain the quality of the salted fish production process so as to be able to produce delicious salted fish when it is consumed by buyers. This is related to consumer loyalty as a buyer can be a direct marketer if the product consumed is tasty and affordable according to expectations. Of course the role of the Mayor of Sibolga is very important in helping to increase productivity to increase traders' income and participate in the development of the creative economy which has been organized by Bank Indonesia in 2021. The existence of a fish processing and marketing business in Pasar Rear Village has been carried out for years and is still run from generation to generation by generations of families who continue the business of selling salted fish. The results of the initial survey in the field showed that salted fish from Kelurahan Pasar Belakang Sibolga City was of good quality and the traders were friendly and responsive to questions from salted fish buyers.

The results of direct observations in the field show that some fishermen in Pasar Rear Village have complete fishing gear and fishermen do not yet have the capital capacity and lack adequate equipment. Of the 5 informants stated that salted fish traders only sold salted fish that had been delivered by agents to the shop on S.Parman street and only sold it without knowing how to process salted fish. One informant, apart from being a fish fisherman, was also a salted fish trader and stated that he knew clearly how to clean, salt and dry salted fish. And 1 more

informant stated that the business of buying and selling salted fish was only a side job to help the household income.

In addition to promoting the superior products typical of Sibolga City, this creative economic development is also able to attract the attention of many people outside Sibolga City by holding exhibitions and art performances whose aim is to promote the results of natural wealth both from the mountains and the sea but nauli Sibolga City which is rich in fish and many people. The geographical location of Sibolga City is directly adjacent to Tapian Nauli Bay, where many of the people who work as fishermen live on the seafront. To the north Sibolga City is directly adjacent at Kelurahan Pasar Belakang, to the East it is adjacent to Kota Baringin Sub-District, to the South it is directly adjacent to Tapian Nauli Bay and to the West it is directly adjacent to Pancuran Gerobak. Informants in this study were salted fish traders who were in Pasar Rear Village who were selected homogeneously. It is hoped that by developing human resources, increasing productivity and the creative economy can increase household financial income at Kelurahan Pasar Belakang, Sibolga City, because the purpose of trading is not only to expand business and provide the best service to buyers, but also to get profits to increase household financial income.

as for the age, education, and income backgrounds of the informants are explained as follows;

Num	Name/ Informan (Initial)	ages (Tahun)	Education	salary/day (Rp)	
1	NR	35	D3	120.000,-	
2	PB	41	SMA	93.000,-	
3	DM	43	SMA	140.000,-	
4	IM	55	SMA	110.000,-	
5	TN	62	SMP	130.000,-	
6	GS	39	SMA	124.000,-	
7	TM	45	SMP	90.000,-	

Data Source: data processed,(2023)

Based on Table 1 it can be seen that the average age of the informants is in the productive age, productive residents can automatically carry out routine activities, so that economic income can increase every day, besides that on average all informants are educated even though they are not highly educated. Based on table 1, it is also seen that the average informant income is above IDR 80,000 per day.

The efforts made by salted fish traders to increase their income based on the results of interviews in the field found several ways that salted fish traders must do, namely by:

- Adding information about maintaining the quality of salted fish, providing an
 attractive design according to the size of salted fish that is adjusted to consumers'
 purchasing abilities, because when traders in the field wrap salted fish with paper
 or used paper, this will affect the health of consumers who consume salted fish.
 It should be wrapped in clean plastic and made into a box and given a halal brand
 and label.
- 2. Participating in exhibitions, bazaars, and promotional activities for the creative economy of Sibolga City's unique products to introduce various types of fish that can be processed into salted fish. Promoting various processed dishes by making videos of processed salted fish and conducting cooking demonstrations of typical



- Sibolga City dishes such as making Pale, Baked Paccak Fish, Ebi, processing belida fish and making Sago Typical of Sibolga City.
- 3. Improving education because education can be used as a mirror to find out a person's personality according to the values prevailing in society. In the results of interviews with informants, it is known that without adequate education people are trapped in jobs that require more energy, in contrast to those who have higher education where they can make themselves in a good position at work. Except that the salted fish trading business is a family business that must be run because the family has lived for a long time from trading salted fish as a livelihood. Because at this time it was found that there were no more graduates of elementary school, they were accepted to work in either agencies, institutions or foundations. So that salted fish traders are aware of the importance of education.
- 4. Working age is important for human life because it limits the ability to carry out activities in life, and the level of age determines when a person can work productively, this is because the difference in a person's age always shows maturity in thinking, physical strength in activities.
- 5. Cooperation between fishermen and salted fish traders, because humans were created by ALLAH SWT as social beings who need each other, namely creatures who cannot live without the help of others.
- 6. Changing profession from fisherman to salted fish trader due to family economic difficulties which forced him to trade salted fish even though he was old.
- 7. Adding the types of products to be sold is one of the strategies for increasing income such as selling food, drinks, souvenirs typical of Sibolga City, selling fresh fish with the help of the internet or ordering, because in Sibolga there is no way of marketing online. This can help consumers who don't have time to shop at the market, when it rains by making it easy for buyers as consumers
- 8. Giving bonuses to buyers, based on the results of interviews with informants, salted fish traders usually give bonus fish when the fish season is abundant when profits have been made and capital has been fulfilled per day, for daily capital salted fish traders set daily capital per Rp. 200,000, and the bonus usually gives more Kg of fish when consumers buy it.
- 9. Can survive in market share even though there is an increase in the price of basic food ingredients in the market share. Based on the narratives of informants in the field, it can be said that one of the ways to improve economic life is to be able to compete with other salted fish traders. This is because there are a lot of salted fish traders, so they have to find strategies and ways on how they can compete in a healthy manner so that their sales are selling well and there are lots of buyers

a. Human Resources Development Strategy

Strategies for developing human resources by planning for the future as best as possible, always developing and keeping up with the changing times when trading salted fish by continuing to

train themselves and attend training held by the government of Sibolga City in collaboration with several institutions and agencies, providing the best service to buyers as consumers, create ideas and innovations as well as the creativity of salted fish products thereby increasing maximum productivity. The productivity of salted fish traders to increase their business profits, the success or failure of the performance of a trade can be seen from the amount of profit earned. business for production and operational activities, conditions for business organization to bring in big profits, length of business, trading locations that are easy to come to and working hours that can be found until night.

Factors that influence the understanding of salted fish traders [2] are as follows:

1. Economic Factors

Economic status is one of the factors that can affect the lack of understanding because people's economic conditions can have higher education so they can receive information and knowledge that exists in society.

2. Environmental Factor

The environment gives more influence where one can learn good things

3. Psychological Factors

Through action and learning, a person acquires beliefs and attitudes

4. Information Factor

Information has an influence on one's level of understanding.

5. Factors Talent / Derivatives or inheritance

The talent for trading is inherent in the soul of salted fish traders because his family has been trading salted fish for a long time in Sibolga City with the aim of expanding his salted fish business.

b. Increased Productivity Of Salted Fish Traders

Productivity is a very important factor in the growth and development of a business in maintaining and developing the success of a business. Productivity is the ratio between output (goods and services) compared to input (labor, raw materials and cash capital flows). By utilizing human resources efficiently. [3] A productive person describes the potential, perception and creativity of a person who contributes his abilities to benefit himself and the surrounding environment, is responsible and has a good leadership spirit. Whether salted fish traders are productive or not in increasing income can be seen from the type of business they run, the amount of capital issued for the business, the number of hours spent so that it provides results in the form of income from selling salted fish in Pasar Rear Village, Sibolga City.

As for the Table 2. Productivity of the salted fish bussiness is as follows;

No	Information	Responden							
		1	2	3	4	5 (5	7	
1	Business Capital	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	
2	Business Type	$\sqrt{}$	$\sqrt{}$	\checkmark	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	\checkmark	
3	Business Hours	$\sqrt{}$	-	-	$\sqrt{}$	-	-	$\sqrt{}$	
4	Income	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	
	Total	100%	75%	75%	100	% 75%	6 75%	100%	

Source: Data Processed,(2023)



Based on table 2 above, it states that there are several fish traders who have not run a salted fish business with 7 informants agreeing that business capital is very important, the type of salted fish business with various types of fish needs to be stocked to make it easier for buyers to find salted fish according to the fish they want. In the aspect of working hours, there were 4 traders who did not adjust working hours, while 7 informants agreed that business ventures could increase their income.

c. Creative Economy Improvement

The creative economy is a manifestation of efforts to seek sustainable development through sustainable creativity that is competitive and has reserves of renewable resources which are a manifestation of the spirit of survival. The development of the business world and self-development both in the context of life and pragmatic science so that every trader is required to have the potential to develop a creative economy in society to improve their economy. Your creative economy is related to production creations, equitable distribution channels, intellectual and able to deal with customer emotions in the market and has good aesthetics. The creative economy requires ideas, and it is humans who are able to realize the ideas and creativity that is owned by focusing on creativity and information with the main capital needed is broad insight, and ideas that are owned by human resources.

The creative economy development strategy process consists of three stages, namely:

- 1. Determination of superior products
- 2. Identifying problems
- 3. Determination of development strategy

Problems that often occur in the creative economy sub-sector of salted fish traders are as follows:

- 1. Aspects of raw materials, for example the quality of the salted fish process and the limited availability of salted fish
- 2. Aspects of human resources, for example low education, low level of trader skills and lack of training
- 3. Capital aspects, for example limited working capital and difficult requirements for applying for loan assistance and long disbursement of aid in the hands of salted fish traders
- 4. The marketing aspect is a problem that often occurs due to high competition among creative economy actors, limited marketing area

Because of the many creative economic problems, the following development strategies are needed:

- 1. Organizing gatherings of creative people as a venue for sharing experiences and knowledge
- 2. Facilitating cooperation between the creative economy and training institutions
- 3. Providing government capital assistance to creative economy actors
- 4. Support the marketing of products from the creative economy through exhibitions and trade missions

5. Disseminate products from the community of salted fish traders and craftsmen in Sibolga City's creative economic activities.

d. Supporting Factors and Inhibiting Factors in carrying out strategies and contributions to human resource development through increasing productivity and the creative economy in Kelurahan Pasar Belakang

- 1. Supporting Factors
 - a. Capital, capital is a very important thing in running a salted fish business
 - b. Health, will affect the process of buying and selling salted fish and the opening hours of salted fish shops
- 2. Inhibiting Factors
 - a. Differences in buyers' tastes for the fish being sold
 - b. Weather or climate factors, for example there is bright moon, dry season, rainy season and strong winds.

e. Household Financial Income

The purpose of trading is to gain profits to increase household economic income which can be used for capital turnover and to increase the types of fish and product differentiation of salted fish traders. In practice, financial management behavior is divided into three, namely: consumption activities, making savings and investing for a good future[4]. Where the level of financial income is the most important thing because it allows individuals to understand financial management and have frugal behavior.

CONCLUSION

The strategy of salted fish traders in increasing the level of household economic welfare is by increasing their personal abilities as traders, giving bonuses to buyers, differentiating salted fish products, providing the best service to prospective buyers who come to the store. Looking for information related to adding insight into producing fresh fish into salted fish is added value for salted fish traders, participating in various trainings on successful business running organized by the research team, by the Sibolga City government in collaboration with Bank Indonesia and other agents both in the form of agencies and institution. Seeing that the importance of education will help in making it easier to find and get a job that they will apply to their children.

Working closely with fishermen as business partners, and adjusting the types of fish to consumer tastes. Supporting factors include the physical and mental health of traders as well as the capital used in starting and surviving in the market share. While the inhibiting factors are due to different consumer tastes, weather factors, for example, if the moon is bright, there are no fish, it will affect the small catch of fresh fish that will be salted. And when it's the rainy season, drying salted fish also takes a long time due to rainy weather and strong winds. Productivity efforts made by traders in increasing income are by increasing the amount of capital both from business results and bank loans. Traders who have been in the business of selling salted fish for a long time and can take advantage of flexible working hours to increase the turnover of salted fish sales.



The development of a creative economy for salted fish and processed food whose raw materials come from marine resources must be preserved and promoted so that everyone knows that Sibolga City has superior products of natural wealth apart from marine tourism. The traders are expected to be able to compete by improving the quality of the salted fish process to maintain the taste. Traders are also expected to always find out and be active in training activities to increase enthusiasm for trading and become successful salted fish traders in the future, with strategies and human resource development contributions it is hoped that the people in Pasar Rear Village can provide services to buyers and provide quality products the best foreign fish with good taste can increase the financial income of the household economy of salted fish traders in Kelurahan Pasar Belakang, Sibolga City.

REFERENCES

Creswell, J.W. 2016). Research Design, Pendekatan Metode Kualitatif, Kuantitatifm dan Campuran.4th ed. Yogyakarta: Pustaka Belajar.

Djamarah, S. AZ. (2013). Strategi Belajar Mengajar. Jakarta: Asdi Grafika

Edison, Y, I. (2017). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.

Hasibuan, M, S.P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi

Kholilah, N.(2013). Studi Financial Management Behaviour Pada Masyarakat Surabaya: The Journal of Business and Banking,3(1) 69-80.

Sedarmayanti. (2017). Manajemen Sumber Daya Manusia. Bandung: Refika Aditama.

Sugiyono. (2016). Metodologi Penelitian Pendidikan. Bandung: Alfabeta

Sugiyono. (2016). *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D.* Bandung: Alfabeta.

Sutrisno E. (2014). *Manajemen Sumber Daya Manusia. Cetak Ke Enam.* Jakarta: Pranada Media Group

Wibowo. (2019). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara