



The effect of strategic good corporate governance and human resources management on organizational performance of the Indonesian Navy Aviation Center Mediated by Organizational Culture

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ARTICLE INFO

Article history:

Received April 02, 2023
Revised April 16, 2023
Accepted April 30, 2023

Keywords:

Human Resources;
Governance;
Organizational Culture;
Organizational Performance;
Strategic Good Corporate;

ABSTRACT

The purpose of this study was to examine the effect of strategic Good Corporate Governance and human resources on organizational performance of the Indonesian Navy Aviation Center mediated by organizational culture. The population in this study were Puspenerbal soldiers and Puspenerbal Surabaya ranks with a total sample of 314 respondents. This study uses path modeling analysis techniques with AMOS tools. From the tests conducted, it was found that Strategic Good Corporate Governance has a positive effect on organizational performance, Human resource management has a positive effect on organizational performance, Strategic Good Corporate Governance has a positive effect on organizational culture, Human resource management has a positive effect on organizational culture, Organizational Culture has a positive effect on Organizational Performance, Organizational Culture mediates the effect of Strategic Good Corporate Governance on organizational performance and Organizational Culture mediates the effect of Human Resource Management on Organizational Performance

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INTRODUCTION

The increase in work accidents is caused by unsafe behavior that has an impact on work safety (Faradilla et al., 2020; Martiwi et al., 2017; Pisceliya & Mindayani, 2018). K3 management is needed to create a governance that involves elements of management, workers, conditions and the work environment which aims to avoid and reduce the risk of accidents that occur in the workplace (Priyohadi & Achmadiansyah, 2021; Ridasta, 2020). One of them is in the Navy Environment, in this case the Naval Aviation Center (Puspenerbal).

Puspenerbal carries out important tasks in carrying out the development of Navy Aviation including the readiness of six aviation functions (including Maritime Air Patrol, Sea Observation,

Anti Submarine Warfare, Anti-Surface Ship Warfare, Cross-Heli Landing Troops, Fast Logistics Support and also carries out Search and Rescue and Air Medical Evacuation tasks), aircraft readiness, professional readiness of Navy aviation personnel and flight and work safety. Puspenerbal's efforts in maintaining all of these readiness to realize a safety culture in carrying out assignments.

Puspenerbal's efforts in carrying out its duties and functions to support Navy aviation activities, especially in the field of flight and work safety, one of which is through the establishment of the Director of Flying and Work Safety of Puspenerbal (Ditlambangja Puspenerbal). Referring to the Regulation of the Chief of Naval Staff Number 13 of 2022, it explains the duties of Ditlambangja Puspenerbal which is an auxiliary element of Puspenerbal leadership in carrying out technical tasks of fostering, supervising and inspecting in the field of flight and work safety within Puspenerbal.

Puspenerbal as an organization that emphasizes K3 in order to realize safety culture places top priority on security and safety in its work environment, therefore it is important to measure performance in order to realize zero accident in the Puspenerbal environment. Explains that performance measurement is useful for: knowing the level of achievement of organizational goals, providing a means of employee learning, improving the performance of the next period and providing systematic considerations in making decisions on reward and punishment (Agustin & Subardjo, 2017; Sanjaya & Priyadi, 2019).

Performance is the result of the work of workers which includes the management process or organization as a whole and the results of work become tangible evidence and can be measured and compared with predetermined standards (Akbar, 2018; Wiratama & Sintaasih, 2013). According to (Nasution & Sinaga, 2014; Utama et al., 2019), performance appraisal is a process by which organizations evaluate or assess employee performance. Furthermore, (Kustiadi, 2018; Rani & Mayasari, 2015) work appraisal is the process of evaluating how well employees do their jobs when compared to existing standards.

The relationship between organizational performance factors as mentioned above, can be implemented in measuring Puspenerbal's organizational performance, by integrating factors: good governance strategies, human resources according to competencies mediated by organizational culture. An organization wishing to develop and enhance its safety culture must ensure that there is good and effective governance within all parts of the organization and its stakeholders, including the oversight body. Knowledge and experience must be disseminated to functional groups within the organization in order to accelerate the learning process. This study refers to research conducted by Wirawan and Asri (2018) which concluded that the principles of Strategic Good Corporate Governance have a positive effect on Risk Management on the financial performance of cooperatives in Gianyar Regency. The research equation of Wirawan and Asri (2018) with this research on the Strategic Good Corporate Governance variable. The difference between Wirawan and Asri's research (2018) and this study is the sample used in Wirawan and Asri's research (2018) is employees in the Gianyar Regency cooperative and in this study are all Puspenerbal soldiers.

This study refers to research conducted by Morched and Jarboni (2020) which concluded that organizational culture contained in the customs of the Tunisian people affects company performance. The similarities between Morched and Jarboni's (2020) research and this study are in the variables of organizational culture and company performance. The difference between Morched and Jarboni's (2020) research and this study is in the sample used in Morched and Jarboni's (2020) research were company employees in Tunisia and in this study were all Puspenerbal soldiers. This study refers to research conducted by Novatiani, Saudi, Kusumah, Fajar, and Yuniart (2018) which concluded that business strategy affects company performance, good corporate governance affects company performance, business strategy and good corporate governance affect company performance. The research equation of Novatiani, Saudi, Kusumah,

Fajar, and Yuniart (2018) with this study on the variables of good corporate governance and company performance. The difference between Novatiani, Saudi, Kusumah, Fajar, and Yuniart's (2018) research and this study is that the samples used in Novatiani, Saudi, Kusumah, Fajar, and Yuniart's (2018) research were company employees in West Java and in this study were all Puspenerbal soldiers.

Based on the description of the problem identification above, forming a Puspenerbal that is able to carry out its duties well and with high dedication is needed. Based on the identification of the problems above, the researcher took the title "the influence of Strategic Good Corporate Governance and human human resources management on organizational performance of the Indonesian Navy Aviation Center mediated by organizational culture".

RESEARCH METHOD

Strategic Good Corporate Governance

(Nurhidayat et al., 2019) explains that the concept of Strategic Good Corporate Governance is a system where regulating and controlling a company by creating added value to all stakeholders with an interest in a company, further (Nurhidayat et al., 2019) emphasizes that there are two substantial things in the concept of Strategic Good Corporate Governance, namely; First, the importance of a right of every stakeholder to obtain information correctly and on time. Second, the company's obligation in this case to carry out disclosure of company performance, ownership in a targeted, timely and transparent manner. In line with (Hasan & Mildawati, 2020) also explains that Strategic Good Corporate Governance is a form of control in a company that is internal and aims to manage a risk in order to achieve the goals of a company. (Nurhidayat et al., 2019) further emphasize that discussing Strategic Good Corporate Governance requires five main components as the basis for using this approach, namely, fairness, transparency, accountability, independence, responsibility. Based on the results of this study, the research hypothesis can be formulated as follows:

H1 : Strategic Good Corporate Governance has a positive and significant effect on organizational performance

H3 : Strategic Good Corporate Governance has a positive and significant effect on organizational culture.

H6 : Strategic Good Corporate Governance has a positive and significant effect on organizational performance mediated by organizational culture.

Competency based human resources management

(Kartika & Sugiarto, 2014; Mujiatun, 2017) also defines competency as a person's basic characteristics related to performance in taking a job. (Maulyan, 2019; Susan, 2019) human resource development is the process of to improve the ability of human resources to help achieve organizational goals. In this case, in addition to skills and knowledge, the ability of an individual is the most important concern in this concept. The focus of the competency based human resources management approach sees that the needs of organizations in managing human resources are based on the performance of individuals within the company. Furthermore, this relates to the goals of the company where alignment between the company's strategy and goals is achieved through the specific skills of individuals within the company. Competency-based human resources management can ultimately be interpreted as a process of organizational planning, implementation and control of all human resource activities in a company in order to achieve the goals of the company.

Based on the results of this study, the research hypothesis can be formulated as follows:

H2 : Human resources management has a positive and significant effect on organizational performance.

H4 : Human resources management has a positive and significant effect on organizational culture.

H7 : Human resources management has a positive and significant effect on organizational performance mediated by organizational culture.

Organizational Culture

According to Utami (2018), Organizational culture also has a function as a benchmark boundary line or separator regarding the identity of members in an organization, can trigger the emergence of commitment, and increase the readiness of the organization's social system. This meaning system, when observed more closely, is a set of key characteristics valued by an organization. Organizational culture is concerned with how employees perceive the characteristics of a corporate culture, not with whether employees like the culture or not. Organizational culture is what employees perceive and how those perceptions create a pattern of beliefs, values, and expectations. Organizational culture is the result of a process of combining cultural styles and / or the behavior of each individual brought before into a new norm and philosophy, which has energy and group pride in facing something and a certain goal (Andardinata et al., 2022). (Wahyudi & Tupti, 2019) states that organizational culture is essentially the basic values of the organization, which will serve as a basis for attitude, behavior and action for all members of the organization.

Based on the results of this study, the research hypothesis can be formulated as follows:

H5 : Organizational culture has a positive and significant effect on organizational performance.

Organizational performance

Employee performance is a result that has been achieved by someone in carrying out the tasks that have been given to him (Yulandri & Onsardi, 2020). (Jufrizen & Lubis, 2020) defines performance as a result of the work achieved either individually or in groups within a company in accordance with the authority and responsibilities given in achieving the company's vision, mission and goals. (Harefa, 2020) "Performance is the result of a person's work, where all the results of the work can be concretely proven and can be measured. (Suzana, 2017) says there are 5 (five) dimensions and indicators of performance that can help companies determine and measure progress. performance dimensions and indicators that can help companies determine and measure progress towards company goals. The success of employee performance can be known if the company has predetermined success criteria. These success criteria can be in the form of certain goals or targets to be achieved. Without a goal or target, employee performance is impossible to know because there is no benchmark. To assess the success or failure of employee performance.

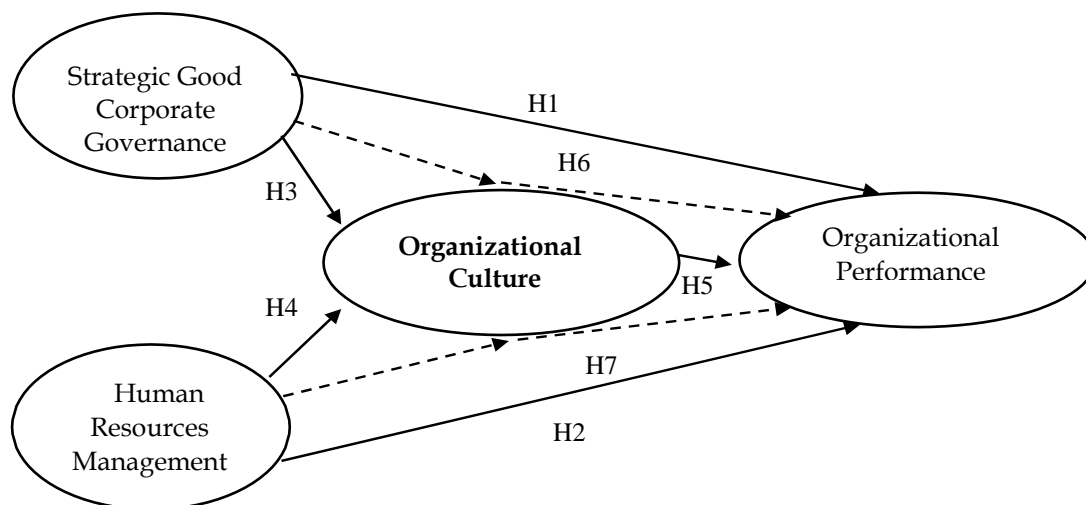


Figure 1. Conceptual framework

This research is a quantitative study using hypothesis testing with the aim of examining the effect of strategic Strategic Good Corporate Governance and human resources management on organizational performance of the Indonesian Navy Aviation Center mediated by organizational culture). data analysis method using Structural Equation Model (SEM) with the help of AMOS software.

The use of SEM AMOS was carried out by considering the limited number of samples used which resulted in the difficulty of the respondents used in this study. The population in this study were the soldiers of Puspenerbal and the ranks of Puspenerbal Surabaya which included the Puspenerbal Headquarters, Air Wing I, Air Wing 2, Air Wing 3, Naval Air Base (Lanudal) Sabang, Tanjungpinang Lanudal, Matak Lanudal, Jakarta Lanudal, Juanda Surabaya Lanudal, Kupang Lanudal, Manado Lanudal, Aru Lanudal, Biak Lanudal, Aircraft Maintenance and Repair Facility (Fasharkan Pesud} Tanjungpinang, Fasharkan Pesud Juanda. The sample used in this study was 314 respondents who were taken using purposive sampling and data collection methods using online questionnaires or questionnaires.

RESULTS AND DISCUSSIONS

Decryption of Research Objects

The population in this study used a sample of all Puspenerbal soldiers and the Surabaya Puspenerbal Range with the Slovin formula, a sample size of 329 respondents was obtained.. Based on gender, the percentage of respondents is dominated by men with 314 people or 95.4% and the remaining respondents are female with 15 people or 4.6%. Based on age group, respondents were dominated between 31-40 years old by 20.13% and the lowest were respondents with age groups between 26-30 years old. the age group between 26-30 years old was 1.89%.

The percentage of respondents based on place predominantly lived in East Java 182 people (55.3%), Riau Islands (Tanjung Pinang) 82 people (24.9%), Papua (Biak) 26 people (7.9%), North Sulawesi (Manado) 19 people (5.8%), DKI Jakarta / West Java 15 people (4.6%), Aceh (Sabang) 3 people (0.9%), and NTT (Kupang) 2 people (0.6%). The percentage of respondents who have a high school / equivalent education totals 262 people (79.6%), Diploma 18 people (5.5%), Bachelor 37 people (11.2%), and Master 12 people (3.6%).

The percentage of the number of respondents is dominated by the position level of staff/members with 223 people (67.8%), Head of Subdivisional Division/Casi/Pastaf with 84 people (25.5%), 45 - 51 years with 68 people (20.7%), and Dan/Wadan/Kasatker with 22 people (6.7%). The percentage of respondents based on length of service is dominated by respondents who have worked for 1 - 7 years as many as 123 people (38.4%), 25 - 30 years as many as 63 people (19.1%), 8 - 13 years as many as 62 people (18.8%), 14 - 24 years as many as 62 people (18.8%), and more than 30 years as many as 19 people (5.8%). The percentage of respondents based on income is dominated by respondents who have an income of 6-10 million (49.2%), 1- 5 million as many as 158 people (48%), 11-15 million as many as 8 people (2.4%), and 16-20 million as many as 1 person (0.03%).

Discussion

Table 1. Hypothesis testing

Hypothesis	Estimate	P-Value	Decision
Strategic Good Corporate Governance has a positive effect on organizational performance	0.531	0.041	H1 is supported
Human resources management has a positive effect on organizational performance	0.334	0.011	H2 is supported
Strategic Good Corporate Governance has a positive effect on organizational culture	0.913	0.000	H3 is supported
Human resources management has a positive effect on organizational culture	0.298	0.000	H4 is supported

Organizational Culture has a positive effect on Organizational Performance	0.577	0.000	H5 is supported
There is an effect of Strategic Good Corporate Governance on organizational performance	0.717	0.000	H6 is supported
There is an effect of Human Resource Management on organizational performance	0.781	0.000	H7 is supported

Hypothesis 1

Based on the table above, the results of testing the first hypothesis show a p-value of 0.041 < 0.05 (5% error rate) which means that the researcher's hypothesis is supported, which means that Strategic Good Corporate Governance has an effect on organizational performance. The test results show an estimate value of 0.513, which means that Strategic Good Corporate Governance has a positive effect on organizational performance.

The results of the hypothesis above show that Strategic Good Corporate Governance has a positive effect on organizational performance. This means that when the delivery of information is complete, decisions are open, treatment is appropriate and fair, adherence to the law considers all parties, reviews reports and recommendations, reviews changes and influences on the law, and examines cases that are fraudulent, it will improve the implementation of tasks that have been planned properly and achieve results in accordance with what is determined, and in accordance with applicable procedures.

Hypothesis 2

Based on the table above, the results of testing the second hypothesis show a p-value of 0.011 < 0.05 (5% error rate), which means that the researcher's hypothesis is supported, which means that human resources management has an effect on organizational performance. The test results show an estimate value of 0.334, which means that human resources management has a positive effect on organizational performance.

The hypothesis results above show that human resources management has a positive effect on organizational performance. This means that when Puspenerbal soldiers understand the theory related to work, Puspenerbal soldiers understand the rules related to work, Puspenerbal soldiers understand the work plan in helping to achieve goals, have skills according to applicable standards and have skills in developing the organization, it will improve the implementation of tasks that have been planned properly and can achieve results in accordance with what is determined, and in accordance with applicable procedures. The results of this study are supported by previous researchers Amelia & Sijabat, (2020). In line with research conducted by Heriyanto et al., (2016) where by implementing human resource management in an institution, it will improve performance. Human resource management plays a role in good organizational performance. On the other hand, the application of human resource management cannot be separated from the support of the learning organization that exists in the organization.

Hypothesis 3

Based on the table above, the results of testing the third hypothesis show a p-value of 0.000 < 0.05 (5% error rate) which means that the researcher's hypothesis is supported, which means that Strategic Good Corporate Governance has an effect on organizational culture. The test results show an estimate value of 0.913, which means that Strategic Good Corporate Governance has a positive effect on organizational culture. The hypothesis results above show that Strategic Good Corporate Governance has a positive effect on Organizational Culture. This means that when decision making is taken openly, the main tasks and objectives are clearly defined, obtaining accurate information, implementing follow-up management, audits and special submissions, information distribution and distribution are carried out in a timely manner, openly investigating every incident will make members aggressive and compete in carrying out organizational culture,

compete sportively in work and achievement and increase member motivation in achieving maximum creativity.

In line with research conducted by Amanda (2016) where the influence of organizational culture on organizational commitment where the results showed that there was a significant influence between organizational culture formed from employee perceptions of organizational culture consisting of involvement, consistency, adaptability, and mission on each component of employee commitment to the organization, namely affective, continuance, and normative commitment.

Hypothesis 4

Based on the table above, the results of testing the fourth hypothesis show a p-value of $0.000 < 0.05$ (5% error rate), which means that the researcher's hypothesis is supported, which means that human resources management has an effect on organizational culture. The test results show an estimate value of 0.298, which means that human resources management has a positive effect on organizational culture. The hypothesis results above show that Human Resource Management has a positive effect on Organizational Culture. This means that when soldiers have good communication skills, have the ability to take advantage of opportunities in achieving goals, can complete tasks with the knowledge they have, have knowledge related to the main tasks of functions and work mechanisms, know in detail the things related to aviation, soldiers have high morale, soldiers are able to coordinate in achieving goals, comply with regulations in carrying out work and carry out work with good quality, it will make members aggressive and compete in carrying out organizational culture, compete sportingly in work and achievement and increase member motivation in achieving maximum creativity.

Hypothesis 3

Based on the table above, the results of testing the fifth hypothesis show a p-value of $0.000 < 0.05$ (5% error rate) which means that the researcher's hypothesis is supported, which means that Organizational Culture affects Organizational Performance. The test results show an estimate value of 0.577 which means Organizational Culture has a positive effect on Organizational Performance. The hypothesis results above show that Organizational Culture has a positive effect on Organizational Performance. This means that when Puspenerbal leaders motivate soldiers to be innovative, leaders praise the actions of members who dare to take risks, management seeks to generate ideas from personnel, it will improve the implementation of well-planned tasks and achieve results in accordance with what is determined, and in accordance with applicable procedures. The results of this study are supported by previous researchers Putra et al., (2020); Syaifuddin & Sumatrik, (2022).

In accordance with research conducted by Lukito et al., (2014) The results showed a significant influence between organizational culture and organizational performance with the direction of the relationship being positive, which means that the better the organizational culture owned by the company, the more organizational performance will increase.

Hypothesis 6

In the 6th hypothesis in the first model there is an effect of Strategic Good Corporate Governance on organizational performance (p-value = 0.000). In model two, the condition that there is an effect of Strategic Good Corporate Governance on organizational culture (p-value = 0.000, condition a), the condition that there is an effect of organizational culture on organizational performance (p-value = 0.000, condition b), and estimate according to model 2, condition c) is met. The conclusion of the above hypothesis which states that Strategic Good Corporate Governance affects organizational performance when mediated by organizational culture is supported, meaning that organizational culture is the right variable in mediating the effect of Strategic Good

Corporate Governance on organizational performance. The mediating role of the organizational culture variable in the sixth hypothesis is as a variable that partially mediates (because in condition c, the second model shows a decreasing estimate).

The results of the hypothesis above show that Strategic Good Corporate Governance has a positive effect on Organizational Performance mediated by Organizational Culture, where the mediating role of Organizational Culture is considered partial in influencing Strategic Good Corporate Governance on Organizational Performance.

Hypothesis 7

In the 7th hypothesis in the first model there is an effect of Human Resource Management on organizational performance (p value = 0.000). In model two, the condition that there is an effect of Human Resource Management on organizational culture (p-value = 0.000, condition a), the condition that there is an effect of organizational culture on organizational performance (p-value = 0.000, condition b), and estimate according to model 2, condition c) is met. The conclusion of the above hypothesis which states that Human Resource Management affects organizational performance when mediated by organizational culture is supported, meaning that organizational culture is the right variable in mediating the effect of Human Resource Management on organizational performance. The mediating role of organizational culture variables in the sixth hypothesis is as a partially mediating variable (because in condition c, the second model shows a decreasing estimate).

The results of the hypothesis above show that Human Resources Management has a positive effect on Organizational Performance mediated by Organizational Culture, where the mediating role of Organizational Culture is considered partial in influencing Human Resource Management on Organizational Performance.

CONCLUSION

Based on the results of data analysis in this study as described above, it can be concluded that Strategic Good Corporate Governance has a positive effect on organizational performance, Human resource management has a positive effect on organizational performance, Strategic Good Corporate Governance has a positive effect on organizational culture, Human resource management has a positive effect on organizational culture, Organizational Culture has a positive effect on Organizational Performance Organizational Culture mediates the effect of Strategic Good Corporate Governance on organizational performance and Organizational Culture mediates the effect of Human Resource Management on Organizational Performance.

The theoretical implication of this research is that it shows that Strategic Good Corporate Governance has a positive effect on organizational performance, Human resource management has a positive effect on organizational performance, Strategic Good Corporate Governance has a positive effect on organizational culture, Human resource management has a positive effect on organizational culture, Organizational Culture has a positive effect on Organizational Performance Organizational Culture mediates the effect of Strategic Good Corporate Governance on organizational performance and Organizational Culture mediates the effect of Human Resource Management on Organizational Performance.

While the managerial implications of this research can be addressed to the company that the results of this study are practically expected that the principles of Strategic Good Corporate Governance and implementation in organizational culture must be an important priority for all company personnel at the aviation center of the Indonesian national army navy in an effort to improve managerial performance. The implementation of the principles of Strategic Good Corporate Governance in the organization should be further developed, especially in the principle of transparency in terms of disclosing financial information. Also other principles such as

accountability, responsibility, independence and fairness, so that society and stakeholders get good productivity from the company. In Human Resource Management which is part of general management which includes aspects of planning, organizing, implementing, and controlling. Human resources HR is a very important part of its role in achieving company goals, the implications of organizational culture are expected to be able to cover a wider population and sample scope. there is a possibility of moderation from demographic variables such as tenure, background, and position. This research has several limitations, including: 1. This research is limited to members at Puspenerbal only. 2. There are too many statement indicators in this study, so there are several indicators that do not pass the data quality test. For future research, it is recommended to be able to expand the scope outside Puspenerbal.

ACKNOWLEDGEMENTS

Our gratitude goes to the Rector of Trisakti University, Prof. Kadarsah Suryadi, D.E.A., who has helped our studies run smoothly. Our gratitude also goes to Prof. Dr. Willy Arafah, MM, DBA as the Head of Strategic Management Concentration, as well as the Promoter who has guided and directed us and Prof. Dr. S. Pantja Djati, as the Co-Promoter who has helped a lot in completing our dissertation. Hopefully your good deeds will be rewarded by Allah SWT, amen.

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