

## Influence of Recruitment System and Job Design on Competence and Employee Performance

Muhammad Yusuf \*

Business Management Study Program, Departments of Business Administration, Sriwijaya State Polytechnic, Palembang, Indonesia

### Abstract

Recruitment is a vital process in the HR activity, especially within the context of State Owned Enterprises (SOEs) where profitability is not the main requirement in the business context. This study specifically aims to examine and explain the effect of the recruitment and job design systems on employee competence and performance in one of the largest SOEs in West Indonesia, one of the well known cement factory- PT. Semen Baturaja Indonesia. This research is an explanatory research that explains the causal relationship between variables through hypothesis testing. The number of samples in this study, 200 employees in the production section of PT. Semen Baturaja. The data analysis used is Partial Least Square analysis with WarpPLS. The research findings show that the five proposed hypotheses are accepted which means there is a significant influence between the Recruitment System on Competence and Employee Performance, between Job Design on Competence and Employee Performance and between Competence and Employee Performance.

### Keywords

Recruitment System; Job Design; Competency; Employee Performance

Received: 20 October 2020; Accepted: 30 November 2020; Published Online: 31 December 2020

DOI: 10.21776/ub.apmba.2020.009.02.7

### Introduction

Every organization or company, private or government will not be separated from human factors as subjects. Human Resources is the most important factor in carrying out organizational activities. Humans always play an active and dominant role in every activity of the organization, because humans become planners, actors and determinants of the realization of organizational goals. Given the importance of the role of humans in the company, the company will try to get the most appropriate workforce, in terms of quality or quantity. One of the company policies undertaken to get workers in

accordance with company needs is to do a Recruitment System.

Dessler (2015) states that recruitment is the process of identifying and selecting of applicants who are the most suitable, or who best meet the requirements to occupy certain positions or positions in an organization or company. The recruitment process is a series of activities seeking and attracting job applicants who have the motivation, ability, expertise and knowledge needed to cover the deficiencies identified in staffing planning.

The recruitment process is an important factor that directly determines the level of

\*Corresponding author Email: [m.yusuf@polsri.ac.id](mailto:m.yusuf@polsri.ac.id)

employee competence. If the employees recruited do not have sufficient competence, it will be difficult in completing work. The existence of an appropriate recruitment system, will get employees who are competent in the field of work and will improve employee performance.

Hasibuan (2015) states that recruitment is a process of identifying and recruiting the best and high-quality candidates (from within and outside the organization) in a timely and cost effective manner. So, the recruitment implementation that is not in accordance with the plans that have been set, will cause problems, such as a mismatch between the placement of personnel with positions, low performance, high employee absenteeism, often late, anti-organizational behavior and tenure of office that is not certainly.

Several empirical studies have been conducted related to the effect of the recruitment system on employee competence and performance, such as that conducted by Alsabbah & Ibrahim (2018) which shows that Recruitment will be positively related to employee competence. Companies invest resources in the recruitment process because they expect investments to recruit workers of the highest quality and competent. Alsabbah & Ibrahim (2018) stated that HRM practices measured using recruitment had an effect on employee competencies. HRM practices are effective in increasing employee competency at the company level. This is very important because the company's workforce can be designed and conditioned to support the company's strategy as a step to improve company performance.

Rahmany (2018) in his research found evidence of a high level of correlation between employee performance and the recruitment process. Sarinah, Gultom and Thabah (2016) in their research found evidence that the only significant variable on employee performance at PT Sriwijaya Air Jakarta was recruitment. Variable

recruitment is the only variable that directly affects the performance of employees of PT Sriwijaya Air Jakarta. While the selection and placement of employee variables did not affect the performance of the employees of PT Sriwijaya Air Jakarta.

In addition to recruitment, another factor that affects employee competency and performance is Job Design, because in addition to relating to productivity it is also related to employees (workers) who will carry out company activities. The company absolutely has a work system that can support the achievement of goals effectively and efficiently, and can stimulate employees to work productively, reduce the incidence of boredom and can increase job satisfaction and reduce work stress faced by employees (Shantz, Alfes, Truss, & Soane, 2013).

Job design is made by the company to manage tasks that are right on target, assigning tasks to employees in accordance with the abilities and skills that must be possessed in carrying out these tasks to achieve the company's goals and objectives. Job design outlines the recruiting, screening, hiring more effectively, providing more and better training. Job objectives are carried out through job analysis, in which managers describe work according to the activities required to produce high performance work systems (Dessler, 2015).

Job Design and its preparation can be done by management as part of the sharing of knowledge and communication in the organization. Through the creation of job designs, managers can manage employees by grouping, sharing employees' skills and knowledge. This is done so that there is no overlapping of knowledge and skills between employees. In organizational theory that emphasizes the specialization of work on employees, this can cause obstruction of the sharing of knowledge by employees and the reduced ability to absorb new methods and knowledge by employees who are already specialized. The paradigm of job design is based on the motivation of

employees, management in preparing work designs can use the variables of autonomy, task identity and the level of feedback provided by employees so that employees are motivated to share knowledge and knowledge to fellow employees or provide maximum skills and abilities to the company (Foss et al., 2009).

Job design refers to the process of dividing the total work of an organization into various jobs and assigning tasks to the job. This may also involve checking objectives and interdependence of tasks, as well as interpersonal relationships involved in completing work. Because the tasks involved in doing work and how these tasks are performed can change, managers need to know how to design and redesign jobs to make them meaningful and productive. As such, a good job design is one that meets organizational requirements for high performance, offers good compatibility with individual skills and needs, provides workers with challenging goals and meaningful work, and provides opportunities for job satisfaction and career advancement.

To be able to carry out the strategic functions of the human resources department and achieve company goals through its programs, the HR department integrates its policies and practices with the organization's strategic plan. Zeuch (2016) states that attract and select the right talent, develop the skills and behaviors engage and retain the talent opportunities for employees to make their work more meaningful and in line with the company's strategic direction is through job design. Employees will be willing and able to work well when placed in positions of office that are in accordance with their interests and abilities. Human resource management is closely related to the motto "The Right Man on the Right Place and the Right Time". So this department at the right time must be able to make sure that the employee is placed in the right position according to his interests and abilities.

Job Design is a work design related to how the technical determination of the job and the social aspects of a work related to organizing or assembling existing work components, as well as showing work performance that can be achieved by employees. (Kondalkar, 2007).

Opatha (2009) explains that Job Design as a function of managing tasks, responsibilities becomes an organizational work unit with the aim of achieving the main goals of the organization. In this case there are two categories of elements, namely efficiency and behavior. Elements of efficiency include the division of labor, standardization and specialization. Elements of behavior include variations in skills, task identity, task significance, autonomy and feedback. Skills, task identity, task significance, feedback

Empirically, the effect of Job Design variables on employee performance was found in the study of Ali and Rehman (2014) who found evidence that a positive relationship between design work and employee performance. Malkanthi and Ali (2016) further stated that there was a significant relationship between Job Design measured using effective Skill Variety, Task Identity, Task Significant, Autonomy and Feedback on improving the performance of employees.

Furthermore Aroosiya and Ali (2014) in their research found evidence that there was a significant and positive relationship between the perception of Job Design level and the perception of the level of employee performance in schools. The relationship was found to be significant which implies that schools must adopt effective task identities and feedback in order to improve teacher performance.

Human resource management is closely related to the motto "The Right Man on the Right Place and the Right Time". So this department at the right time must be able to make sure that the employee is placed in the right position according to his interests and

abilities. Job descriptions for all positions include the purpose of work, authority, duties and responsibilities. While the job specifications include the required expertise, education and basic abilities that must be possessed.

New jobs are created in a short time. If so, the jobs must be designed. Job Design is the process of determining specific tasks to be done, the methods used in continuing those tasks, and the way the work is related to others in the organization. One of the power and efforts in improving competency and reliable employee performance of the company needs to take a step that is job design.

Mangkunegara (2015) states that the factors that influence performance achievement can be divided into two parts, namely: 1) The psychological ability factor, the employee's ability consists of potential ability (IQ) and reality ability (knowledge - skill), meaning that the employee who have an above average IQ (IQ 110-120) with adequate education for their position and skilled in doing daily work, then he will more easily achieve the expected performance. 2) Motivation Factor Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is the conditions that drive employees directed to achieve organizational goals (work goals).

Employee performance, because employee performance is common to most jobs. Performance can be measured through quantity of results, quality of results, timeliness of results, attendance, ability to work (Mathis et.al, 2016). A person's competence becomes an individual's basic characteristics associated with effective and / or superior performance criteria. Competence besides determining one's behavior and performance also determines whether a person performs his job well based on predetermined criteria standards.

Furthermore Spencer (2007) states that to achieve high performance, both for

technicians and professionals, salespeople, helping and human service, managers and entrepreneurs needed competencies which include achievement and action competencies, service competencies, leadership competencies, leadership competencies, managing competencies, thinking competencies and effective personality competencies.

Competence of motives, characters, and self-concepts predict skill behavior, which then predicts job performance results. Competence can be used to predict performance better. This is based on the classical behavior theory that explains causality between intention, action, and outcome expressed as intention, action, and results to model competence as a causal relationship.

Consciously, one's actions originate from the desire / intention to do something that is triggered and influenced by motivational motives, self-concepts, character, and innate elements as well as individual descriptive knowledge. A person's actions are carried out in accordance with the demands of the position / job or problems / tasks they face based on the skills they have. This skillful behavior ultimately results in work, which is often used as a measure of work performance. This model explains that competencies are at the level of intention and actions that produce results at work.

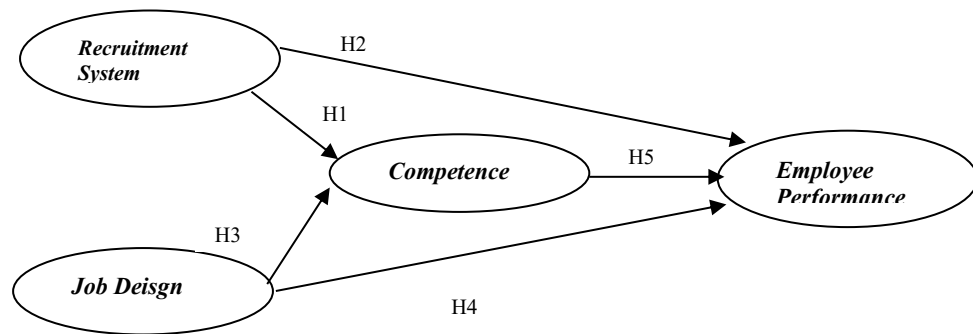
Martini et al' research (2018) shows that employee competency shows a significant positive effect on employee performance. Furthermore Kurniawan, Guswandi & Sodikin (2018) found evidence that competence has a positive effect on employee performance, while the effect of competency is not directly on employee performance through its ability.

PT Baturaja is one of the SOEs that vital of development of manufacturing performance in Indonesia. Efforts made especially in facing competition in predatory pricing practices the Company implements cost efficiency in various fields,

both in the operational, administrative and general sectors as well as in the sales sector, such as reducing the clinker factor by optimizing the utilization of B3 waste, using cheaper energy sources, tightening budget usage regulations, and reducing costs general and administrative as well as sales costs. This has proven to be effective, which has resulted in a lower cost of cement production and increased profit margins. In 2019 sales growth in the Jambi region increased by 7 percent, Bengkulu 6 percent, and South Sumatra 4 percent (PT. Semen Baturaja, 2020).

Improving business processes in order to accelerate decision and policy making through an integrated system, one of which

is through the implementation of SAP's Enterprise Resource Planning (ERP), which will be very useful in managing also efficiency and effective in using employees. Based on the results of previous studies relating to variables that affect the performance of employees can be identified variables that are determinants of performance, namely recruitment, job design and employee competence. This study tries to reexamine the effect of recruitment, job design and employee competency variables on employee performance at PT. Semen Baturaja by developing a more representative model as shown in Figure 1.



**Figure 1. Research Model and Hypothesis**

**Table 1. Hypotheses, Reference Theory and Previous Research**

Hypotheses	Influence Between Variables	Reference sources	
		Theoretical Basic	Empirical Basic
H <sub>1</sub>	<i>Recruitment System has a significant effect on Competence</i>	Hasibuan (2015)	Alsabbah & Ibrahim (2018),
H <sub>2</sub>	<i>Recruitment System has a significant effect on Employee Performance</i>	Hasibuan (2015)	Rahmany (2018), Saeinah, Gultom dan Thabah (2016)
H <sub>3</sub>	<i>Job Design has a significant effect on Competence</i>	Porter, (2008), Opatha (2009)	Foss et al., 2009
H <sub>4</sub>	<i>Job Design has a significant effect on Employee Performance</i>	Dessler (2015) Porter, (2008), Opatha (2009)	Ali dan Rehman (2014), Malkanthi and Ali (2016), Aroosiya dan Ali (2014)
H <sub>5</sub>	<i>Competence has a significant effect on Employee Performance</i>	Spencer and Spencer (2007)	Martini et al (2018). Kurniawan, Guswandi & Sodikin (2018)

## Research Method

The research was conducted at PT. Semen Baturaja, which is a state-owned company that produces cement. This study uses a quantitative approach to the type of explanatory research conducted to explain the causal relationship between research variables, through hypothesis testing. The focus of this research is employees of the production department with amount 200

employees are sampled. The process of collecting data uses a questionnaire with a Likert scale of 5 answer choices ranging from strongly disagree (score 1) to strongly agree (score 5). Data analysis techniques using Partial Least Square. This study uses four variables consisting of two endogenous variables and 2 exogenous variables. Measurement variables are listed in Table 2.

**Table 2. Variable Measurement**

Variable	Indicator	Source
Recruitment System	1) Withdrawal of employees 2) <i>Search for employees</i> 3) <i>Employee engagement</i>	Hasibuan (2015)
<i>Job Design</i>	1) Skill Variety 2) Task Identity 3) Task Significance 4) Autonomy 5) Feed Back	Opatha (2009)
<i>Competence</i>	1) achievement and action 2) helping and human services 3) the impact and in- fluence 4) managerial 5) cognitive 6) personal efectiveness	Spencer and Spencer (2007)
<i>Employee Performance</i>	1. Quantity of work 2. Quality of work 3. Timeliness 4. Presence 5. Team Work	(Mathis et al, 2016)

## Results and Discussion

The test results using WarpPLS by looking at the R-Square value for each endogenous latent construct as the predictive power of the structural model. Changes in the value

of R-Square can be used to explain the effect of certain exogenous latent constructs on whether endogenous constructs have substantive effects. The following is the output of R-Square using WarpPLS.

**Table 3. R-Square**

R Square	
Employee Performance	0,58
Competence	0,45

The results of the analysis obtained the value of R-square employee performance of 0.58, this means the contribution of Recruitment System, Job Design and Competence to Employee Performance by 58%, the remaining 42% is influenced by other factors. R-square value of Competence of 0.45, which means the contribution of Recruitment System and Job Design to Competence is 45%, the remaining 55% is influenced by other factors.

Testing the hypothesis in the WarpPLS analysis using the t test. The rules of the hypothesis testing decision using the resampling method, and carried out by t-test. Hypothesis testing decision rules are made as follows, if p-value diperoleh 0.10 (alpha 10%) is obtained, it is said to be weakly significant, if p-value  $\leq 0.05$  (alpha 5%), it is said to be significant and if p-value  $\leq 0.01$  (alpha 1% ) it is said to be highly significant.

**Table 4. Hypothesis Testing Results**

Influence Testing					
No	Relationship between Variables (Explanatory variable → Response variable)		Path coefficient	p-value	Remark
1	Recruitment System	Competence	0,380	$\leq 0.01$	highly significant
2	Recruitment System	Employee Performance	0,378	$\leq 0.01$	highly significant
3	Job Design	Competence	0,042	$\leq 0.01$	highly significant
4	Job Design	Employee Performance	0,276	$\leq 0.01$	highly significant
5	Competence	Employee Performance	0,273	$\leq 0.01$	highly significant

Hypothesis testing results show that the Recruitment System has a positive and significant effect on Competence. Thus it can be concluded that the better Recruitment System will result in increased Competence. The meaning of these findings shows that empirically the Recruitment System is a determining factor in the Employee Competence of the Production Section of PT. Semen Baturaja.

The results of this study are in line with the theory of Human Resources Management which states that HRM is a system, where employees are considered as input in the system process flow, HRM practices are system processes, while organizational performance is the output of the system. The system shows the conversion of these inputs through a series of different and

interrelated activities, to achieve employee competency and performance results.

Dessler (2015) which states that recruitment is the process of identifying and selecting people from a group of applicants who are the most suitable or who best meet the requirements to occupy certain positions or positions of an organization or company. The recruitment process is an important factor that directly determines the level of employee competence. If the employees recruited do not have sufficient competence, it will be difficult in completing their work. The existence of an appropriate recruitment system, will obtain employees who are competent in their fields and will improve the performance of the employees concerned.

The findings of this study support the research of Alsabbah & Ibrahim (2018) which shows that Recruitment will be positively related to employee competencies. The company invests resources in the recruitment process because it expects investment to make it possible to recruit the highest quality and competent workers

Recruitment System is proven to have a significant effect on Employee Performance. Thus it can be concluded that the better the Recruitment System will result in increased Employee Performance. The meaning of this finding shows that empirically the Recruitment System is a determining factor in the Employee Performance Production Section of PT. Semen Baturaja. This finding also indicates that the Employee Performance Production Section of PT. Semen Baturajas always determined by indicators Withdrawal of employees, employee search, employee engagement.

Recruitment, as a function of human resource management, is one of the most critical impact activities on organizational performance. Although it is understood and accepted that poor hiring decisions continue to influence organizational performance and achievement of goals.

Schuler & Storey (2007) suggested that the effectiveness of the recruitment done well will help the institution in obtaining general objectives which include work productivity, quality of work life and work compliance. While castetter (2006) argues that the implementation of recruitment that is not in accordance with a predetermined plan, will cause problems that require high costs, such as a mismatch between the placement of personnel with positions entrusted, low performance, high absenteeism, often late anti-organizational behavior and period uncertain employment positions.

Job Design has a positive and significant effect on Competence. Thus there is support to accept the hypothesis which states that

"Job Design has a significant effect on Competence. The coefficient value is positive which means that the better the Job Design will increase the Competence. The meaning of these findings shows that Job Design empirically is a determining factor in the Employee Competence of the Production Section of PT. Semen Baturaja.

The paradigm of preparing Job Design is based on the motivation of employees, management in preparing Job Design can use the variables of autonomy, job identity and the level of feedback provided by employees so that employees are motivated to share their knowledge and knowledge with fellow employees or provide skills and maximum ability to the company.

Job Design has a positive and significant effect on Employee Performance. Thus there is support to accept the hypothesis that Job Design has a significant effect on Employee Performance. "The coefficient value is positive which means that the better the Job Design will cause the Employee Performance to increase. The meaning of these findings shows that Job Design empirically is a determining factor in the Employee Performance Production Section of PT. Semen Baturaja. These findings also indicate the Employee Performance Production Section of PT. Semen Baturaja is always determined by indicators of Variety Skill, Task Identity, Task Significance, Autonomy and Feed Back.

The results of this study are in line with Porter's theory (2008) which states that to provide opportunities for employees to make their work more meaningful and in line with the company's strategic direction, one of which is through job design. The employee will be willing and able to work well if he is placed in a position that suits his interests and abilities. Human resource management is closely related to the motto "The Right Man on the Right Place and the Right Time". So this department at the right time must be able to make sure that the employee is placed in the right position according to his interests and abilities.



The results of this study support previous research conducted by Malkanthi and Ali (2016) states that there is a significant relationship between Job Design that is measured using effective Skill Variety, Task Identity, Task Significant, Autonomy and Feedback on improving the performance of employees.

Competence has a positive and significant effect on Employee Performance. Thus there is support to accept the hypothesis which states that "Competence has a significant effect on Employee Performance." The coefficient value is positive which means that the better Competence will result in Employee Performance will also increase. The meaning of this finding shows that Empirically Competence is a determining factor in Employee Performance Production Section of PT. Semen Baturaja. This finding also indicates that the Employee Performance Production Section of PT. Semen Baturaja is always determined by indicators of achievement and action Competence, helping and human services Competence, the impact and infence Competence, managerial Competence, cognitive and personal effectiveness competence.

The findings of this study confirm and expand the theory of Spencer (2007) which states to achieve high performance, both for technicians and professionals, salespeople, helping and human service, managers and entrepreneurs needed competencies that include achievement and action competencies, service competencies, leadership competencies, managing competencies, thinking competencies and effective personality competencies.

The findings of this study confirm and expand the theory of Spencer (2007) which states to achieve high performance, both for technicians and professionals, salespeople, helping and human service, managers and

entrepreneurs needed competencies that include achievement and action competencies, service competencies, leadership competencies, managing competencies, thinking competencies and effective personality competencies

## Conclusion

Overall research findings indicate that 5 hypotheses proposed in this study were accepted. Recruitment System has a positive and significant effect on Competence. This means that the better Recruitment System will result in increased Competence.

Recruitment System has a significant effect on Employee Performance. The better the withdrawal of employees, employee search and employee engagement will result in the quantity of work, the quality of work, timeliness of work, attendance and ability to cooperate increases.

Job Design has a positive and significant effect on Competence. The coefficient value is positive which means that the better the Job Design will increase the Competence.

Job Design has a significant effect on Employee Performance. The better Skill Variety, Task Identity, Task Significance, Autonomy and Feed Back will result in the quantity of work, quality of work, timeliness of work, attendance and ability to work together to increase.

Competence has a significant effect on Employee Performance. The better achievement and action Competence, helping and human services Competence, the impact and infence Competence, managerial Competence, cognitive and personal effectiveness Competence will result in the quantity of work, the quality of work, the timeliness of work, the presence and ability to cooperate increasingly.

## Notes on Contributor

**Muhammad Yusuf** is a Lecturer in business administration department, Sriwijaya State polytechnic since 2005. His reserach interest is Human Relationship Management and employment. He got Ph.D at Universiti Sains Malaysia school of social sciences.

## References

- Ali, N. dan Rehman, Z.M. (2014). Impact of Job Design on Employee Performance, Mediating Role of Job Satisfaction: A Study of FMCG's Sector in Pakistan. *International Journal of Business and Management*; 9 (2). 70-79.
- Alsabbah, M.Y. A & Ibrahim, H.I. (2018). The Influence of Training System on Employees' Hard Skills in the Palestinian National Authority. *OALib Journal 2018*, 5, e3854 3(3): 82-90.
- Alsabbah, M.Y. A & Ibrahim, H.I. (2014). HRM Practices And Employee Competence: A General System Perspective. *International Journal of Business, Economics and Law*, 4(1). 11-17
- Aroosiya dan Ali, H. (2014). Impact of Job Design on Employees' Performance (With Special Reference to School Teachers in the Kalmunai Zone). *Journal of Management*, VIII (1). 33-41.
- Castetter. 2006. *Pelayanan Kualitas Manajemen Sumber Daya Manusia*. (Alih Bahasa : Iskandar). Jakarta : Gunung Agung.
- Hasibuan, P.S. Malayu, (2015), *Manajemen Sumber Daya Manusia*, PT. Bumi Aksara, Jakarta.
- Foss , N.J., Minbaeva,D.B., Pedersen,Tt & Mia, R. (2009). Encouraging Knowledge Sharing Among Employees: How Job Design Matters. *Human Resource Management*. 48 (6), Pp. 871– 893
- Kondalkar,V.G, (2007), *Organizational Behavior*. New International (P) Ltd. Publisher. 4837/24. Ansori Road Daryayanj, New Dheli.
- Kurniawan, A.D., Guswandi & Sodikin, A. (2018). The Effect of Competence and Motivation on Employee Performance through Employees Capabilities on PT. Binasinar Amity. *International Journal of Research Science & Managemen*. 5(5). 48-60
- Malkanathi, S.P.S and Ali, Hussain. (2016). *5th Annual International Research Conference-Faculty of Management and Commerce*. SEUSL. 269-275
- Mangkunegara, Anwar Prabu, (2015), *Sumber Daya Manusia Perusahaan*, Cetakan keduabelas, Remaja Rosdakarya, Bandung.
- Martini, I.A.O., Rahyuda, K., Sintaasih, D.K dan Piartrini, P.S. (2018). The Influence of Competency on Employee Performance through Organizational Commitment Dimension. *IOSR Journal of Business and Management*. 20 (2). Ver. VIII, PP 29-37.
- Mathis, Robert L., John H. Jackson., Sean R. Valentine and Patricia Meglith, (2016), Cengage Learning Publisher, Boston.
- Opatha, H. H. D. N. P, (2009), *Human resource management*, Author published, Colombo
- Porter, Michael E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*. January.
- Rahmany, S.M. (2018). The Effect of Recruitment and Selection Process on Employees' Performance: The Case Study of Afghanistan Civil Servant. *International Journal of Business and Management Invention*. 7 (8) Ver. I . PP—61-71.
- Sarinah., Gultom. R.S dan Thabah, A.A. (2016). The Effect of Recruitment and Employee Selection on Employee Placement and Its Impacts Towards Employee Performance at PT Sriwijaya Air. *Jurnal Manajemen Transportasi & Logistik (JMTranslog) – 03(1)*. 1-10.
- Schuler, R., Jackson, S., & Storey, J, (2007), *HRM and Link with Strategic Management*, 2th Edition, Thomas Learning, London.

- Shantz, A., Alfes, K., Truss, C & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours. *The International Journal of Human Resource Management*. DOI:10.1080/09585192.2012.744334.
- Dessler, Gary. H. (2015), *Human Resource Management*. 14th edition, Florida International University, Miami.
- Spencer, L.M. And S.M. Spencer, (2007), *Competence Work: Model for Superior Performance*, John Wiley and Sons, Inc.
- PT Semen Baturaja, (2020), *Company Profile*, PT. Semen Baturaja, South Sumatra Province, Indonesia.
- Zeuch, Mathias, (2016), *Handbook of Human Resorce Management*, Springer-Verlag Berlin Heidelberg, Berlin.

