



Impact of Employee Selection on Work Productivity (Case Studi At PT. Prima Alloy Steel Universal Gedangan Sidoarjo)

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Abstract. *PT. Prima Alloy Steel Universal Gedangan is a company operating in the field of steel. Every year this PT carries out selection of new employees. To find out whether the addition of employees will reduce productivity, research is needed entitled "THE INFLUENCE OF EMPLOYEE SELECTION ON WORK PRODUCTIVITY AT PT. PRIMA ALLOY STEEL UNIVERSAL GEDANGAN ". This research data was taken from employee selection data in 2006 and 2007 and actual production data during that year. This data is then processed with regression and correlation analysis as well. From the regression analysis that has been carried out, it can be seen that the more new employees who pass the selection, the more their productivity will decrease. This happens because the coefficient value of new employee acceptance has a negative sign. From the correlation obtained, it can be seen that the relationship between new employee recruitment selection and productivity is 54.8%.*

Keywords: *Employees, Productivity, Work and Performance*

1. INTRODUCTION

Background of the problem

A form of business or every company, whether handled by the government or the private sector, in managing and carrying out its business activities uses various production factors, including human production factors. This is because the role of human resources in the development process is increasingly felt to be important.

In efforts to manage existing resources, many problems are encountered, because not all resources are available in abundance. There may be difficulties in obtaining these resources, such as funding sources.

Machines and also limited management skills. One of these resources or resource factors is the human factor.

Without humans it is impossible to carry out an activity, therefore, to ensure the continuity of the business activity, it is very necessary to pay attention to human resources as a determining factor for the smoothness and success of the company, in achieving the company's predetermined goals. Therefore it requires special handling in its management, both regarding planning, procurement and development.

To procure these workers, good selection is needed, even though there are workers who need work and on the other hand the company needs them, the company does not just attract

workers haphazardly. If the process of procuring workers in a company is not paid enough attention, it is likely that the workers obtained will be less capable and skilled, and less able to be developed.

This can lead to many errors in carrying out tasks which will affect work productivity within the company. To avoid the losses mentioned above, companies must try to obtain capable and skilled workers and must make the best use of them.

Therefore, it is better to make a more effective selection, the company requires sacrifices that are not small in terms of time, energy and costs, even though the profits that will be obtained will be much greater than these sacrifices. In this way, the selection of the right prospective employees will be able to support the company's development in the future.

2. LITERATURE REVIEW

Theoretical basis

Understanding Productivity and Influencing Factors

In the opinion of J. L. Wetik (1975:3) it is as follows:

Productivity is a comparison between output or output and input. Specifically, employee work productivity is a relationship between work results or output and the time required to produce a product from an employee or input. In other words, it can be said that an employee has high work productivity, if he produces more products in a predetermined time unit or if he is able to produce products in accordance with the standards set by the company in a shorter time unit.

Factors that influence employee work productivity include:

- a) Adequate work quality.
- b) Facilities or facilities existing within the company
- c) Management's ability to use existing resources optimally and create a good quality work system.

Understanding Human Resource Management

In the opinion of T. Hani Handoko (1988:8) it is as follows:

Human resource management is the attraction, selection, development, maintenance and use of human resources to achieve individual and organizational goals.

The definition above shows the fact that prioritizing managing human resources is not managing materials or finances.

Understanding Personnel Management

In the opinion of Drs. EC. Alex S. Nitisemito (1986:9) is as follows:

Personnel management is a science and art for carrying out, among other things, planning, organizing, controlling, so that effectiveness is possible in achieving goals.

In the opinion of M. Manullang (1982:7) it is as follows:

Personnel management is the art and science of planning, implementing and controlling labor to achieve predetermined goals with employee satisfaction.

In the opinion of Heidjrachman Ranupandojo and Suad Husnan (1983:5) it is as follows:

Personnel management is planning, organizing, directing and supervising the procurement, development, compensation, integration and maintenance of a workforce with the aim of helping achieve company, individual and community goals.

From the opinions of the experts above, although they have different opinions, basically they have management that focuses on personnel or personnel issues, which is the art of carrying out operational functions in an effort to achieve predetermined goals effectively and efficiently.

Important factors that need to be considered when implementing workforce selection

- Age.
- Gender.
- Education.
- Experience.
- Talent.
- Cooperation.
- Responsibility.

Factors That Influence Labor Selection

There are several factors that influence workforce selection, which can be broadly divided into 2 (two) categories, namely:

1. Internal factors.
2. External factors.

Internal Factors

In general, there are internal weaknesses, so the selection officer is obliged to examine carefully and seriously the data or certificate submitted by the applicant, whether it really meets the requirements and can be accounted for.

The 3 (three) weaknesses are:

- a) Connection or Relationship Factors.
- b) Inaccuracy.
- c) There are errors in preparation.

External Factors

The difficulties experienced by companies in attracting workers from outside the company are as follows:

- a) Difficulty attracting ready and not ready-to-use workers.
- b) Difficulty measuring or assessing the morale and mentality of prospective workers

Understanding the Goals and Importance of Workforce Selection

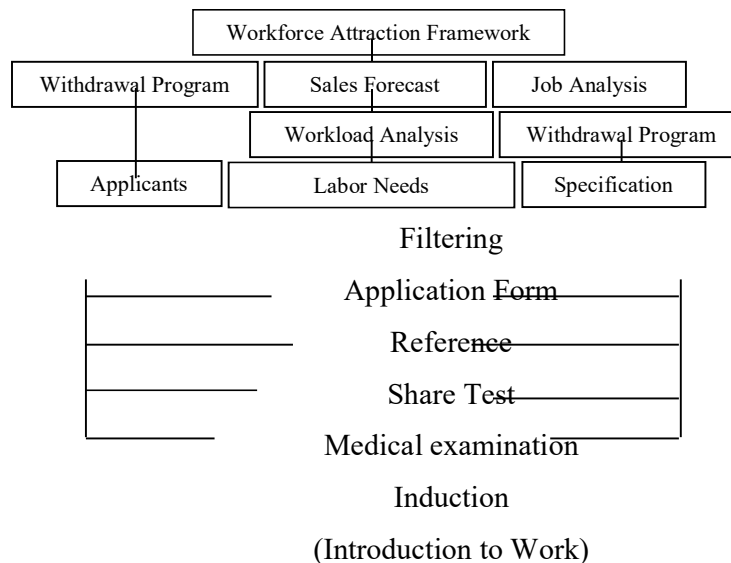
After the company can determine what conditions are necessary to occupy a particular position, the company then tries to attract prospective employees who are truly suitable, in accordance with the motto "The right man on the right place". In selection, companies get the right workforce in a dynamic sense.

This means that we get a good workforce for now and in the future. If this is not the case, the company will have difficulties in the future.

For example, there is a decrease in work enthusiasm and enthusiasm as well as a high level of labor turnover, this can occur because the workforce received does not have the potential to keep up with the company's developments. Therefore, companies must determine the things that need to be selected, determine appropriate methods and selection officers who are expert, honest and objective. In this way, the selection carried out will get good results. In the opinion of Drs. EC. Alex S. Nitisemito, Selection is a company activity to be able to select the most workers and in the right number from the candidates it receives. In the opinion of T. Hani Handoko (1985:67) Selection is a series of activity steps used to decide whether an applicant is accepted or not.

From the definition above, it can be concluded that selection is a series of activity steps used to select the most appropriate employees and in the right number and can decide whether applicants can be accepted or rejected.

Picture of the Labor Attraction Framework



Source: Heidjrachman Ranupandojo and Suad Husnan. 1990. Personnel Management. 20th Edition pat. Yogyakarta. BPPFE. pg 43.

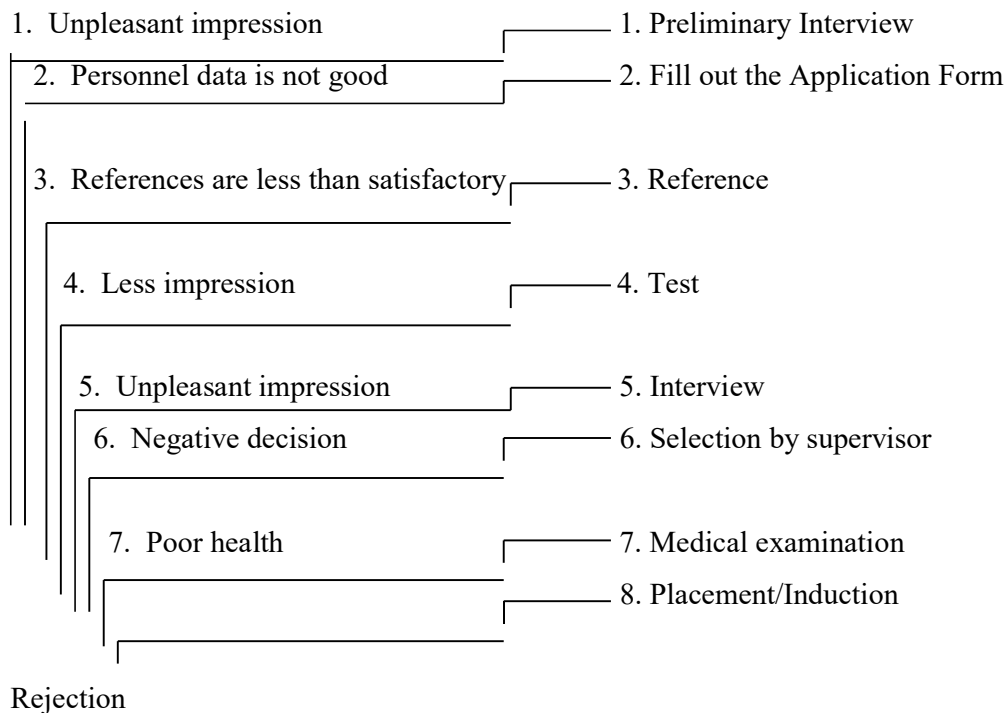
Currently, most government agencies and large companies that carry out selection often face problems. This is due to the still strong influence of the connection and relationship system, as a result there will be recruitment of workers that is not in accordance with expectations, therefore to get workers who meet the requirements and have qualifications that match the positions available.

Methods - Methods of Conducting Selection

To do this, select the steps to be used, namely:

1. Preliminary Interview.
2. Filling out the form.
3. Checking References.
4. Psychological Test.
5. Interview.
6. Direct Supervisor Approval.
7. Health Checkup.
8. Induction or Orientation.

Picture of Workforce Selection Procedure



Understanding Labor Procurement

In the opinion of I. G. Wursanto it is as follows:

Labor procurement is an activity carried out by personnel managers to obtain and increase labor from labor sources to fill vacant positions. From the statement above, it can be concluded that companies need good knowledge about labor sources so that the company can make an assessment of which various sources of labor are good to use as a place to take the needed labor. For this reason, labor procurement should not be ignored because it is useful for getting workers who are in line with what the company wants.

The Relationship Between Labor Selection and Work Productivity

This will directly affect the level of work productivity produced. In this case, of course the company will not continue to use unproductive workers, or in other words the company will have to look for new employees.

To replace previous employees, this will indirectly increase labor turn over. On the other hand, if employee selection is carried out appropriately and more selectively, the employees

obtained will have abilities that are in accordance with those required by the company, so that the expected work productivity can be achieved and labor turn over can be reduced.

Analysis Model

The analytical model used in this research is Multiple Linear Correlation analysis, namely to determine the influence of the independent variable and the dependent variable. The formula used in the calculation according to Anton Dajan (1986:314,315,318) is:

$$r = \frac{n (\Sigma xy) - (\Sigma x) \cdot (\Sigma y)}{\sqrt{n \cdot (\Sigma x^2) - (\Sigma x)^2} \cdot \sqrt{n \cdot (\Sigma y^2) - (\Sigma y)^2}}$$

Where :

r = Correlation Coefficient

x = Free or Independent Variable

y = Dependent or dependent variable

n = Number of data

3. RESEARCH METHODS

Research Approach

The approach used in writing this thesis is a qualitative approach because this preparation uses an analysis model and understanding through various tests which aim to measure a variable so that it is easier to understand statistically.

Data Types and Sources

The data sources used are divided into 2 (two), including:

1. Secondary Data
2. Primary Data

Analysis Techniques

In processing the data the author uses:

a) Quantitative Methods

In testing or solving steps based on quantitative methods

This author uses Simple Linear Correlation testing a -

The variables that will be correlated are the number of employee selections, with production realization.

To find out how much influence employee selection has on production realization, the author will present calculations using Simple Linear Correlation with the following formula:

$$r = \frac{n (\Sigma xy) - (\Sigma x) \cdot (\Sigma y)}{\sqrt{n \cdot (\Sigma x^2) - (\Sigma x)^2} \cdot \sqrt{n \cdot (\Sigma y^2) - (\Sigma y)^2}}$$

Information :

r = Correlation Coefficient

x = Free or independent variable

y = Dependent or dependent variable

n = Number of data

b) Qualitative Method

As a basic framework in qualitative methods the author created a method as follows :

Qualitative Methods Table

Leader	Employee	Level Work Productivity
- The selection carried out was less selective	- Work as you please - Low sense of responsibility for work	Decrease
- A written guideline or steps on how to accept employees are created	- Placed according to education and expertise	Increase
- Productivity is less effective	- Employee welfare is not met	Decrease
- Effective productivity	- Employee welfare is met	Increase

According to the author, leadership actions in the implementation of selection must be taken into account, employee welfare must be taken into account, which can increase employee work productivity. If written guidelines or steps for accepting good employees are created, where employees who have been accepted are placed according to their education and expertise,

production results can be achieved. Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a souch to achieve competitive advantage (Daengs GS, et al. 2020:1419).The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengupulan data primer dengan menggunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29).

4. RESULTS AND DISCUSSION

Production Volume 2005 - 2007

In order to obtain a clear picture, here the data for 2005 – 2007 will be presented in table form which includes plans and realization. Production with Ladder Back Steel Chair model No. DC code 0021 size 505 x 424 x 990 mm. At PT. Prima Alloy Steel Universal as follows:

**Table of Production Plans and Realization of Steel Ladder Back Model Chairs No. DC
Code. 0021 Size 505 x 424 x 990 mm (Year 2005)**

No	Month	Day Work	Hour Work	Amount Employee	Labour Turn Over		Target Productio	Realization Production	Deviasi Production
					In	Out			
1	Januari	24	192	150	-	-	10.800	10.800	-
2	Februari	24	192	150	-	-	10.800	10.800	-
3	Maret	24	192	150	-	-	10.800	10.800	-
4	April	25	200	147	-	3	11.250	11.025	225
5	Mei	24	192	146	-	1	10.800	10.512	288
6	Juni	24	192	149	3	-	10.800	10.728	72
7	Juli	27	216	145	-	4	12.150	11.745	405
	Total	299	2.392		15	15	134.550	132.558	1.992

Source : PT. Prima Alloy Steel Universal

$$\begin{aligned}
 \text{Deviation from average production} &= \frac{\text{Production Deviation}}{\text{Production Targets}} \\
 &= \frac{1.992 \times 100 \%}{134.550} \\
 &= 1,48 \%
 \end{aligned}$$

**Table of Production Plans and Realization of Ladder Back Steel Chair Model No. DC
Code. 0021 Size 505 x 424 x 990 mm (2006)**

No	Month	Day Work	Hour Work	Amount Employee	Labour Turn Over		Target Producti	Realization Production	Deviasi Production
					In	Out			
1	Januari	24	192	150	-	-	10.800	10.800	-
2	Februari	24	192	150	-	-	10.800	10.800	-
3	Maret	25	200	143	-	7	11.250	10.725	525
4	April	25	200	140	10	3	11.250	10.500	750
5	Mei	23	184	150	-	-	10.350	10.350	-
6	Juni	25	200	150	-	-	11.250	11.250	-
7	Juli	26	208	147	-	3	11.700	11.466	234
	Total	301	2.408		21	21	134.550	131.535	3.915

source : PT. Prima Alloy Steel Universal

$$\begin{aligned}
 \text{Deviation from average production} &= \frac{\text{Production Deviation}}{\text{Production Targets}} \\
 &= \frac{3.915}{135.450} \times 100 \% \\
 &= 2,89 \%
 \end{aligned}$$

**Table of Production Plans and Realization of Ladder Back Steel Chair Model No. DC
Code. 0021 Size 505 x 424 x 990 mm (2007)**

No	Month	Day Work	Hour Work	Amount Employee	Labour Turn Over		Target Producti	Realization Production	Deviasi Production
					In	Out			
1	Januari	26	208	150	-	-	11.700	10.700	-
2	Februari	24	192	125	-	25	10.800	9.000	1.800
3	Maret	25	200	145	20	-	11.250	10.875	375
4	April	23	184	140	-	8	10.350	9.660	690
5	Mei	23	184	125	-	15	10.350	8.625	1.725
6	Juni	26	208	127	2	-	11.700	9.906	1.794
7	Juli	30	240	130	3	-	13.500	11.700	1.800
	Total	282	2.256		36	50	126.900	115.008	11.892

source : PT. Prima Alloy Steel Universal

$$\begin{aligned}
 \text{Deviation from average production} &= \frac{\text{Production Deviation}}{\text{Production Targets}} \\
 &= \frac{11.892}{126.900} \times 100 \% \\
 &= 9,37 \%
 \end{aligned}$$

The total number of employees of PT. Prima Alloy Steel Universal in 2005 – 2007 as many as 2000 people with the following details:

- For a staff of 226 people.
- For the production section of Plants I – III there are 1774 people.

Working Days and Working Hours

Working days and working hours are the time used in carrying out production processes and other activities within the company. Working days and working hours at PT. Prima Alloy Steel Universal as follows:

1. Working days in 2005 – 2006 working hours :
 - Monday to Saturday 07.00 WIB to 16.00 WIB
 - Rest at 12.00 WIB
 - Total working hours one day is 8 hours
2. Working days in 2007:
 - Monday to Friday 07.00 WIB to 16.00 WIB
 - Rest at 12.00 WIB
 - Saturday off

To calculate the average working days and work for 1 year as follows:

Runus:

Total working days

12 Month

Total working hours

12 Month

Labor Turnover

Labor Turn Over is defined as the turnover of active or inactive workers or the entry and exit of employees in a company. If a company has high labor turnover, it means that the company is experiencing losses, and the company's goals are not being achieved. Labor Turn Over is an indicator of employee stability.

LTO Formula :

$$LTO = A + S : \frac{P1 + P2}{2} \times \frac{360}{M}$$

LTO = Labor Turnover

A = Active or incoming workforce

S = Inactive or leaving workforce

P1 = Number of employees for the first month

P2 = Number of employees last month

360 = Number of days in 1 year

M = Number of working days for 1 year

Number of employees

For the number of employees in the chair production section with the Ladder Back Steel model No. DC Code. 0021 measuring 505 x 424 x 990 mm for 150 people for 2005 – 2007.

Selection

The selection used at PT. Prima Alloy Steel Universal is a direct interview by the Testing Team (Personnel Section) after which the Management uses it to determine whether or not the employee is accepted, by attaching data regarding the applicant and the results of the interview from the personnel section.

Discussion of Simple Linear Correlation Calculations

To find out how much influence employee selection has on production realization, the author will present calculations using Simple Linear Correlation as follows:

**Correlation Table Between Employee Selection Production Implementation Section
Ladder Back Steel Chairs No. DC Code – 0021 Production Realization in 2005**

No..	x	y	x ²	y ²	x . y
1	150	10.800	22.500	116.640.000	1.620.000
2	150	10.800	22.500	116.640.000	1.620.000
3	150	10.800	22.500	116.640.000	1.620.000
4	147	11.025	21.609	121.550.625	1.620.675
5	146	10.512	21.316	110.502.144	1.534.752
6	149	10.728	22.201	115.089.984	1.598.472
	1.774	132.558	262.340	1.466.230.554	19.595.742
8	148	10.656	61.908	113.550.336	1.577.088

Information :

- r = Correlation Coefficient
 x = Free or independent variable
 y = Dependent or dependent variable
 n = Number of data

$$r = \frac{n (\Sigma xy) - (\Sigma x) \cdot (\Sigma y)}{\sqrt{n \cdot (\Sigma x^2) - (\Sigma x)^2} \cdot \sqrt{n \cdot (\Sigma y)^2 - (\Sigma y)^2}}$$

$$= \frac{12 (19.595.742) - (1.774) \cdot (132.558)}{\sqrt{12 (262.340) - (1.774)^2} \cdot \sqrt{12 (1.466.230.554) - (132.558)^2}}$$

$$= \frac{265.157.892 - 235.148.908}{\sqrt{3.148.080 - 3.147.076} \cdot \sqrt{1.759.476.665 - 1.757.162.336}}$$

$$= \frac{8.988}{\sqrt{1.004} \cdot \sqrt{2.314.329}}$$

$$= \frac{31,68595914 \times 1521,291885}{8,988}$$

$$= \frac{48203,59236}{8,988} \times 100\%$$

$$= 18,64 \%$$

**Employees of the Ladder Back Steel Chair Production Implementation Section No. DC
Code – 0021 Production Realization in 2006**

No..	x	y	x ²	y ²	x . y
1	150	10.800	22.500	116.640.000	1.620.000
2	150	10.800	22.500	116.640.000	1.620.000
3	143	10.725	20.449	115.025.000	1.533.675
4	140	10.500	19.600	110.250.000	1.470.000
5	150	10.350	22.500	107.122.500	1.552.500
6	150	11.250	22.500	126.562.500	1.687.500
	1.749	131.535	255.123	1.443.406.797	19.175.499
8	146	10.950	21.316	119.902.500	1.598.700

Information :

- r = Correlation Coefficient
- x = Free or independent variable
- y = Dependent or dependent variable
- n = Number of data

$$\begin{aligned}
& n (\Sigma xy) - (\Sigma x) \cdot (\Sigma y) \\
r = & \frac{\sqrt{n \cdot (\Sigma x^2) - (\Sigma x)^2} \cdot \sqrt{n \cdot (\Sigma y)^2 - (\Sigma y)^2}}{12 (19.175.499) - (1.749) \cdot (131.535)} \\
= & \frac{\sqrt{12 (255.123) - (1.749)^2} \cdot \sqrt{12 (1.443.406.797) - (131.535)^2}}{230.105.988 - 230.054.715} \\
= & \frac{\sqrt{3.061.476 - 3.059.001} \cdot \sqrt{1.732.088.156 - 1.730.145.623}}{51.273} \\
= & \frac{\sqrt{2.475} \cdot \sqrt{2.314.329}}{51.273} \\
= & \frac{49,749372186 \times 1393,747825}{51.273} \\
= & \frac{6,933807882}{51.273} \times 100\% \\
= & 73,94 \%
\end{aligned}$$

Thus, the number of employee selection for the implementation of the production process with production realization in 2005 - 2007 is:

- In 2005 it was 18.4%
- In 2006 it was 73.94%
- In 2007 it was 15.79%

Which is due to the changes or realizations experienced by PT. Prima Alloy Steel Universal which the author has stated above occurs because the employee recruitment process that has been carried out so far has been less profitable or in other words, the selection of employee recruitment that has been carried out so far has been poor, poorly planned and lacked direction, which means that the correlation between the two variables above is very strong. . And have a positive relationship.

Thus, it can be said that the level of employees who are active or inactive in carrying out the production process occurs together with a decrease in production realization. Based on the quantitative method mentioned above, it can be concluded that employee selection as part of the implementation of the production process is one of the factors that can cause a decrease in production results. For this reason, it is necessary to get attention from the leadership and personnel department to improve the quality of employees so that production results can be increased in accordance with the production targets set by the company. The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150) This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

5. CONCLUSION

From the discussions that are interconnected with the problems that have been described in chapter by chapter, it can be concluded that the company PT. Prima Alloy Steel Universal is a lack of good selection, in the sense that work productivity decreases and results in a high level of Labor Turn Over.

Decreasing level of employee work productivity at PT. Prima Alloy Steel Universal is caused by a lack of good, planned and directed selection applied when protecting the workforce, especially employees in the production process.

For good labor procurement or labor selection and to reduce the high Labor Turn Over, it is necessary to have guidelines and instructions as well as the necessary steps in good, directed,

planned and written labor selection, so that productivity results and production targets can be achieved. achieved.

The research results show that employee selection as part of the implementation of the production process is one of the factors that can cause a decrease in production results.

6. SUGGESTIONS:

Suggestions that the author can put forward to support readers just a problem with the company PT. Prima Alloy Steel Universal includes:

1. Companies must be responsive and selective in selection workforce that will be employed and always pay attention to the welfare of employee statements, in order to increase productivity.
2. Efforts are made to ensure communication or cooperation between each Animals in each group are well maintained and well-knit.

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