

EFFECTIVE VILLAGE OWNED ENTERPRISES (BUMDes) HR DEVELOPMENT IN TENILO VILLAGE

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ABSTRACT

This research aims 1) to find out the empirical model of human resource development of BUMDes Management in Tenilo Village. and 2) to find out the obstacles in the development of BUMDes Management HUMAN RESOURCES in Tenilo Village at this time. The method in this research is to use a qualitative approach by investigating cases and phenomena from informant sources that explain why and how the problems that occur in BUMDes Karya Bersama. Using data analysis consisting of 3, namely data collection, data reduction, presentation of data, and withdrawal of conclusions or verification.

The results showed that 1) The application of empirical model benchmarking in BUMDes human resources joint work in Tenilo Village in developing BUMDes was considered not to be effective. It is indicated that so far, the manager or HR owned does not have mature abilities, often the change or even the implementation of BUMDes development training for HR is only limited to 1-day training even most material provision, where the rest is only done in the form of business development assistance. 2) The biggest obstacles experienced in the development of BUMDes Karya Bersama human resources in Tenilo Village are why there are BUMDes institutions that are limited in funds and constrained by existing policy regulations, the willingness of Human Resources to survive in managing BUMDes, and due to the ability of Human Resources that are only widely equipped with material provision.

Keywords: Model, HR, BUMDes, and Effective

INTRODUCTION

Poverty alleviation in Indonesia has been implemented in several ways, one of which is the empowerment of local communities. It aims to form an independent society. Independence can be seen from the ability to think, decide and do something that is considered appropriate in solving the problems faced by utilizing the power or ability possessed. The implementation of community empowerment indirectly can improve workability and community

welfare. What's more with the autonomy that has been given to villages as mandated in Law no. 6 of 2014 concerning Villages" [1]. The Regional Regulation of Boalemo Regency No. 2 of 2004 concerning Regional-Owned Enterprises (BUMD) of Boalemo Regency, explains that BUMDes is a regional-owned enterprise managed in the village. As well as being part of the development of villages and even regions or advancing regions and villages" [2].

One of the economic institutions that need to be formed in the village is the Village Owned Enterprise or referred to as BUMDes. BUMDes is a legal entity that is formed appropriate with the applicable laws and regulations, and in the agreement that was built in the villagers. The establishment of BUMDes is expected to become a pillar of economic activity in the village, appropriate with local characteristics, potential, and resources owned by the village.

Likewise with the establishment of BUMDes in Tenilo Village which is regulated in Tenilo Village Regulation Number 7 of 2017 concerning the Establishment of Village-Owned Enterprises where BUMDes in Tenilo Village must be guided by standard operating procedures by regulating the working procedures of BUMDes. With the formation of BUMDes, it can serve and help the economy in Tenilo Village. One of the steps taken is by developing businesses in BUMDes, so, the Karya Bersama BUMDes is formed where the budget is sourced from village capital participation and village community capital participation "[3].

BUMDes Karya Bersama has a business that is engaged in fishing and coastal tourism by having 2 business units. To support its operations, the Village Government from 2017 to 2020 has invested in venture capital, with a total value of Rp. 885,679,730 (Eight Hundred Eighty-five Million Six Hundred Seventy-Nine Thousand Seven Hundred Thirty Rupiah), as shown in the table below:

Table 1 The Inclusion of Village Government Business Capital in BUMDes Karya Bersama 2017 – 2020

Year	Capital Inclusion	BUMDES Income	Types of Business
2017	Rp. 221.600.000	-	-

2018	-	Rp. 5.150.000	Bagan/ Fish Catching
2019	Rp. 664.079.730	Rp. 67.283.035	Beach Tourism
2020	-	Rp. 36.500.000	Beach Tourism
Total	Rp. 885.679.730	Rp. 108.933.035	

Sumber : BUMDes Karya Bersama Tenilo Village, 2020

From the table above, it can be seen that from the capital inclusion provided, in 2017 the capital inclusion owned by BUMDes was Rp. 221.600.000, but the BUMDes have not been managed yet and the budget they have is still being saved or not being used at that time. Besides that, no type of business will be run, so, the BUMDes has not started yet. Then the equity inclusion in 2017 was saved and used in 2018 in running BUMDes. In 2018 the BUMDes revenue generated was Rp. 5.150.000. Where in that year BUMDes carried out the Bagan business or fishing. Then, the capital inclusion in 2019 is Rp. 664,079,730 by generating an income of Rp. 67,283,035 Where the business that is run is beach tourism, namely the development of Ratu Beach tourism. Likewise, what happened in 2020, but in that year income experienced a decrease in income. And, in 2020 there was no equity inclusion, BUMDes Karya Bersama 2020 only managed last year's budget, so that, it could generate an income of Rp. 36,500,000. So that, the progress of BUMDes revenue is only 12% or Rp. 108,933,035,- of the total capital inclusion of Rp. 885,679,730,-. To support the turnover or income of Karya Bersama Village BUMDes, Tenilo Village, the development of the quality of management resources is very important. The qualification conditions for HR Managers of BUMDes Karya Bersama Village Tenilo are shown in table 2 below:

Table 2 The Management Conditions of BUMDesKaryaBersama inTenilo Village, 2020

Manager Category	Total	Educational Qualification	Business Experience	Computer Ability of word,excel, power point	Participation in Training
Chairman	1	S1	Nough	Yes	1 time participating in tourism management training
Secretary	1	SMK	Nough	Yes	1 time participating in tourism management training
Treasurer	1	SMA	Nough	Yes	1 time participating in tourism management training
Business Unit Manager	10	SMA	Nough	No	-

Sumber : BUMDes Karya Bersama Tenilo Village, 2020

From the table above, it can be seen that the condition of BUMDes' human resources (HR) is considered to be still lacking in knowledge in developing BUMDes businesses. Looking at the situation at BUMDesKarya Bersama, it turns out that the biggest problem is the absence of an effective HR model for developing HR in BUMDesKarya Bersama. It is evident that in managing their own business they lack experience. Such as training in developing a business, on average, the chairman, secretary, and even treasurer are only included in training or technical guidance in business development or BUMDes only once. The only programs or training included are tourism management training programs organized by the Regional Government and business development assistance

carried out by BUMdes supervisors and village assistants.

The facts on the ground further explain that BUMDesKarya Bersama so far does have problems in terms of HR. It is proven as explained earlier that the HR development model used is not optimal, both in terms of the various HR development models being implemented. The development program for BUMDesKarya Bersama managers has not been maximized because the average progress of BUMDesKarya Bersama does not yet know about running BUMDesKarya Bersama, even though, they have the skills to run it, but, the development model for BUMDes managers is sometimes lacking, it will make BUMDesKarya Bersama unable to run properly. Besides, the attitude of the BUMDesKarya Bersama managers has not been good. They are less able to carry out performance in BUMDes operations. In addition, there are various ways that the managers of BUMDesKarya Bersama do not have people who are less creative in carrying out their products that are accepted by the community.

Human resource development can be interpreted as a set of activities in a systematic and planned manner to design an organization in producing opportunities for its members to learn the skills needed to meet the demands of current and future jobs. It means broadly, the development of human resources is sought in the development of insight, experience, expertise, productivity, as well as employee satisfaction” [4].

HR development includes strategic proximity in carrying out investments in human resources. Human resource development prepares a framework for self-development, a training agenda with career advancement that is tailored to the needs of skills when organizing in the future. The development of human resources is a stage in increasing the strength of human resources when

facilitating the achievement of organizational goals” [5].

Human resource development in organizations has many goals, both internally and externally. The purpose of HR development internally, for example:

- 1) Increased work productivity.
- 2) Improved organizational efficiency.
- 3) Increasing organizational effectiveness.
- 4) Prevention of damage to organizational facilities.
- 5) Reduction of work accidents.
- 6) Improved its internal services.
- 7) Improved employee morale.
- 8) Opportunities for career development.
- 9) Development of leadership skills in employees.
- 10) Succeed his leadership.
- 11) Increased compensation for trained employees.

The purpose of HR development by externally, for example:

- 1) Can be according to the needs (demands) of customers.
- 2) Can undergo business competition.
- 3) Able to undergo competition at a global level.
- 4) Increasing employee costs when the company chooses to hire a few employees, but they can develop the most jobs.
- 5) The scarcity of energy resources” [6].

HR Development Model

1. Multi-Cultural Management Model

Multi-cultural management (cultural pluralism) is an effort when processing different cultures, empowering them to increase the performance of an organization, either internally or externally. Multicultural management knowledge is more important because of the diversity of cultures in the structure with the composition of the workforce (personalist). There is an integration of different organizational cultures, such

as, in the case of mergers, collaborating with activities that are globalist, until it takes one of the arts and knowledge of management in a cultural context.

2. Benchmarking

Benchmarking is defined as an effort to improve product or service performance, better service by utilizing technological developments, techniques, more advanced methods in other countries in an honest way, instead of imitating disapprovingly. This means that a company asks for permission and cooperates with the patent holder because it is regulated by the International Benchmarking Clearinghouse (IBC), benchmarking guess is a learning process that takes place systematically and continuously in which every part of the company” [7].

Village-Owned Enterprises, hereinafter referred to as BUMDes which were built appropriately with the provisions of Law no. 6 of 2014 regarding villages, Government Regulation no. 6 of 2014 concerning Village Funds whose sources are through the APBN with Permendesa PD TT No. 4 of 2015 concerning the establishment, supervising, managing and disbanding of BUMDes is a business entity whose whole or part of the capital is owned by the village through direct participation which originates from separate village assets to manage assets, services, with other efforts in the welfare of the maximum villagers”[8]

Bumdes Development Model Through Universities and Banking Partnerships. In general, the aim of developing this model is to increase the Bumdes rivals in a series of improving the standard of living of citizens with village independence from the cooperation of the Village Government with the Regency, the Banking Industry, as well as Academics through Universities. The last expected data are: (1) the establishment of Bumdes on materials that are acceptable

to the Modern Market, (2) Bumdes as an agent is good at banking, with (3) the realization of the latest economic centers in the village through BUMDes” [9].

Strategy for the development of Human Resources in the Management of Village-Owned Enterprises in Pamboang District. The goal to be realized in this observation is to analyze the HR development strategy when processing BUMDes. SWOT analysis is used in finding strategic indicators of HR development by processing BUMDes. The observation data concluded where the SO Strategy: using inclusion capital, facilities, infrastructure contained in the empowerment of high school graduates with a bachelor's degree in working on the potential of the oceans with agriculture, developing insight, strength with village local HR skills, Hiring a professional manager for the development and development of BUMDes processing, increasing the unit of effort based on the local potential of villagers who always develop the issue of stopping the Village Fund subsidy through the Central Government; increasing the intensity of BUMDes management using Situations with Village Politics. WT Strategy: Utilize the limitations of Village Local HR who are always given guidance and are empowered based on their strengths. [10] Analysis of Human Resource Development in Improving Village Owned Enterprises (BUMDes) in Tanggamus Regency. The purpose of this observation is to describe how the stages of Education with Human Resources (HR) development training are when increasing Village Owned Enterprises (BUMDes) in Tanggamus Regency. The procedure used in these observations is to use descriptive procedures in qualitative closeness. Data collection techniques are carried out by observing, interviewing, and documenting, data analysis techniques used are data reduction, data presentation, and concluding.

Observational data shows where the stages of Education with Human Resource Development Training (HR) in Village-Owned Enterprises (BUMDes) in Tanggamus Regency in general, are still not optimal, this can be seen through the 25 total BUMDes in Tanggamus Regency, only the 3 newest BUMDes are run and through 20 sub-districts in Tanggamus district, not all sub-districts have Village Owned Enterprises (BUMDes)” [11].

Human Resource Development Model. There is independence reflected through the cultural attitude of a person, group, or nation when experiencing obstacles in utilizing the overall potential contained in the self with the surrounding environment, as well as being able to determine what is good for him. The development of human resources includes an operational function of HRM whose contents are activities in maintaining and increasing human competence through adding insight, strength skills, and other aspects. The development of human resources is most important because there are changes in humans, technology, work, or organizations. Human Resources (HR) has the biggest share in determining the progress or departure of an organization, company, institution, agency. Therefore, the progress of one organization is also determined by the quality and capability of human resources in it. That is where the main development of human resources in a business or government organization is” [12].

RESEARCH METHOD

The qualitative observation approach is an observation method based on philosophy by using research in scientific conditions (experimental) when the observer is the instrument, data collection techniques by analyzing using qualitative properties. Emphasized phenomena and objects of observation through social conditions. A qualitative approach is used because it investigates cases and phenomena from

informants who explain why and how the problems that occur in BUMDesKarya Bersama. These observations include descriptive observations in qualitative closeness. The type of descriptive observation is the observation that is used in answering the formulation of the problem related to the question in the presence of an independent variable, whether one of the variables is sufficient or excessive. This type of observation is used because it is used to find out the reasons for the Effective Human Resource Development Model for Village Owned Enterprises (BUMDes) in Tenilo Village”[13].

FINDINGS

1. Multi-Cultural Management Model

Multi-cultural management (cultural pluralism) is an effort when processing different cultures, empowering them to increase the performance of one organization, either internally or externally. However, in BUMDesKarya Bersama, there is no mix of several cultures, so, the HR development for managing BUMDes is only focused on the Benchmarking Model.

2. Benchmarking Model for HR BUMDesTenilo

Talking about benchmarking is one of the capacity developments models which is a way to increase the capacity of human resources for BUMDes members so that if the capacity has been increased, it will automatically advance the managed business. Several interviews explained that the Benchmarking model was not yet fully operational.

“According to the first informant, the initials RB said that:

“I as the village head think that this BUMDes has not followed the Benchmarking model. The problem lies in the rules that are implemented. The rule I mean is that the rules for

budgeting the BUMDes Fund are only focused on the development of Tourism Villages. If the BUMDes managers also budget for the development of HR managers, the increase in HR with the Benchmarking Model will be realized. Because the real condition so far in BUMDes is only an improvement.”

From the opinion above, it can be stated that the Benchmarking model is not fully operational yet. Because the problem lies in the rules that are implemented and limited funds. In Tenilo Village, it is known that HR does not fully understand the Benchmarking model, even the Village Head to BUMDes management does not know the steps or Benchmarking model that should be used in developing HR in Tenilo Village BUMDes.

In addition, the Benchmarking model has not been fully implemented due to difficulties experienced by BUMDesKarya Bersama because several conditions have not made it possible for it to be implemented properly. As the results of the interview below with the BUMDes management.

“According to the first informant, the initials RB said that:

“The right step or method in developing BUMDes is actually really needed for BUMDes management. This is because the BUMDes management still lacks experience, or lacks knowledge in managing a business. In fact, all of this personnel have no experience in managing BUMDes. So that the right method used in developing BUMDes HR still needs assistance regarding training, materials, even in BUMDes there must be regulations that are understood by BUMDes managers or HR, not even all know about the regulations being implemented. There needs to be education, training, and

direction from assistants who provide material in developing BUMDes human resources.”

Based on the opinion above, it can be explained that the reason for the Benchmarking model not yet running is in the human resources of the BUMDes managers themselves, as evidenced by several managements who often experience changes, even business units that must be maintained, so that, they can be managed by BUMDes managers and managers. In addition, looking at the average experience, because there are frequent changes, the experience in developing BUMDes business has not been going well.

Besides, from the perspective of the HR development model that will be used. Even though there is a method that is being worked on, if the conditions in the BUMDesKarya Bersama come, it turns out that this is not appropriate with the expectations in the field.

"According to the first informant, the initials RB said that:

"My observation is that BUMDes is usually only at the beginning, but after running, sometimes the desire to continue the BUMDes business decreases."

Looking from that side, it turns out that some opinions are almost the same. Many human resources who manage BUMDes do not fully have a business spirit in running BUMDes. This is often seen as the lack of persistence of the BUMDes management in the BUMDesKarya Bersama Tenilo Village.

So that, in running a BUMDes business, it is necessary to develop human resources or BUMDes managers. Where there must be the main goal that must be done in achieving this.

"According to the first informant, the initials RB said that:

"The main target is in developing the BUMDes business. Because without a good BUMDes manager, the BUMDes will not be able to run properly."

It turns out that seeing from the conditions in the field, the main target for developing BUMDes human resources is the lack of managers who are very careful and skilled in running BUMDes. This is based on the fact that there are still managers or human resources who do not understand business, technology and even education in managing BUMDes is very minimal. So that, with the method of developing BUMDes that can be carried out on BUMDesKarya Bersama, it will increase the efforts of BUMDesKarya Bersama in Tenilo Village.

Looking at the conditions in the field, it turns out that there are several problems caused by the inability of human resources to develop, one of which is the problem that causes BUMDes HR to lack experience in running a business managed by BUMDes itself.

"According to the first informant, the initials RB said that:

"In my opinion, the biggest problem for BUMDes management is the lack of experience in running BUMDes business even though they want to develop BUMDes, but the lack of good cooperation, there is even a misunderstanding, there is friction between BUMDes managers, so, what the Village Government wants to BUMDes sometimes doesn't materialize. Precisely maybe because of other problems because of social jealousy between BUMDes managers so that the Village Head or myself as commissioner, how to be able to harmonize so that it can manage this BUMDes well. If I see it, it because not harmonious and mutually support each other. Then, it will be in vain, because if this BUMDes is managed

properly, there will definitely be no problems. Maybe it's because the managers of these BUMDes are allied or the people themselves in Tenilo Village, so, I think they will manage these BUMDes well without relying on outsiders. So that, there is no division between BUMDes management with one another."

Based on the description above from several interviews, it explains that the biggest problem is in BUMDes HR. Often there are HR or BUMDes managers who do not want to establish harmony in running BUMDes, even the average BUMDes managers are less capable or do not have the ability to run BUMDes.

Other problems may arise apart from the human resources of the Karya Bersama BUMDes in Tenilo Village. The problem of several methods of human resource development implemented. This is evident from several problems with the condition of human resources and BUMDes themselves.

"According to the first informant, the initials RB said that:

"Training and development are very necessary because BUMDes so far have not been able to be managed properly by BUMDes administrators. And, even then it should not just be training either 1 time or more. because it is very necessary for improving the existing BUMDes."

Based on some of the results of the interviews above, it is explained that the biggest obstacle or problem lies in the training method held. Because most of them only attend 1-day training. In fact, only a few people followed. Then the training that was held was only limited to training in the form of providing material so implementation was considered very minimal.

In addition, talking about training which is considered ineffective and

human resources that have not been maximized in managing, there are other problems that occur because it is caused by several things, such as it is known that there is no capital or funds used by BUMDes in developing HR in BUMDes.

"According to the first informant, the initials RB said that:

"The BUMDes capital inclusion can be managed by BUMDes but there is Coronavirus make the capital owned by BUMDes has not been able to help develop BUMDes human resources. So, sometimes the priority in BUMDes capital can only be given to business development to be able to increase income."

From this explanation, there is indeed capital owned by BUMDes that comes from the Village Fund. In fact, because of their lack of understanding, BUMDes are often minimal in competing with other BUMDes.

DISCUSSION

Based on the results of the previous interview, it turned out that benchmarking had not fully worked out well for the BUMDesKarya Bersama in Tenilo Village. This is evidenced by activities such as training or materials that are only given in a short time. Usually only carried out in a short time or usually only 1 day of implementation. And even then, usually, a lot of material is given so the implementation is very lacking. Whereas basically, the minimum standards that must be met in benchmarking should be easily met by the BUMDes management themselves. Because the existence of BUMDes in Boalemo Regency is considered to have exceeded the desired limit.

However, the BUMDes administrators themselves are required to have the ability to run the BUMDesKarya Bersama well. So that, the managers every time there is a change of management or

new human resources who have just entered, the first step is to use the OJT (In Job Training) method. Where new administrators are trained and given direction before being released in running the business they want to run. This means that BUMDesKarya Bersama only relies on new managers and is ready to do the work they want to do.

BUMDes HR should have an important role in building and improving their performance or skills in developing the BUMDes that are run. This can be seen from some of the training discussed earlier in the research results. Most human resources and managers attend training more regularly than the implications for the target community in advancing the BUMDesKarya Bersama in Tenilo Village to improve various efforts. It is hoped that they can run systematically appropriate with existing expectations and realities.

Besides talking about the empirical model in HR development in BUMDes, it turns out that several obstacles can be encountered in HR development. As found in the results of the research, it turns out that one of the reasons is that there are BUMDes institutions that have limited funds and are constrained by existing policy regulations. Such problems are caused by a lack of understanding of human resources in the management of BUMDes, the inability of human resources to collaborate with certain partners.

Because it is known that the HR in Tenilo Village indeed considers that HR is the key to the success of the BUMDes Karya Bersama in Tenilo Village. So far, it is known that BUMDes HR has been able to run businesses such as Ratu Tenilo Beach Tourism, but there are still obstacles encountered, such as education and skills, this is evidenced by the average HR being only limited to providing material and can destroy BUMDes management. The success of BUMDes in Tenilo Village is a form of

BUMDes managerial ability in increasing entrepreneurship in BUMDes. Sometimes in an effort to improve the ability of human resources, training really needs to be improved with skills. However, the material provided is only limited to the focus of fulfilling activities.

Besides, capital is one of the biggest problems in the human resources development of BUMDes in Tenilo. This step is one of the toughest problems in carrying out the human resources development of BUMDesTenilo. Because so far, capital inclusion has only prioritized activities and businesses. Meanwhile, BUMDes HR or BUMDes activities are only a small part of the funds that are part of the development of BUMDes. Even then, it is only limited to 1-day training activities.

CONCLUSION

Based on the results of the research and discussion above, it can be concluded that:

1. The application of the empirical benchmarking model to the Karya Bersama BUMDes HR in Tenilo Village in developing BUMDes is considered not to be running effectively. This is indicated that so far, the management or human resources owned have not had mature capabilities, frequent changes or even the implementation of BUMDes development training for HR is only limited to 1-day training and even most of the material is provided, where the rest is only done in the form of business development assistance.
2. The biggest obstacles experienced in the human resources development of BUMDesKarya Bersama in Tenilo Village:
 - a. therein undeveloped HR skills
 - b. the willingness of HR to survive in managing BUMDes
 - c. lack of funds in carrying out the development of BUMDes. And due to the ability of human

- resources who are only provided with the provision of materials.
3. Lack of capital in developing human resources for managing BUMDesKarya Bersama.

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