

IMPLEMENTATION OF ORGANIZATIONAL FUNCTIONS TO IMPROVE EMPLOYEE PERFORMANCE AT THE SIWALIMA MUSEUM UPTD IN THE PROVINCE OF MALUKU

Fientje Palijama¹

¹STIA Abdul Azis Kataloka Ambon

Email: fientje.palijama@gmail.com

Abstract

The level of employee performance within an organization is largely determined and influenced by the ability of the organization's leaders or managers to implement effective and optimal preventive measures to achieve jointly established goals. Within an organization, the activities carried out require coordination, commonly referred to as "organizing" (Surati 2002). Organizing is the second of the four management functions proposed by George R. Terry in (Sukma 2011)—namely, planning, organizing, actuating, and controlling—and serves as a strategic step toward realizing plans. Organizing (or the division of labor) is a management function and is dynamic in nature, whereas the organization itself is a static tool or structure.

This study aims to identify the process steps and work outcomes of employees in general administrative roles related to the implementation of the organizing function at the Siwalima Museum UPTD in Maluku Province. It is hoped that these findings will address the research issues mentioned above and contribute to the Siwalima Museum UPTD in Maluku Province. This study was conducted using a qualitative descriptive approach. Data collection involved both primary and secondary data obtained through interviews, observations, and documentation. The data analysis technique employed was inductive qualitative data analysis

Keywords: Organizational Functions, Employee Performance

INTRODUCTION

Employee performance is a key factor that attracts attention from various stakeholders in order to truly achieve effective and optimal improvement, as outlined in an organization's policies and work plans. Whether an organization's employees perform at a high or low level serves as a measure of the degree of success expected to be achieved in accordance with shared goals.

Essentially, employee performance is a reflection of the processes and results achieved by employees in carrying out their assigned duties in accordance with the work standards previously established by an organization.

The level of employee performance within an organization is largely determined and influenced by the ability of the organization's leaders or managers to implement preventive measures effectively and optimally to achieve the jointly established goals. Within an organization, the activities carried out require coordination, commonly referred to as organizing. (Surati 2002). Organizing is the second of the four management functions outlined by George R. Terry in (Sukma 2011)—namely planning, organizing, actuating, and controlling—and serves as a strategic step to implement plans. Organizing (or division of labor) is a management function and is a dynamic process, whereas the organization itself is a static structure or framework. Within an organization, every individual must be able to integrate their own resources with support from external resources—namely, by establishing connections between organizational leadership, workgroups, machinery, and raw materials into a unified whole.

The achievement of an organization's goals and objectives is determined by the work capacity of all components involved in the organization, particularly human resources, which are the primary focus for achieving those goals and objectives. Many tasks carried out by an agency are not well organized. This is due to the limited capabilities of the organization's leadership, resulting in work outcomes that fall short of expectations. This weakness is often experienced by organizational leaders due to their inability to organize the potential of their human resources in accordance with the functions of organizational management.

Organization refers to one of the activities carried out to ensure employees achieve work results that make a significant contribution to the organization and motivate workers to work more diligently. Organizing is carried out based on the objectives and work programs as established in the planning process. Once the objectives have been determined and formulated, various appropriate activities that lead to the achievement of those objectives must be implemented. These diverse activities and tasks must be categorized or grouped. Each person is assigned a specific task or a specific set of tasks in accordance with their expertise. This division of labor is very important, among other reasons because: a) Each person has different skills, abilities, and temperaments; b) The scope of work is very broad and requires diverse expertise, whereas each person's expertise is limited; c) In order to perform tasks well, each person needs to focus their attention on a single type of work at any given time.

The division of labor must be carried out consistently based on the actual existence of the work and in such a way that the authority inherent in each task is delegated down to the lowest-level officials, yet must be exercised with full responsibility. This is intended to enable the full participation of every individual in the organization's activities toward achieving its goals, thereby fostering the development of individual skills and experience. No single person is capable of covering and carrying out the entire scope of their duties on their own. In the real world, many factors influence how organization is carried out. Organized human activity arises from a logical division of labor and the existence of a coordination system.

The purpose of organization is to guide people to work effectively. In an organization, if all the work were to be done by a single person, the burden would be overwhelming; thus, support staff are needed, and an effective workgroup is formed. Therefore, to ensure that everyone can perform their respective roles, organization is necessary. Hasibuan states that organization is a process of grouping and arranging various activities necessary to achieve objectives, assigning people to each activity, preparing the necessary tools, and defining the authority that is relatively delegated to each individual who will perform these activities (Hasibuan 2001:123).

Effective organization can yield the following benefits or advantages: 1). Clarity regarding individual performance expectations and specialized tasks. 2). A division of labor that prevents duplication, conflict, and the misuse of resources—both material and human. 3). The establishment of a logical flow of work activities that can be effectively carried out by individuals or in groups. 4). Well-established communication channels that facilitate decision-making and supervision. 5). Coordination mechanisms that foster harmony among organizational members engaged in various activities. 6). Focused efforts that are logically and efficiently aligned with the organization's objectives. 7). Appropriate authority structures that facilitate smooth planning and supervision throughout the entire organization. (Winardi, 2014: 21)

A leader must be aware of all the activities under their purview and know who should assist so that all tasks can be completed according to each person's respective field. Thus, the organization's objectives can be achieved efficiently. Organization can influence an

organization if the institution or organization can maximize its organizational functions and ensure effective work.

In light of the above, the author conducted an observation at the Siwalima Museum SKPD office in Maluku Province, and the results of the observation showed that, in carrying out its duties and responsibilities, the Siwalima Museum does not perform its organizational functions effectively. Consequently, it appears that only some employees are actually performing work, while others simply spend their time sitting in groups and discussing matters outside their duties and responsibilities. This situation has persisted over time, and no efforts have been made to improve it; consequently, the author was motivated to conduct a more in-depth study titled: "The Implementation of Organizational Functions in Improving Employee Performance at the Siwalima Museum UPTD in Maluku Province." This study aims to identify the steps in the process and the results of employees' work in general areas related to the implementation of organizational functions at the Siwalima Museum UPTD in Maluku Province.

LITERATURE REVIEW

Implementation

According to the KBBI (Kamus Besar Bahasa Indonesia), "implementation" refers to the execution or application of a plan. The general definition is the act of carrying out a plan that has been carefully and thoroughly (thoroughly) formulated. The word "implementation" itself comes from the English verb "to implement," meaning to put into practice. More than just an activity, implementation is a planned and seriously executed endeavor that adheres to specific norms in order to achieve the activity's objectives.

According to Guntur Setiawan in his book titled *Implementation in Development Bureaucracy*, "Implementation is the expansion of activities that mutually adjust the process of interaction between objectives and the actions taken to achieve them, and it requires a network of implementers and an effective bureaucracy" (Setiawan, 2004:39). Furthermore, Nurdin Usman states that "Implementation ultimately revolves around activities, actions, or the mechanisms of a system. Implementation is not merely an activity, but a planned endeavor aimed at achieving the activity's objectives" (Usman, 2002:70).

Organization

Etymologically, "pengorganisasian" derives from the word "organize," which is the verb form of "organizing"—meaning to create a structure with parts integrated in such a way that their relationships to one another are bound by their relationship to the whole. Organizing is a management function and a dynamic process, whereas an organization is a static tool or framework. (Malayu S.P. 2001: 118). Malayu Hasibuan (2007: 118–119) states: "Organizing is a process of determining, grouping, and arranging various activities necessary to achieve objectives; assigning people to each of these activities; providing the necessary tools; and establishing the authority that is relatively delegated to each individual who will perform these activities." Meanwhile, Siswanto (2007: 75) states: "Organizing is the planned division of labor to be carried out by members of a work unit, the establishment of effective inter-task relationships among them, and the provision of a reasonable work environment and facilities so that they can work efficiently."

Another perspective is offered by Sondang P. Siagian (2003: 95), who states that organizing is the overall process of grouping people, tools, tasks, responsibilities, and authority in such a way as to create an organization that can function as a cohesive and unified whole in order to achieve predetermined objectives. Based on the views expressed by the three experts above, the activity of organizing can be defined as the overall process of determining, grouping, and arranging people, tools, and tasks, as well as delegating authority

and responsibilities, so as to create a unified organizational entity aimed at achieving predetermined objectives. Malayu Hasibuan (2007: 127) states that the process or steps in organizing include: a) Managers must know the organizational goals to be achieved. b) Determining activities. c) Grouping activities. d) Delegating authority. e) Span of control. f) Individual roles. g) Organizational type. h) Organizational structure/chart.

Another perspective on the stages of organization is presented by Siswanto (2007: 75), which includes: a) Clearly understanding the objectives to be achieved. b) Job descriptions for specific activities. c) Classifying activities into practical units. d) Formulating realistic specifications regarding the tasks to be completed, the physical facilities and infrastructure, and the environment required for each activity or unit of activities to be carried out. e) Assigning human resources who are experts in their respective fields. f) Delegating authority, when deemed necessary, to designated subordinates.

Based on the opinions of the experts cited above, it can be concluded that the activities required in the organizational process begin with clearly defining objectives, followed by identifying and grouping activities, dividing labor, and delegating authority to members within the organization. Next, coordination among the various departments must be established, and activities to be performed by each individual within the organization must be classified. Finally, human resources are assigned according to their areas of expertise.

Performance Quality

Performance is the work output produced by an employee with the aim of achieving expected goals. Experts define performance as follows: Performance is the work output produced by an employee with the aim of achieving expected goals. Experts' views on the definition of performance are as follows:

According to Flipppo (2005:28), work quality is an outcome that can be measured by the effectiveness and efficiency of work performed by human resources or other resources in achieving the company's goals or objectives in a proper and effective manner. Essentially, to assess the extent of human resources' role within a company, one can examine the work output of the employees within that organization. To cultivate high-quality human resources, it is not only necessary to have competent workers but also to establish a process that fosters the development of productive employees in line with expectations. For instance, providing employment security that meets employees' expectations will boost their work morale, thereby ensuring their work quality aligns with the company's expectations.

Lupiyoadi and Hamdani (2011:162) define work quality as the quality of work demonstrated by employees in order to deliver the best possible performance for the organization. According to Mangkunegara (2013), performance is the qualitative and quantitative outcome of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Sedarmayanti (2011) explains that "performance" is the translation of the term "performance," which refers to the work results of an employee, a management process, or an organization as a whole—where such results must be demonstrated through concrete evidence and be measurable (compared to predetermined standards). According to Wibowo (2010), performance refers to the act of performing work and the results achieved from that work. Based on the definitions above, it can be stated that performance is the work output achieved by an employee in accordance with established standards and criteria within a specific time period.

Meanwhile, according to Marcana as cited in Rao (2013:11), work quality is the manifestation of behavior or activities carried out in accordance with expectations, needs, or objectives, achieved effectively and efficiently. The indicators of employee work quality, according to Hasibuan (2008:95), are as follows:

1). Personal potential, which refers to an individual's abilities and strengths—whether unrealized or already realized—that have not yet been fully evident or utilized to their fullest extent. 2). Optimal work output, which an employee must demonstrate; employees must be able to deliver their best work, as evidenced by organizational productivity, work quality, and work quantity. 3). Work process: This is a crucial stage in which employees carry out their duties and roles within an organization; through this work process, employee performance can be assessed based on their ability to plan work, be creative in carrying out tasks, evaluate work actions, and implement corrective measures. 4). Enthusiasm is an attitude in which an employee demonstrates care for their work related to service delivery—specifically, attendance, task execution, work motivation, and work commitment.

Furthermore, Mangkunegara (2013) states that performance indicators are:

a) Quality: Work quality refers to how well an employee performs the tasks they are supposed to do. b) Quantity: Work quantity refers to how long an employee works in a single day. This can be assessed based on each employee's individual work pace. c) Task Execution; Task execution refers to the extent to which an employee is able to perform their work accurately and without errors. d) Responsibility; Responsibility toward work is the employee's awareness of their obligation to carry out the tasks assigned by the company. This study will be measured using employee performance indicators, which consist of: 1) Quality of employee work; 2) Quantity of employee work; 3) Efficiency of employee work; 4) Timeliness of task completion. Organizational functions are measured by: 1) Clarity of the division of employee tasks; 2) Clarity of employee authority; 3) Clarity of employee responsibilities; 4) Provision of adequate work facilities.

METHOD

This study was conducted using a qualitative descriptive approach. Qualitative research is descriptive in nature and tends to rely on analysis. Processes and meanings (the subjects' perspectives) are emphasized in qualitative research. The theoretical framework was used as a guide to ensure that the focus of the study aligned with the facts observed in the field. (According to Saryono (2010).

RESULTS AND DISCUSSION

Employee performance within an organization—including the Siwalima Museum UPTD in Maluku Province—is greatly influenced by how the organizational function is implemented. Organization is one of the essential management functions for achieving organizational goals. This function involves the allocation of human and material resources to achieve established goals in an efficient and effective manner.

Effective organization involves a clear division of tasks and responsibilities among employees. At the Siwalima Museum UPTD, this means that each employee has specific roles and responsibilities, whether in collection maintenance, exhibition organization, or administration. With clearly defined tasks, employees can work with greater focus and efficiency.

Through the effective implementation of the organizing function, the Siwalima Museum UPTD can create a more structured and efficient work environment, which ultimately improves employee performance and the organization's success in achieving its goals..

Employee performance is one of the key factors in determining an organization's success. At the Siwalima Museum UPTD in Maluku Province, the implementation of organizational functions plays a key role in improving employee performance. Effective implementation of organizational functions at the Siwalima Museum UPTD

can have a significant positive impact on employee motivation and performance, creating a productive and harmonious work environment.

By implementing a sound performance monitoring and evaluation system, the Siwalima Museum UPTD can ensure that employee performance remains optimal and supports the achievement of the organization's overall goals. At the Siwalima Museum UPTD, effective communication mechanisms between management and employees are essential to ensure that all parties have a clear understanding of their duties and responsibilities. Through regular meetings, a robust reporting system, clear work guidelines, open communication, ongoing training, performance evaluations, and the use of digital technology, the museum can create a productive and well-organized work environment.

By involving employees in the planning and decision-making processes, the Siwalima Museum UPTD can not only leverage diverse perspectives and expertise but also enhance employees' sense of ownership and commitment to the museum's success.

Implementing organizational functions is crucial for improving employee performance at the Siwalima Museum UPTD in Maluku Province, particularly in terms of the quantity of work that can be accomplished. Organizational functions involve the efficient allocation of human and material resources to achieve established goals.

The quantity of work performed by employees at the Siwalima Museum UPTD in Maluku Province refers to the number or volume of tasks employees can complete within a specific time period. By optimizing organizational functions, the Siwalima Museum UPTD can increase employee productivity in terms of the amount of work successfully completed within a specific time period. For example, if the organizational structure is clear and tasks are effectively delegated, employees can work with greater focus and efficiency, thereby increasing the amount of work completed. Additionally, setting priorities and providing adequate resources will help employees complete important tasks on time.

By implementing a clear and organized task assignment system, the Siwalima Museum UPTD can ensure that the volume of work performed by employees aligns with organizational targets and needs, thereby enabling the organization to operate more effectively and efficiently. If the division of labor is based on employees' skills and knowledge, it ensures that tasks can be completed within the specified timeframes.

Employee efficiency refers to the ability of employees to complete their tasks and responsibilities efficiently and effectively without any obstacles. Employees who possess adequate skills and knowledge about their work tend to perform more efficiently. Ongoing training and development are crucial to ensuring that employees remain competent and up-to-date with the latest developments in their fields. Furthermore, adequate resources—including tools, technology, and information—will facilitate the successful completion of tasks. The Siwalima Museum UPTD has implemented an effective coordination system among its units or departments to ensure smooth operations. This system includes holding regular coordination meetings and establishing inter-unit coordination teams. Regular coordination meetings help align objectives and address obstacles directly.

AIIf the UPTD leadership can effectively address issues that hinder the smooth workflow of employees and implement effective strategies, it is certain that employees will be able to perform their jobs well and correctly.

Timely completion of work tasks is one of the key indicators in evaluating employee performance and organizational efficiency. This reflects employees' ability to manage time, plan their work, and carry out tasks effectively. Timeliness not only helps in meeting organizational targets and goals but also enhances the trust and satisfaction of customers or stakeholders. When tasks are completed on time, this demonstrates employees' professionalism and commitment to their responsibilities, which in turn can enhance the overall reputation and credibility of the organization.

When the leadership of the Siwalima Museum UPTD effectively ensures that work tasks are completed on time, work processes can be carried out properly in accordance with the established deadlines. The leadership of the Siwalima Museum UPTD can effectively monitor and evaluate the achievement of these deadlines, ensuring that all tasks are completed according to plan and that the organization's objectives are met.

Clarity in the division of employee tasks is a fundamental aspect of organizational management that ensures every employee precisely understands their responsibilities and roles. This clarity helps avoid confusion and overlapping tasks, which can lead to inefficiency and conflict in the workplace. With a clear division of tasks, employees can focus more on their specific duties, thereby increasing productivity and the quality of their work. If the process of assigning tasks at the Siwalima Museum UPTD is carried out effectively, efficiently, and in accordance with established standards, With a clear and organized division of tasks, the museum can operate smoothly and provide optimal service to visitors. When UPTD leadership assigns tasks effectively and carefully considers employees' competencies and qualifications, the Siwalima Museum UPTD can ensure that the results achieved will support improvements in the organization's efficiency and effectiveness.

By fulfilling these roles, leaders at the Siwalima Museum UPTD can ensure that the division of work tasks is clear and organized, which in turn can improve employee performance and efficiency. Top of Form

Clarity of employee authority is a key concept in organizational management that ensures every employee understands the boundaries and scope of their responsibilities. This clarity helps prevent overlapping tasks, reduces confusion, and improves operational efficiency. With clear authority, employees can work with greater focus and productivity because they clearly know what is expected of them and to whom they should report. This also makes it easier for managers to monitor and evaluate employee performance, as well as provide constructive feedback.

Furthermore, clarity of authority can boost employee motivation and job satisfaction. When employees have a clear understanding of their roles and responsibilities, they tend to feel more valued and motivated to achieve organizational goals. This clarity also reduces internal conflicts and enhances collaboration between departments or teams, as each individual knows their respective roles and how they contribute to the organization's overall objectives. In the long term, organizations that effectively implement clear lines of authority will be better able to achieve their strategic goals and retain high-performing employees.

Based on the answers above, it can be concluded that the process of delegating authority at the Siwalima Museum UPTD is carried out properly and appropriately for specific tasks based on employees' abilities and experience. Furthermore, tasks are assigned with clear and specific instructions to ensure

employees understand the objectives and necessary steps. In addition, employees are also given the authority and resources necessary to complete their tasks effectively.

When employees understand the boundaries and steps involved, this contributes to the achievement of the organization's goals by ensuring that every employee understands their roles and responsibilities, works efficiently, and collaborates effectively to fulfill the vision and mission of the Siwalima Museum.

Clarity regarding employee responsibilities is a crucial aspect of human resource management that ensures every individual in the organization understands their tasks, roles, and performance expectations. This begins with providing detailed job descriptions that cover all key tasks and responsibilities to be carried out. These descriptions help employees know what is expected of them and how their contributions impact the organization's overall goals.

In addition, comprehensive initial training and orientation also play a major role in ensuring employees understand their roles. With a clear understanding of their responsibilities, employees can work more efficiently, reduce errors, and increase productivity.

Effective supervision and open communication are also essential for maintaining clarity regarding employee responsibilities. Supervisors and managers need to provide appropriate guidance and constructive feedback to help employees stay on track. Regular meetings and periodic performance evaluations ensure that employees continue to understand and fulfill their responsibilities. With clear standard operating procedures (SOPs) in place, employees have reliable guidance in carrying out their duties. This clarity not only improves efficiency and productivity but also reduces potential conflicts and confusion, while increasing employee job satisfaction. The Siwalima Museum UPTD ensures that each employee's responsibilities are defined and communicated as part of a strategy to implement organizational functions on a regular basis. When UPTD leadership takes concrete steps to ensure employees' responsibilities—which in turn influence productivity and work efficiency—the Siwalima Museum will achieve optimal results. The process of assigning responsibilities to employees at the Siwalima Museum UPTD effectively reflects the connection between individual tasks and the organization's overall goals through several key methods. Individual tasks are aligned with the museum's vision and mission, ensuring that every activity supports larger strategic objectives. Providing adequate work facilities is a key factor in creating a productive and efficient work environment. Adequate work facilities include modern equipment and technology, comfortable workspaces, and access to the resources needed to perform tasks effectively. With adequate facilities, employees can work more effectively without technical obstacles, which in turn improves performance and job satisfaction. In addition, good facilities also encompass occupational health and safety aspects, such as proper ventilation, adequate lighting, and ergonomic furniture, which help prevent injuries and health issues that can hinder productivity. Overall, investing in adequate work facilities is a strategic step toward supporting smooth operations and achieving organizational goals. When the Siwalima Museum UPTD provides adequate workplace facilities, it ensures that employees will carry out their responsibilities properly and effectively.

Discussion

From the results of the qualitative analysis of the implementation of the organizing function in improving employee performance at the Siwalima Museum UPTD in Maluku Province, as presented above, the following aspects of employee performance are clearly evident:

First, the implementation of the organizing function is key to ensuring that every operational aspect of the Siwalima Museum UPTD runs smoothly and efficiently. The organizing function encompasses task allocation, the division of responsibilities, and the provision of facilities that support employee comfort and productivity. The Siwalima Museum UPTD systematically aligns individual tasks with the museum's vision and mission. Each employee is assigned specific responsibilities in accordance with their role in achieving the museum's strategic objectives. This ensures that all operational activities support the museum's vision of providing cultural education and preserving historical heritage. With clear and focused tasks, employees can work more effectively and productively, which ultimately improves the museum's overall performance

Second: The Siwalima Museum provides a variety of adequate work facilities to support employee comfort and productivity. Comfortable workspaces and a library rich in informational resources are some examples of the facilities provided.

Third, employee performance evaluations are conducted periodically to ensure that they remain on track in fulfilling their responsibilities. This monitoring system allows management to provide constructive feedback and make necessary adjustments. Regular evaluations help identify areas needing improvement and ensure that all employees contribute maximally to the museum's goals. Through these evaluations, employees can continuously improve their performance, which has a positive impact on the museum's operations.

CONCLUSION

The implementation of organizational functions at the Siwalima Museum UPTD has effectively improved employee performance by aligning tasks with the museum's vision and mission, providing adequate work facilities, offering training and skill development, and conducting periodic evaluations and monitoring. Each employee is able to work efficiently and productively and feels supported in achieving the organization's goals. This qualitative analysis shows that sound organizational strategies are a crucial foundation for improving the museum's performance and operational success. Employees feel supported by good facilities and clear guidance, which motivates them to perform at their best. Overall, the organizational strategies implemented by the Siwalima Museum UPTD have contributed significantly to achieving organizational goals and improving the quality of staff operations.

The museum's system of periodic evaluation and monitoring has successfully improved staff competence and work quality. With continuously updated skills and constructive feedback, staff feel more confident and motivated, which ultimately enhances both individual performance and the overall performance of the museum organization.

REFERENCES

- AA. Anwar Prabu Mangkunegara, 2013, *Manajemen Sumber Daya Manusia Perusahaan*, Remaja Rosdakarya, Bandung.
- Flippo, Edwin B. (2005). *Manajemen Personalia*. Jakarta: PT. Raja Grafindo Persada.
- George R. Terry (Sukarna, 2011;10). *Dasar-Dasar Manajemen CV*. Mandar Maju. Bandung
- Lupiyoadi dan Hamdani. 2011. *Manajemen Pemasaran Jasa*. Jakarta: Salemba Empat.
- Malayu S.P. Hasibuan, 2001, *Manajemen Dasar, Pengertian dan Masalah*, (Jakarta: PT. Bumi Aksara.
- 2007, *Manajemen Sumber Daya Manusia Perusahaan*, Bandung, PT.
-2008. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta : PT. Bumi Aksara

- Miles, M.B., Huberman, A.M., dan Saldana, J. 2014. *Qualitative Data Analysis, A Methods Sourcebook*, Edition 3. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.
- Rozalinda, 2011, *Manajemen Perspektif Syariah*, Padang: Pustaka Al-hilal.
- Sondang P. Siagian, 2007, *Fungsi-fungsi Manajerial*, Jakarta: Bumi Aksara.
- 2003, *Manajemen Sumber Daya Manusia* edisi satu, cetakan kesepuluh. Jakarta : Bumi Aksara
- Siswanto, 2007, *Perencanaan dan Pengendalian Proyek*, Sinar Grafika, Jakarta.
- Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Bandung : Rafika Aditama
- Usman. (2018). *Komunikasi Pendidikan Berbasis Blended Learning dalam Membentuk Kemandirian Belajar*. Jurnalisa, 04
- Wibowo. 2010. *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- Winardi, 2014, *Perencanaan dan Pengawasan dalam Bidang Manajemen*, Mandar Maju, Jakarta.
- Zakia, R. 2021. *Kondisi Ekosistem Mangrove Pasca Penambangan Bauksit di Perairan Estuari Sei Carang Kota Tanjungpinang. Praktik Lapang. Manajemen Sumberdaya Perairan Fakultas Ilmu Kelautan dan Perikanan. Universitas Maritim Raja Ali Haji.*