

**ANALYSIS INFLUENCE OF HUMAN RESOURCE MANAGEMENT  
PRACTICES ON STUDY EMPLOYEE PERFORMANCE AT PO. HARYANTO  
KUDUS**

**ANALYSIS INFLUENCE OF HUMAN RESOURCE  
MANAGEMENT PRACTICES ON STUDY EMPLOYEE  
PERFORMANCE AT PO. HARYANTO KUDUS**

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**Abstract**

*Islamic business management has begun to applied by several companies to set and achieve goals. The phenomenon shows that there are companies that implement Islamic business management that can achieve success, growing rapidly, and compete with others companies that do not apply Islamic business management principles. The company is PO. Haryanto Kudus. The success of a business is supported by several factors, one important factor is the support of human resources. A company needs to pay attention to human resource management to achieve the goals. This study aims to analyze the effect of human resource management practices on employee performance on PO. Haryanto Kudus. Data collection method are done through interviews and questionnaires. The object of this research are 83 employees at PO. Haryanto Kudus. This study uses multiple linear regression analysis techniques from the application of SPSS 23. The results of the analysis shows that employee recruitment and selection, performance appraisal, and compensation are in a positive and significant effect on employee performance in PO. Haryanto Kudus.*

**Keywords:** *Human Resources, Recruitment and Selection of Employee, Performance Appraisal, Compensation.*

## **1. INTRODUCTION**

Experts in the 20th century developed human resource management into a special field to be able to study the roles and relationships of humans to achieve organizational goals. Human resources are a key or very important factor in an organization, as assets that make an organization or company move and achieve predetermined goals. The words human and human in the concept of human resources have the same meaning, in Islam it is known as the concept of insan kamil, which means believers in whom there is the power of insight, action and wisdom.

Simanjuntak (2011) states that performance is the level of achievement of results for the implementation of a certain task. TR. Michael quoted from Ruky (2001) explained that the performance indicators are service quality, communication, speed, ability, and initiative. These indicators are used as a benchmark in achieving a performance.

Central Java is an area that has the highest number of intercity and inter-provincial buses or AKAPs in Indonesia. In addition, the number of bus companies (PO) in Central

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Java is also the largest in Indonesia. The number of AKAP buses in Central Java has reached 3,503 units, West Java with 2,797 units, and DKI Jakarta with 2,622 units. The following is a breakdown of the number of AKAP Central Java buses during the 2014-2018 period:

**Table 1**  
**Number of Central Java AKAP Buses for the Period of 2014-2018**

<b>Year</b>	<b>Number of AKAP Buses</b>	<b>Number of Companies</b>
2014	4165	146
2015	4542	149
2016	4199	139
2017	3632	113
2018	3503	113

Source: Ministry of Transportation (Kemenhub) data, 2014-2018

There has been a decrease every year in the number of AKAP buses in Central Java, but there has been an increase in the number of tourist buses for the 2014-2018 period by 5.66%. The largest number of tourist buses is in the DKI Jakarta area with a total of 5,914 buses, followed by Central Java with a total number 5,321 buses, then West Java with 4,397 buses. If the AKAP and Tourism buses are added together, Central Java is still the top with 8,824 buses and DKI Jakarta with 7,943 buses.

PO. Haryanto Kudus is an autobus company that implements sharia management in developing and managing its business, but is not included in a sharia company, which opens business opportunities by applying Islamic teachings as a business foundation. According to a preliminary survey conducted by many autobus companies that were previously superior, they become sluggish, due to the many factors faced by these companies. There are also many bus companies that apply conventional principles in their business practices but experience a sharp setback even to the point of bankruptcy, perhaps in terms of company capital, services, human resource management, or from other factors, which can make consumers or passengers feel the quality is not good, or the bus company chooses to close it because it does not want to bear a sharp loss or reason that has been considered so that a major problem does not arise.

**Table 2**  
**PO Fleet Data. Haryanto Kudus**

<b>Year</b>	<b>Total Fleet PO. Haryanto Kudus</b>
2010	115
2011	120
2012	129
2013	135
2014	145
2015	155
2016	160
2017	168
2018	175
2019	186

Source: Employee Interview of PO. Haryanto Kudus, On January 18, 2020

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Fleet data shows an increase in the number of fleets each year, as evidence that more passengers trust the PO. Haryanto Kudus. PO. Haryanto Kudus has an applied organizational culture that has Islamic values or elements. The employees at the PO. Haryanto Kudus, who is in the office, is required to pray in congregation, especially men, arrive on time for work, when the time for prayer adhan has arrived, all activities in the PO office. Haryanto Kudus stops, and the bus PO. Haryanto Kudus, who was accompanying passengers on a long-distance trip, stopped at the nearest mosque to be able to carry out the obligatory prayer services.

Mr. Haji Haryanto as the owner of the PO. Haryanto has a program for employees, namely leaving for Hajj or Umrah, for employees who can do their job well, comply with existing rules, and are always diligent in worshiping not only to pray five times a day but also to pray sunnah and recitation, because every morning starts from the hour seven at the Nurul Huda mosque which was built in the PO garage. Haryanto Kudus with the holding of the Khatam Al-Qur'an which was carried out alternately by the students from the pesantren.

The phenomenon that occurs at this time is PO. Haryanto Kudus can develop rapidly and compete with other conventional businesses, seen from the number of fleets that increase every year, and many positive assessments have been shown from the responses of passengers, and not all businesses using sharia management principles will be defeated by conventional businesses, seen from both in terms of service, and poor performance. This phenomenon explains that what affects employee performance through human resource management practices at PO. Haryanto Kudus, namely the process of recruitment and selection of employees, performance appraisal, and compensation.

Based on research from Rambli, et al (2015) entitled *The Effect of Human Resource Management Practices on Employee Performance at PT. PLN (Persero) Sulutenggo Region* shows that human resource management practices have a positive and significant effect on employee performance. In line with this research, a study entitled *The Effect of Human Resource Management Practices on Employee Performance at the Manado State Wealth and Auction Service Office (KPKNL)* by Fenina Ezra Wulan Kasenda, Christoffel Mintardjo (2016) explains that human resource management practices have a positive effect. and significant to employee performance, and that does not affect employee training. The purpose of this study is to find out more about the influence of human resource management practices on employee performance at PO. Haryanto Kudus.

## **2. LITERATURE STUDY**

Khan (2016), in Islam recruitment is the process of attracting a certain group of prospective workers within an organization. Islam describes the qualities of the right candidate for employment, namely pious, having good moral values, and a very competent player with the team. Rahmany (2018), revealed that the existence of a strong relationship between the recruitment process and employee selection significantly affects employee performance, which allows an organization to get suitable and quality employees who can improve performance. Based on these descriptions, the researcher developed a hypothesis:

Hypothesis 1: Employee recruitment and selection has a positive and significant effect on employee performance.

Mullins (2002) states that the performance appraisal system is a basic benchmark in assessing an individual's performance, which highlights a potential for career advancement for the future and also improves performance. Fahmi, et al (2014), explained that performance appraisal from an Islamic perspective, in principle, is to plan, monitor and evaluate the Islamic competence of employees at the company. According to Sopiah (2016), there is a positive influence between performance appraisal and employee performance, both theoretically and empirically.

Hypothesis 2: Performance appraisal has a positive and significant effect on employee performance.

Rivai, et al (2014), explain that compensation in an Islamic perspective that is given to employees both financially and non-financially includes fair and transparent wages, holiday allowances, Hajj and Umrah pilgrimage facilities, Islamic holidays, facilities for comfortable places of worship. to be able to carry out worship solemnly, including the implementation of activities such as Khatam Al Qur'an, and so on. RA. Ritawati (2015) states that compensation in the banking sector plays a very important role in improving employee performance.

H 3: Compensation has a positive and significant effect on employee performance.

### **3. RESEARCH METHODOLOGY**

The dependent variable in this study is the Employee Performance at PO. Haryanto Kudus, while the independent variables are Employee Recruitment and Selection, Performance Appraisal, and Compensation. The population in this study were employees who worked at PO. Haryanto Kudus consists of a driver, bus driver, and internal employees. The sampling method in this study was purposive sampling. The data collection method in this study was carried out conducted by interviewing, distributing questionnaires and studying literature from journals, internet, and books. The type of data in this study is quantitative. The data analysis used was the validity and reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression, t test, F test, and the coefficient of determination (R<sup>2</sup>).

### **4. RESULT AND DISCUSSION**

This part should describe informative results of empirical research which are written systematically and critically. Tables and figures can be presented in this part to support the discussion, for examples table of statistics-test results, figures of model test results and etc. In general, journal papers will contain three-seven figures and tables. Same data cannot be presented in the form of tables and figures.

#### **Overview of Respondents**

**Table 3**  
**Distribution of Questionnaires**

<b>Information</b>	<b>Total</b>
Number of questionnaires distributed	83
Number of questionnaires returned and filled in completely	83

Source: Primary data 2020, processed

Number of questionnaires given to PO employees. Haryanto Kudus totaled 83, and the number of questionnaires that were returned and completely filled in was 83. The

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number of male respondents was 71 people, and 12 female respondents. Based on the age of the respondents, the most filling results were 30-39 years old. Based on the latest education, the results of the most respondents were SMK. Based on religion, the result is that all respondents are Muslim or adhere to the Islamic religion. Judging by the job title of the respondent, namely the driver, bus driver, and internal company employees.

**Validity and Reliability Test**

The validity test is to show the degree of accuracy between the actual data that occurs on the object and the data collected by the researcher. by comparing the calculated *r* value with the *r* table value for the degree of freedom  $d (f) = n - 2$  with an alpha of 0.05. If, *r* count is greater than *r* table and the value of *r* is positive, then the item or question is said to be valid.

**Table 4**  
**Validity Test Results**

Variabels	Indicator	<i>r</i> Calculate	<i>r</i> Table
Employee Recruitment and Selection (X <sub>1</sub> )	X1.1	0,815	0,216
	X1.2	0,821	0,216
	X1.3	0,780	0,216
	X1.4	0,697	0,216
	X1.5	0,775	0,216
	X1.6	0,762	0,216
	X1.7	0,543	0,216
	X1.8	0,636	0,216
	X1.9	0,657	0,216
	X1.10	0,590	0,216
	X1.11	0,556	0,216
Performance Appraisal (X <sub>2</sub> )	X2.1	0,771	0,216
	X2.2	0,740	0,216
	X2.3	0,644	0,216
	X2.4	0,657	0,216
	X2.5	0,750	0,216
Compensation (X <sub>3</sub> )	X3.1	0,746	0,216
	X3.2	0,715	0,216
	X3.3	0,636	0,216
	X3.4	0,803	0,216
	X3.5	0,762	0,216
	X3.6	0,721	0,216
	X3.7	0,737	0,216
	X3.8	0,683	0,216
Employee Performance (Y)	Y1.1	0,733	0,216
	Y1.2	0,841	0,216
	Y1.3	0,899	0,216
	Y1.4	0,764	0,216
	Y1.5	0,933	0,216

Variabels	Indicator	r Calculate	r Table
	Y1.6	0,835	0,216

Source: Primary Data (SPSS) 2020, processed

Based on Table 4 that all the results of the calculation of r count are greater than r table, namely 0.216, it is known that all items of the instrument used are valid.

Reliability test is a series of measurements or a series of measuring instruments that have consistency if the measurements are made using the measuring instrument repeatedly. Criteria in decision making in the reliability test, that is, if it provides value  $\text{Cronbach's } \alpha > 0.70$  then it is declared reliable, and if the value shows  $\text{Cronbach's } \alpha < 0.70$  then it is not reliable.

**Table 5**  
**Reliability Test Results**

Variabels	Standart Alpha	Cronbach's Alpha	Information
Employee Recruitment and Selection (X1)	0,7	0,893	Reliabel
Performance Appraisal (X2)	0,7	0,759	Reliabel
Compensation (X3)	0,7	0,871	Reliabel
Employee Performance (Y)	0,7	0,914	Reliabel

Source: Primary Data (SPSS) 2020, processed

Based on Table 5, it is shown that the variables of Employee Recruitment and Selection, Performance Appraisal, Compensation, and Employee Performance obtained  $\text{Cronbach's } \alpha > 0.7$ . With the above results, all items from all the variables studied are reliable and can be analyzed further.

**Classic assumption test**

The normality test aims to be able to test whether the dependent variable regression model and the independent variable are normally distributed or not. Data normality testing uses the Kolmogorov-Smirnov Test of Normality in the SPSS program, the basis for decision making can be made based on probability (Asymptotic Significance), namely: if  $\text{probability} > 0.05$  then the distribution of the regression model is normal, and vice versa if the  $\text{probability} < 0.05$  then the distribution of the regression model is not normal.

**Table 6**  
**Normality Test Results**

	Unstandardized Residual
N	83
Test Statistic	0,059
Asymp. Sig. (2-tailed)	0,200

Source: Primary Data (SPSS) 2020, processed

Based on the data table 6 shows that the value of the Kolmogorov-Smirnov test has a  $\text{significance} > 0.05$ , namely 0.200, indicating that the dependent and independent variables have a normal distribution.



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The multicollinearity test aims to test whether or not the regression model is found in the correlation between the independent variables. If there is a correlation, it is called the multicollinearity problem.

If, there is multicollinearity, preferably one independent is excluded from the model, and the regression modeling is repeated. To be able to detect the presence or absence of multicollinearity, it can be seen from the Variance Inflation Factor (VIF) value and tolerance. With the guidance of a regression model that is free of multicollinearity, it has a tolerance number close to 1. The VIF limit is 10, if the VIF value is below 10 then there are no symptoms of multicollinearity, and if the VIF value is above 10, there will be a symptom of multicollinearity.

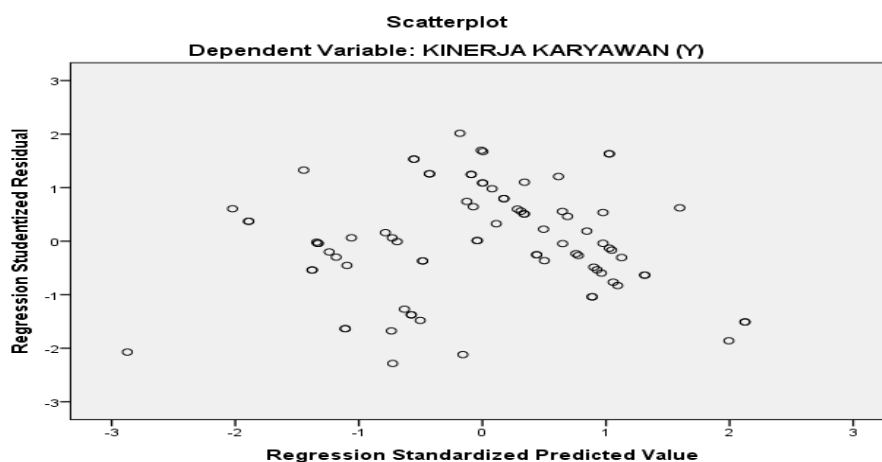
**Table 7**  
**Multicollinearity Test Results**

	Collinearity Statistics	
	Tolerance	VIF
Employee Recruitment and Selection	0,541	1,850
Performance Appraisal	0,651	1,536
Compensation	0,538	1,860

Source: Primary Data (SPSS) 2020, processed

The multicollinearity test results in table 7 show that the VIF value is  $<10$  and the Tolerance value  $> 0.10$ , thus it can be concluded that the independent variables used in the study do not have multicollinearity symptoms.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. In this study, two methods were used to test for heteroscedasticity, namely the scatterplot and glejser methods. The Scatterplot method is as follows:



**Picture 1**  
**Results of the Scatterplot Heteroscedasticity Test**

Based on Figure 1, it explains that the distribution of points is above and below 0 on the Y axis, does not gather only above or below, is not patterned, does not form a wave pattern, is straight or curved so it can be interpreted that the data collected does not have a wave heteroscedasticity.

The Glejser method is as follows:

**Table 8**  
**Heteroscedasticity Test Results**

<b>Independent Variable</b>	<b>Sig.</b>
Constant	0,303
Employee Recruitment and Selection	0,852
Performance Appraisal	0,462
Compensation	0,283

Source: Primary Data (SPSS) 2020, processed

Based on table 8, it shows that the significance value is > 0.05, and it can be concluded that there is no heteroscedasticity between the variables used in the research model.

**Hypothesis Analysis**

Multiple linear regression is a model used to analyze the effect of various independent variables on one dependent variable.

**Table 9**  
**Multiple Linear Regression Test Results**

<b>Dependent Variable</b>	<b>Independent Variable</b>	<i>Standardize d Coefficients Beta</i>	<i>Sig.</i>	<b>Information</b>
Employee Performance	Employee Recruitment and Selection (X1)	0,345	0,000	Significant
	Performance Appraisal (X2)	0,477	0,000	Significant
	Compensation (X3)	0,202	0,009	Significant

Source: Primary Data (SPSS) 2020, processed

The results are as follows:

$$Y = 0.345 X_1 + 0.477 X_2 + 0.202 X_3$$

Information :

Y: Employee performance at PO. Haryanto Kudus

$\beta_1, \beta_2, \beta_3$ : The coefficient of each variable

X1: Employee Recruitment and Selection

X2: Performance Appraisal

X3: Compensation

e: error

Based on the regression equation above, it can be perceived that:

- a. The regression coefficient on the employee recruitment and selection variable ( $X_1$ ) is 0.345. Positive coefficient means that there is a positive relationship between recruitment and selection of employees and employee performance, the recruitment



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and selection process carried out by the PO will increase. Haryanto Kudus will have an effect on increasing employee performance.

- b. The regression coefficient on the performance appraisal variable ( $X_2$ ) is 0.477. Positive coefficient means that there is a positive relationship between performance appraisal and employee performance, the increasing process of the performance appraisal carried out by the PO. Haryanto Kudus will have an effect on increasing employee performance.
- c. The regression coefficient on the compensation variable ( $X_3$ ) is 0.202. Positive coefficient means that there is a positive relationship between compensation and employee performance, the increasing compensation provided by the PO. Haryanto Kudus to employees will have an effect on increasing employee performance.

Partial Effect Significance Test (t test), the purpose of this test is to find out how far the influence of one independent variable (employee recruitment and selection, performance appraisal, and compensation) separately explains the variation of the dependent variable (employee performance at PO. Haryanto Kudus) separately. or together. The criteria for this test are as follows: If  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_1$  is accepted, which means that each independent variable individually has a significant effect on the dependent variable. Conversely, if  $t_{count} < t_{table}$ , then  $H_0$  is accepted and  $H_1$  is rejected, which means that each independent variable individually does not have a significant effect on the dependent variable. Or it can also be as follows: if probability t is calculated  $> 0.05$ ,  $H_0$  is accepted and  $H_1$  is rejected, and if probability t is calculated  $< 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted. Then the t table value is:  $df = 83 - 4 = 79$ . With this it is found that df is 79, and  $\alpha = 0.05$ , then the t table is obtained at 1.990.

**Table 10**  
**T Test Results**

Independent Variable	t Hitung	t Tabel	Sig.	Information
Recruitment and Selection of Employees	4,560	1,990	0,000	$H_0$ ditolak, $H_1$ diterima
Performance Assessment	6,925	1,990	0,000	$H_0$ ditolak, $H_2$ diterima
Compensation	2,666	1,990	0,000	$H_0$ ditolak, $H_3$ diterima

Source: Primary Data (SPSS) 2020, processed

- a. Effect of Employee Recruitment and Selection on Employee Performance  
In Table 10, the t value of employee recruitment and selection ( $X_1$ ) is 4.560 while the t table is 1.990 and significant at  $0.00 < 0.05$ , so  $H_0$  is rejected and  $H_1$  is accepted, which states that Employee Recruitment and Selection ( $X_1$ ) have a positive effect. and significant to Employee Performance (Y) at PO. Haryanto Kudus.
- b. The Effect of Performance Appraisal on Employee Performance  
In Table 10, it is obtained the t value of Performance Appraisal ( $X_2$ ) of 6.925 while t table is 1.990 and a significance of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_2$  is accepted, which states that Performance Appraisal ( $X_2$ ) has a positive and significant effect on Employee Performance (Y) at PO. Haryanto Kudus.
- c. The Effect of Compensation on Employee Performance

In Table 10, it is obtained that the t value of Compensation ( $X_3$ ) is 2.666 while the t table is 1.990 and a significance of  $0.009 < 0.05$ , which indicates that  $H_0$  is rejected and  $H_3$  is accepted, which states that Compensation ( $X_3$ ) has a positive and significant effect on performance employee (Y).

The model feasibility test is used to determine whether the independent variables jointly or simultaneously affect the dependent variable. then the value of the F table is:

$$df 1 = 4 - 1 = 3$$

$$df 2 = 83 - 4 = 79.$$

and  $\alpha = 0.05$ , then the F table is obtained at 2.72.

**Table 11**  
**Anova Test Results**

	<b>df</b>	<b>F Count</b>	<b>F Table</b>	<b>Sig.</b>
Regression	3	81,482	2,72	0,000
Residual	79			
Total	82			

Source: Primary Data (SPSS) 2020, processed

Based on Table 11, the calculated F value gives a value of 81.482, and the F table is 2.72, and a significant probability of 0.000 is less than 0.05 (the real level is equal to 5 percent) which means that simultaneously and together the Recruitment and Selection variables Employees, Performance Appraisal, and Compensation affect the performance of PO employees. Haryanto Kudus.

The coefficient of determination test is used to measure the ability of the model to explain the variation in the dependent variable.

**Table 12**  
**Determination Coefficient Test Results**

R	0,869
R Square	0,756
Adjusted R Square	0,746

Source: Primary Data (SPSS) 2020, processed

Based on Table 12, it shows that the results of the multiple linear regression test above indicate that the value of the coefficient of determination (Adjusted R Square) regression is 0.746, which means that variations in employee performance changes can be explained by the variables of Employee Recruitment and Selection, Performance Appraisal, and Compensation of 74.6%, while 25.4% was explained by other variables not examined.

## **5. CONCLUSION**

Based on the results of data analysis and the discussion that has been described regarding the Analysis of Human Resource Management Practices on the Performance of Study Employees at PO. Haryanto Kudus, the following conclusions can be drawn:

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- a) Employee Recruitment and Selection have a positive and significant effect on Employee Performance at PO. Haryanto Kudus.
- b) Performance Appraisal has a positive and significant effect on Employee Performance at PO. Haryanto Kudus.
- c) Compensation has a positive and significant effect on Employee Performance at PO. Haryanto Kudus.

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