

# Identification of Inhibiting and Supporting Factors for Managerial Performance at PT Anugrah as a Pharmaceutical Company

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**Abstract**—This study aims to identify the inhibiting and supporting factors affecting managerial Performance at PT Anugrah, a leading pharmaceutical company in Indonesia. Using a qualitative case study approach, data were collected through in-depth interviews with 15 middle-to-senior level managers and analysis of company documents. Thematic analysis revealed that managerial Performance is primarily supported by transformational leadership, regular competency development programs, and a transparent performance-based reward system. Conversely, key inhibiting factors include excessive bureaucratic procedures interdepartmental communication gaps, and inadequate digital infrastructure. The findings align with existing literature on performance management while highlighting industry-specific challenges in the highly regulated pharmaceutical sector. The study provides practical recommendations for PT Anugrah including leadership development initiatives, streamlining operational processes, and enhancing digital transformation efforts. These findings contribute to the broader discourse on human resource management in regulated industries, offering insights for similar pharmaceutical companies seeking to optimize managerial effectiveness. Limitations include the single-company focus and potential respondent bias, suggesting the need for future quantitative studies across multiple pharmaceutical firms to validate these findings.

**Keywords**—Managerial Performance, Pharmaceutical Industry, Performance Barriers, Performance Enablers, Human Resource Management.

## I. INTRODUCTION

Managers are crucial in the highly complex and highly regulated pharmaceutical industry. (Purwanto, 2023). As the link between the company's strategic policies and operational implementation, they are responsible for ensuring the entire process, from R&D to distribution, complies with strict regulatory standards such as CPOB, FDA, or ICH-GCP. (Goetsch & Davis, 2016) Amid industry dynamics influenced by technological developments and market demands, managers' ability to make risk-based decisions determines the organization's success. They must also be able to lead

multidisciplinary teams with high technical competence while maintaining compliance. (Beno, Silen & Yanti, 2022).

One of the significant and common challenges in the pharmaceutical industry is.

Compliance with strict and complex regulations. Pharmaceutical companies must comply with global standards such as Good Manufacturing Practice (GMP), the FDA, or the EMA. (Sutra Disemadi, 2021), which often requires a long process and high costs. Non-compliance not only risks legal sanctions but can also damage the company's reputation. In addition, rapid regulatory changes require companies to adapt, which can slow down innovation and production continuously.

Ineffective inter-departmental coordination is often a problem in this industry. Research and development (R&D), production, marketing, and distribution divisions must work together harmoniously, but miscommunication or overlapping authority often occurs. Bureaucratic organizational structures exacerbate this problem, reducing business agility. (Hasan Hambali, Seruni Dinitri, 2023).

Finally high operational costs and competitive pressures are performance barriers. The drug R&D process is time-consuming and expensive, with a high risk of failure. On the other hand, competition with generic companies and pressure to lower drug prices limit profit margins. This forces pharmaceutical companies to seek efficiencies, including supply chain optimization and process digitalization, but such transformations are often hampered by internal resistance or infrastructure limitations. As a result, operational Performance and innovation can be hindered if not managed with the right strategy. (Supardi & Aulia Anshari, 2022).

In the context of these challenges, identifying factors that influence the Performance of PT Anugrah managers is a strategic need (Maisie et al, 2020). Manager productivity is measured by achieving sales or production targets (Wahyuni Agnia, Ramayani Yusuf, 2023) and their ability to navigate regulatory complexities (Listyorini, 2024), risk management, and team development. Factors such as leadership style, incentive systems, workload, and technology support must be comprehensively mapped (Usman et al, 2023).

This understanding will be the basis for designing targeted managerial development programs (Suganda & Kartiko, 2021).

The optimal Performance of managers at PT Anugrah has a multiplier effect on all aspects of the business. (Liyas & Primadi, 2017). An effective production manager can reduce waste and improve compliance, while a competent marketing manager can expand market share amidst competition. (Dolšak, 2024). At the strategic level, senior managers' decisions regarding resource allocation for innovation will determine the company's long-term position. (Lestary & Harmon, 2017). Thus, improving manager performance is not just about individual Performance. (Ulfa & Ridwan, 2015). However, it is an investment for sustainable competitive advantage (Liyas & Primadi, 2017).

The research findings on the inhibiting and supporting factors of manager performance at PT Anugrah should be integrated into three strategic areas, leadership development systems, organizational design, and change management. If the findings reveal that internal bureaucracy is the primary inhibitor, the company must streamline the approval process. If the main supporting factor is technical training, then the lifelong learning program must be intensified. (Yusuf, 2019) This evidence-based approach enables PT Anugrah to build a resilient leadership pipeline despite the volatility of the pharmaceutical industry.

PT Anugrah must know the supporting and inhibiting factors for Performance in the pharmaceutical industry. This is important because this industry has unique characteristics influencing operational success and innovation. (Syaphutra & Nasution, 2022). Factors like quality human resources, advanced technology, and regulatory compliance help companies produce safe, effective, competitive drugs. (Anatan, 2010). Meanwhile, understanding inhibiting factors such as bureaucratic red tape or poor coordination allows companies to anticipate risks and design mitigation strategies. Without this understanding, companies can experience inefficiencies, production delays, or failure to meet industry standards. (Rosdiana, Sadik Ikhsan & Umi Salawati, 2022).

Mapping these factors also has a direct impact on business competitiveness and sustainability. (Sjioen *et al*, 2023). The pharmaceutical industry is highly competitive and accelerated by medical innovation and market demands. Companies can accelerate new product launches by optimizing enabling factors, such as investment in R&D and cross-departmental collaboration (RD, 2021). On the other hand, overcoming obstacles such as complex regulations or high costs allows companies to remain efficient and profitable. Companies that manage both aspects will be more resilient to market dynamics. (Inta P.N. Damanik, 2013).

Finally, this understanding supports strategic decisions and continuous improvement. By analyzing internal and external factors (Hardi, 2016), Management can allocate resources more effectively by improving employee training or adopting digital systems. In addition, identifying barriers allows companies to design

long-term solutions, such as automating processes to reduce human error. (Amornpinyo, 2018). In a highly regulated pharmaceutical industry, this proactive approach improves operational Performance and ensures compliance and consumer confidence. Based on this, the author is interested in conducting further research on identifying inhibitory and supporting factors of managerial Performance at PT Anugrah a pharmaceutical company.

## II. LITERATURE REVIEW

Performance is critical to an organization's success. It reflects how efficiently and effectively a company manages its resources and finances. (Yolanda *et al*, 2022). This includes an employee's visible behavior and work achievements in his or her role in the organization. (Hidayaty, & Sandi, 2023). Various factors influence Performance, including work motivation, stress, rewards, work environment, organizational culture, job satisfaction, training, leadership, and communication (Yolanda *et al*, 2022). High employee performance is essential for organizational progress, with studies showing that 55.7% of employees in the Jember Regency showed high Performance (Siti Nur'aini, 2019). Performance evaluation is essential to assess employee contributions objectively, often based on job descriptions, responsibilities, and targets (Purnomo, Hutomo & Tyoso, 2013).

(Mangkunegara, 2013) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties per the responsibilities given to him. According to Lyle Spencer and Signe Spencer in (Moehariono, 2012), competence is a characteristic that underlies a person related to the effectiveness of individual Performance in his work or individual characteristics that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or superior prime Performance in the workplace in certain situations.

(Sedarmayanti, 2012) states that competence is a fundamental characteristic a person possesses that directly influences or can predict excellent Performance. According to (Gouzali Saydam, 2012) many factors influence performance improvement. One factor is the presence or absence of exemplary leadership in the organization. (Tucunan, Supartha & Riana, 2014) Whether or not there are definite rules that can be used as a guide, the courage of leaders in taking action, whether or not there is supervision from leaders, whether or not there is attention to employees, the size of compensation given, and the creation of habits that support the upholding of discipline.

(Mariani & Sasmita, 2020) explains that leaders and leadership involve several things that need to be considered, including first, power and authority, namely the ability of a leader to move his subordinates to follow his will in achieving previously determined goals. Second, authority refers to a leader's advantages that differentiate them from those they lead. With these advantages, other people obey and are willing to do their

desired activities. Third is ability, namely the overall power, both in the form of social and technical skills, that exceeds others. The figures who pioneered the development of political culture theory are Gabriel A. Almond and Sidney Verba through the book *The Civic Culture* (1963). According to them, political culture primarily refers to the political orientation of attitudes towards the political system and its other parts and attitudes towards our role in the system.

According to (Usman *et al*, 2023), Performance can be defined as "the results achieved by an individual or group in carrying out their duties and responsibilities." Performance includes goal achievement, productivity, quality of work, innovation, compliance with procedures, and contribution to organizational success. According to Robbins and Judge (2017) (Tuyan *et al*, 2023), "work outcomes reflect the extent to which individuals achieve their work goals." It involves effectiveness (the extent to which goals are achieved) and efficiency (the extent to which goals are achieved using available resources). According to Noe, Hollenbeck, Gerhart, and Wright (2017) (Maisie *et al*, 2020), Performance is "the quality and quantity of work results achieved by individuals or groups in achieving organizational goals." Performance includes goal achievement, competence in carrying out tasks, level of contribution to organizational success, and adaptability to change.

Several studies examined factors influencing employee performance, including gender (Ariyanti *et al*, 2020), education, skills, and work experience (Syarthini & Nasution, 2014). Leadership style is also discussed to improve teacher performance (Winarsih, 2018). Different types of performance appraisal are compared in the educational context (Herlina & Toheri, 2014). The papers highlighted the importance of performance management in driving organizational change (Heridiansyah & Redjeki, 2012) and improving public service delivery (Maryuni, 2016). Performance evaluation in public organizations was noted to require internal and external indicators (Maryuni, 2016). In addition, research on cooperative management performance (Mm, 2020) and employee performance in specific regions (Nur'aini, 2019) provides insight into the local context. Overall, these studies emphasize the multifaceted nature of Performance and its importance in various organizational contexts.

So, Performance can be interpreted as the work results that individuals or groups achieve when carrying out their tasks. Performance includes goal achievement, productivity, work quality, contribution to organizational success, motivation, job satisfaction, and organizational commitment. The definition of Performance also includes aspects of effectiveness (the extent to which goals are achieved) and efficiency (the extent to which goals are achieved using available resources) (Usman *et al*, 2023).

### III. RESEARCH METHODS

This research uses a descriptive qualitative approach to identify the inhibiting and supporting factors of

managerial Performance at PT Anugrah. This approach was chosen because it can explore managers' and employees' perceptions, experiences, and in-depth views. This research is exploratory because it aims to deeply understand managerial Performance by collecting data directly from the source. The data is from semi-structured interviews with department managers (production, marketing, HR, R&D, & finance), key employees, and direct observation in the work environment to see managerial practices. Secondary data was obtained from company documents (performance reports, internal policies, employee satisfaction surveys) and literature on managerial Performance in the pharmaceutical industry.

Data Collection Techniques using in-depth interviews and interview guides focus on :

1. Supporting factors (leadership, training, organizational culture, technology) and
2. Inhibiting factors (regulatory constraints, resource constraints, internal conflict).

Document Analysis, review of company policies and performance evaluation reports, and participant observation, Observation of managerial interactions and workflows. Respondents were obtained using purposive sampling techniques, with respondents selected based on PT Anugrah employees.

After conducting interviews with related employees, several supporting and inhibiting factors in this company were obtained. After obtaining these, employees were asked to rank them using a Likert scale of 1 to 5, where 1 indicates the lowest level, and 5 indicates the highest level. From these results, it can be mapped which factors are the most inhibiting and which are supporting.

In-depth interviews were conducted to confirm employees' opinions regarding the order of supporting and inhibiting factors so that discussions could be held to strengthen or provide solutions to the inhibiting factors. Respondents were employees of PT Anugrah, totaling 20 people from this number, all employees became respondents in this study.

### IV. RESULT AND DISCUSSION

Companies must set strategies to achieve their goals company leaders should try every day to match internal conditions (strengths & weaknesses) and external conditions (opportunities & threats) owned by the company. Companies want to see internal and external situations objectively through strategic planning. This is important to gain a competitive advantage in the product marketing process. In addition, consumers can have products that suit their desires with optimal support from various existing sources.

Several key factors that hinder the Performance of managers at PT Anugrah and multi-layered approval procedures slow down decision-making:

1. Digital competency gap - lagging in adopting pharmaceutical technology 4.0
2. Unbalanced workload - many managers handle multiple projects at once without adequate allocation of human resource and

3. Ineffective inter-departmental communication that causes miscoordination in cross-functional projects. External challenges, such as rapid changes in BPOM regulations and price competition with generic products, also play a role.

On the other hand, PT Anugrah has several advantages that support managerial Performance:

1. A Structured leadership development system through the Leadership Pipeline program and rotation of strategic positions.
2. Culture of innovation supported by 5% revenue allocation for R&D and collaboration with universities.
3. Compliant infrastructure - international standard production facilities (cGMP, WHO) that facilitate operations managers.
4. Competitive compensation packages including performance-based incentives and comprehensive welfare programs. Integrated ERP technology support also allows managers to conduct real-time monitoring.

Likewise, this Performance at PT Anugrah is further deepened by examining the supporting and inhibiting factors that occur in the company. This table 1 presents the key barriers to managerial performance that need to be overcome to enhance organizational effectiveness:

Table 1. Inhibiting Factors for Managerial Performance

No	Inhibiting Factors	The Overall Value
1	Bureaucratic internal regulations - layered and lengthy approval procedures slow down decision-making;	80%
2	Digital competency gap - lagging in adopting 4.0 pharmacy technology;	75%
3	Imbalanced workload - many managers handle multiple projects simultaneously without adequate resource allocation and	89%
4	Ineffective inter-departmental communication is causing miscoordination in cross-functional projects.	90%

Table 1 show the Analysis of the barriers to managerial performance at PT Anugrah reveals four significant structural issues. First, the bureaucratic internal regulations (80%) indicate a governance system that is not agile, where the layered approval processes not only extend the decision-making cycle but also potentially hinder business responsiveness in the dynamic pharmaceutical industry. This is counterproductive to the need for speed in product development and responsiveness to market changes.

Second, the digital competency gap (75%) indicates a misalignment between the transformation of the pharmaceutical industry 4.0 and managerial capabilities. Low mastery of technologies such as AI for drug discovery, IoT in the supply chain, or advanced analytics for commercial operations creates a serious productivity gap. More worryingly, the unbalanced workload (89%) shows suboptimal resource allocation practices, where managers work in stretched-thin capacities without

adequate HR support or automation, risking burnout and decreasing output quality.

An unbalanced workload, where many managers handle multiple projects at once without adequate resource allocation (89%), is becoming a critical issue as it directly impacts the effectiveness and quality of strategic decisions. In the highly complex and high-risk pharmaceutical industry, overloaded managers tend to experience decreased focus, increased errors, and are slow to respond to business challenges. This can hamper important projects such as new drug development or regulatory compliance, which require rigor and adequate time. Furthermore, sustained overload risks causing burnout, lowering morale, and ultimately increasing turnover at the managerial level, a particularly detrimental factor given the difficulty of recruiting and retaining quality talent in this sector.

This problem also interferes with resource optimization and long-term business growth. When managers are overloaded with too many responsibilities without adequate support, companies squander the potential for innovation and efficiency. Instead of focusing on completing priority projects, managers' energy is drained by managing unproductive multitasking. In the context of PT Anugrah, this imbalance (89%) indicates the need for an improved project allocation system, such as the implementation of workload assessment tools, the addition of supporting human resources, or the automation of routine tasks. Such solutions will increase productivity and ensure that the company's leadership can concentrate on making strategic decisions that drive business growth.

The most critical aspect is ineffective inter-departmental communication (90%), reflecting an acute organizational silo mentality. In the pharmaceutical context, where cross-functional projects such as product launches require collaboration between R&D, regulatory, production, and commercial, this type of miscoordination can potentially cause delayed time-to-market and cost inefficiencies. This pattern is exacerbated by the absence of an integrated collaboration platform and KPIs that do not encourage cross-functional alignment, creating a bottleneck in executing the company's strategy. Ineffective inter-departmental communication is a critical factor that triggers miscoordination in cross-functional projects at pharmaceutical company Anugrah, with 90% of respondents identifying it as a significant barrier. Misalignment of information between departments such as R&D, production, marketing, and regulatory can slow down drug development, increase the risk of errors, and reduce operational efficiency. For example, suppose the regulatory team does not communicate changes in requirements to the manufacturing team. This can lead to product batch cancellations or launch delays, resulting in financial and reputational losses.

Establishing a structured and transparent communication system between departments is the main focus in addressing this issue. Companies must adopt digital collaboration tools (such as ERP or project management platforms) that enable real-time updates and

centralized documentation. In addition, goal alignment through regular cross-functional meetings with clear agendas should be mandatory to ensure all teams understand shared priorities and responsibilities. Soft skills training, such as active listening and assertive communication, can also reduce misinterpretations. Creating a strong culture of collaboration is key to long-term success. Leadership should lead by example by encouraging open communication, such as recognizing teams demonstrating cross-departmental collaboration. Periodic evaluations through employee surveys or internal Audit can help monitor progress in improving communication. By addressing these root causes, PT Anugrah Pharmaceuticals will improve project coordination and accelerate innovation and competitiveness in this highly competitive industry. This table 2 highlights critical drivers of managerial performance, which contribute to improved efficiency and organizational growth.

Table 2. Supporting Factors for Managerial Performance

No	Inhibiting Factors	The Overall Value
1	A structured leadership development system through the Leadership Pipeline program and strategic position rotations	90%
2	An innovation culture supported by allocating 5% of revenue for R&D and collaboration with universities;	76%
3	Compliant infrastructure - production facilities with international standards (cGMP, WHO) that facilitate operations managers;	80%
4	A competitive compensation package including performance-based incentives and comprehensive welfare programs.	92%

Table 2 show the Implementing a structured leadership development system through the Leadership Pipeline and strategic position rotation (90%) demonstrates PT Anugrah 's commitment to building an adaptive and competent talent pool. This program ensures leadership regeneration by preparing prospective leaders through structured learning and cross-functional experience, reducing the risk of leadership gaps. Strategic position rotation also broadens managers' perspectives on understanding the business holistically while improving their problem-solving abilities in dealing with the complex dynamics of the pharmaceutical industry.

The Leadership Pipeline program and strategic position rotation are essential because they build leadership continuity within the company. In the complex and dynamic pharmaceutical industry, regenerating competent leaders is key to ensuring business continuity. The Leadership Pipeline maps and develops potential leaders early on through structured training, mentoring, and progressive assignments, thereby reducing the risk of a leadership vacuum when there is a generational change. Strategic position rotation enriches managers' experience by exposing them to various aspects of the business, from R&D to operations, thus creating more holistic and adaptive leaders.

This approach enhances the organization's capability to address the unique challenges of the pharmaceutical industry. For example, a manager with experience in manufacturing who is then transferred to the regulatory division will better understand the implications of compliance for the manufacturing process. This rotation type broadens horizons and encourages cross-departmental collaboration, which is critical in cross-functional projects such as new product launches. The Leadership Pipeline also ensures that prospective leaders have skills relevant to current trends, such as digitalization and agile Management, so that companies remain competitive in the era of Industry 4.0 transformation.

The program improves key talent retention and employee motivation. Talented employees tend to be more loyal when they see a clear career path and structured opportunities for personal development. Strategic position rotation prevents stagnation by providing new challenges, while the Leadership Pipeline creates a sense of ownership and long-term purpose. At PT Anugrah, the program has achieved 90% effectiveness, indicating that employees appreciate the company's investment in their development. Thus, besides meeting strategic business needs, the program is important in building an organizational culture oriented towards growth and innovation.

The innovation culture supported by allocating 5% of revenue for R&D and collaboration with universities (76%) reflects PT Anugrah 's strategy for maintaining competitiveness. Consistent funding allocation allows the exploration of new drug innovations, while partnerships with academics enrich research perspectives with cutting-edge technology. However, the figure of 76% shows that there is still room to improve the effectiveness of collaboration, for example, by strengthening the Knowledge transfer mechanism or optimizing the commercialization of research results.

The existence of an international standard infrastructure (cGMP, WHO) that reaches 80% is an important enabler for operations managers. Compliant production facilities ensure product quality and safety and simplify the regulatory audit process—a critical factor in the pharmaceutical industry. This high level of compliance minimizes the risk of product recalls or production delays while strengthening the company's reputation in the global market. However, the remaining 20% needs to be evaluated to achieve complete alignment with evolving standards.

Competitive performance-based compensation packages and comprehensive benefits programs (92%) are key factors in retaining top talent. Incentive structures tied to strategic KPIs (such as time-to-market or cost efficiency) foster a performance-driven culture. In contrast, additional benefits such as health insurance and work-life balance programs boost employee engagement. These very high numbers indicate that PT Anugrah has succeeded in creating a fair reward system. However, it is important to ensure that performance evaluation metrics are measurable and impact long-term business goals.

Competitive compensation packages that achieve a 92% effectiveness rate are the most critical factor because they directly affect the motivation and retention of key talents. In the highly competitive pharmaceutical industry, where high-quality human resources (such as researchers, pharmacists, and regulatory managers) are highly sought after, an attractive reward system drives Performance and prevents brain drain to competitors. Measurable performance-based incentives (such as bonuses for achieving drug development targets or production efficiency) create a performance-driven culture, while welfare programs (premium health insurance, stock options) increase employee loyalty. Companies risk losing the best human resources, the backbone of innovation and operations, without competitive compensation.

This high percentage (92%) reflects the direct correlation between compensation productivity and business sustainability. Studies in the pharmaceutical industry show that every 10% increase in employee wellbeing investment can reduce turnover rates by 15% and increase productivity by 12-20%. At PT Anugrah, incentives tied to strategic KPIs (such as time-to-market for new drugs or regulatory compliance) ensure employee interests align with company goals. Additionally, comprehensive wellbeing programs (such as mental health support or flexible working) reduce burnout—a critical issue in a high-pressure industry like pharmaceuticals.

Lastly, this factor is the most dominant because of its ability to neutralize the unique challenges of the pharmaceutical industry. High risks in R&D (80% of phase III clinical trial failures) and strict regulations often make this sector a very demanding profession. A superior compensation package serves as a risk premium to retain quality employees amidst a stressful work environment. The 92% figure also shows that this solution is easier to implement and has an immediate impact compared to other factors, such as digital transformation (75%) or internal regulatory changes (80%), which require a longer time. Thus, competitive compensation is not just a hygiene factor but a strategic tool to win the war for talent in the pharmaceutical industry.

## V. CONCLUSION

The company has built a strong foundation through a leadership development system, innovation culture, high-standard infrastructure, and competitive compensation packages. The Leadership Pipeline program and strategic rotation (90%) have succeeded in creating an adaptive talent pool, while the allocation of 5% of revenue for R&D (76%) and international standard production facilities (80%) strengthen operational and innovation capabilities. However, there is still room to improve the effectiveness of research collaboration and refine facility standards to ensure alignment with industry developments. On the other hand, the main challenges lie in rigid internal bureaucracy (80%), digital competency gap (75%), disproportionate workload (89%), and suboptimal cross-departmental communication (90%).

These obstacles not only slow down decision-making but also can hinder the company's competitiveness in facing the transformation of the pharmaceutical industry 4.0. Therefore, strategic steps are needed to simplify procedures, accelerate technology adoption, and strengthen internal collaboration through integrated platforms and cross-functional KPIs.

Overall, PT Anugerah a strong foundation for achieving superior managerial Performance but needs to carry out systemic transformation to overcome existing challenges. Optimization of supporting factors and mitigation of inhibiting factors must be balanced, focusing on increasing agility, strengthening digital capabilities, and creating a collaborative work ecosystem. With this approach, the company can maximize its potential as a major player in the increasingly competitive and dynamic pharmaceutical industry.

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