



STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE IN THE TRANSPORTATION SERVICES OF ARMOR GROUP MALANG

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ABSTRACT

This study aims to identify the factors influencing employee performance and to formulate effective strategies for performance improvement at Armor Group Malang, a transportation service provider. Using a qualitative research approach through in-depth interviews, field observations, and document analysis, this study integrates Fishbone, PEST, and SWOT analyses. The findings reveal that low employee performance is primarily caused by internal factors such as weak human resource management, lack of technical and soft skills training, and suboptimal performance evaluation systems. Additionally, external factors like technological advancements and dynamic changes in the transportation industry also significantly impact employee performance. The Fishbone analysis identified the root causes of poor performance, while the PEST analysis provided insights into the external context that must be anticipated. Subsequently, the SWOT matrix was used to develop key strategies, including digitalizing work systems, strengthening standard operating procedures (SOPs), enhancing training quality, and implementing a data-driven reward and punishment system. These findings are expected to serve as a strategic reference for sustainable performance improvement and organizational adaptation in a competitive industry environment.

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1. INTRODUCTION

The transportation service industry is currently facing increasingly intense competition in line with economic growth and the rising demand for freight and logistics services. This competition requires companies to continuously improve service quality and operational efficiency in order to retain customers and expand their market share. To achieve these goals, companies must possess a competitive advantage that goes beyond product or service innovation and includes employee performance as a key resource in daily operations. The performance of individuals or groups within a company is closely related to the overall performance of the organization (Habeahan, 2023).

Success in the business world, particularly in the transportation services sector, heavily depends on a company's ability to plan and implement appropriate strategies in managing human resources (HR). Employee performance in transportation service companies, such as drivers and other operational staff, plays a critical role in ensuring the smooth, timely, and cost-effective delivery of goods. Therefore, human resource management requires a strategic approach that includes selecting the best candidates, providing training, designing jobs, and

planning compensation that encompasses benefits and services supporting employee health and well-being (Sisca et al., 2020).

However, in practice, many companies face significant challenges in managing employee performance. Factors affecting employee performance include work motivation, discipline levels, adequate training, and a transparent reporting system. Employee performance is also inseparable from operational conditions, such as vehicle management, fuel control, and maintenance of operational units.

One crucial aspect of employee performance management is the transparency and accuracy of operational reporting. In the context of transportation service companies, inaccurate reports—particularly those concerning fuel usage and vehicle conditions—can hinder a comprehensive performance evaluation. This issue makes it difficult for companies to make informed decisions to improve efficiency and reduce operational costs. Therefore, companies need to develop more effective and technology-based reporting systems to ensure that management receives valid and reliable information.

Armor Group, one of the companies in the transportation service industry, is facing several operational management issues, particularly regarding employee performance. The main issue is the inaccuracy of fuel usage reports submitted by drivers. Based on interviews with management, it was found that some drivers fail to report fuel usage accurately, making it difficult for the company to monitor operational efficiency. As a result, fuel costs become unpredictable due to incomplete data.

In addition to reporting issues, administrative management is another concern in Armor Group's operations. Currently, reporting is still conducted manually, leading to reports from drivers that are often incomplete or not in the prescribed format. This hampers data-based performance evaluation and affects strategic decision-making by management.

Another challenge is inefficiency in employee scheduling. Armor Group does not yet have a structured work schedule for drivers, resulting in uncertainty in the utilization of human resources and vehicles. Without a clear schedule, the delivery process becomes slower and less efficient, especially when the primary driver is unavailable. The company often has to find replacement drivers on short notice, which can disrupt delivery operations.

Moreover, Armor Group is facing problems with employee training, especially for drivers. Although drivers are required to maintain their vehicles, most of them lack specific training in vehicle maintenance. Consequently, vehicles are often poorly maintained, leading to damage and increased maintenance costs. To address this issue, the company needs to provide regular training on vehicle maintenance to drivers and other operational staff. This training aims to improve the knowledge, skills, and competencies of employees in performing their duties (Holy et al., 2023).

To overcome these challenges, Armor Group must implement a more structured management strategy to enhance employee performance and improve operational efficiency. One approach that can be applied is the adoption of a technology-based management system to increase reporting transparency, simplify work scheduling, and ensure vehicles remain in optimal condition. The implementation of an efficient information system can reduce reliance on manual records and improve data accuracy for decision-making (Nugroho & Lestari, 2023).

Additionally, the company needs to design an employee performance improvement program that includes the development of both technical and non-technical skills, such as vehicle maintenance and operational management training. With the right approach, employee performance is expected to improve significantly, which in turn will support the company's business development (Asriyanti et al., 2024).

The implementation of effective management strategies will help Armor Group address existing challenges and strengthen its competitiveness in the transportation services market. With continuous improvements in employee performance, the company is expected to achieve its long-term goals, reduce operational costs, and enhance customer satisfaction. Therefore, this study aims to analyze the management strategies that can be applied by Armor Group to improve employee performance in support of the company's business development.

This study will analyze how the right strategies can be applied to Armor Group to address existing problems and enhance employee performance. By implementing the appropriate strategies, the company is expected to improve operational efficiency, reduce unnecessary costs, and strengthen its competitiveness in the transportation service industry.

2. RESEARCH METHODS

This study adopts a descriptive qualitative approach, aiming to explore and understand specific issues or phenomena in depth. As stated by Creswell & Creswell (2023), qualitative research is particularly suitable for investigating complex and multifaceted topics, as it provides a richer and more comprehensive understanding of the research context. This approach is deemed relevant to the objective of analyzing strategic management efforts to improve employee performance at Armor Group Malang, a company engaged in the transportation services sector.

The qualitative research design allows the researcher to obtain firsthand data directly from the field, enabling a deeper understanding of the research subject. The primary goal of this study is to gather detailed insights into how management strategies are implemented to enhance employee performance. Data were collected through interviews, observations, and document analysis, and are presented in a narrative form rather than numerical data. The data analysis process involves data enrichment, comparison across sources, and the identification of authentic findings that reflect the actual situation in the field (Gunawan, 2014). The results are then narrated in a structured and coherent manner to clearly illustrate the research findings.

Data collection techniques used in this study include in-depth interviews, direct observations, and documentation review. These methods are employed to explore the implementation of management strategies that aim to improve employee performance within Armor Group Malang. Furthermore, this research incorporates several analytical tools namely Fishbone Analysis, PEST Analysis, and SWOT Analysis to examine the root causes, external factors, and internal strengths and weaknesses influencing employee performance.

Table 1. Research Informants

Informant Name	Position	Informant Code
Budiadi	Operational Manager	MO
Anggi Syukran Prayogi	Head of Human Resources	HR
Ahmad	Driver	DR
Deva Oky Riskiyanto	Driver	DR
Yudi Hermansyah	Driver	DR
Yahya Adi Saputra	Transport Crew	TC
M. Fahmi	Administrative Staff	ADM

3. RESULT AND ANALYSIS

Analysis Fishbone

The low employee performance at Armor Group Malang, a transportation services company, is attributed to six main factors: man (human resources), method, machine, material, work environment, and management.

From the human aspect, it was found that employee discipline remains low, work motivation is weak due to an unclear reward system, and the lack of training has hindered the optimal development of job-related skills. In terms of methods, the absence of standardized operating procedures (SOPs) and established workflows has resulted in inefficient and confusing work processes.

Regarding the machine factor, limited use of technology and employees' low digital proficiency have significantly impeded work efficiency. From the material perspective, non-uniform and manual reporting practices make performance evaluation difficult and increase the risk of data loss.

The work environment demands a high level of alertness, which creates substantial pressure, especially in the presence of poor interdepartmental coordination. Lastly, in terms of management, there is no comprehensive performance improvement strategy, performance evaluations are irregular and subjective, and the absence of a clear reward and punishment system has left employees unmotivated to improve their performance. All these factors are interconnected and collectively contribute to the low level of employee performance within the company.

Tabel 2 Fishbone Analysis

Main Cause Category	Secondary Cause
Man (Human)	<ol style="list-style-type: none"> 1. Low discipline in reporting 2. No fixed work schedule 3. Low motivation 4. lack of technical training
Method	<ol style="list-style-type: none"> 1. No standardized SOP 2. Unstructured work scheduling 3. Manual and non realtime reporting
Machine / Technology	<ol style="list-style-type: none"> 1. No digital reporting system 2. Employees not trained in basic IT

Material	1. Inconsistent report formats 2. Manual reports are easily damaged or lost
Environment	1. High work pressure 2. Ineffective inter-division coordination
Management	1. No comprehensive strategy 2. No regular performance evaluations 3. Unclear reward and punishment system

Analysis PES

The PEST analysis outlines the external factors that significantly influence the employee performance improvement strategies at Armor Group Malang, a transportation services company. Political factors are reflected in changes to labor regulations, particularly the Omnibus Law (Job Creation Law), which provides a new legal framework for companies in managing their workforce. Conceptually, this regulation allows companies greater flexibility in arranging working hours, implementing performance-based incentive systems, and conducting training programs. This aligns with human resource management theories that emphasize the importance of aligning corporate policies with government regulations to enhance efficiency and productivity (Dessler, 2020). However, the new regulations also require companies to adapt quickly in order to avoid potential conflicts related to employee rights and obligations in the field.

Government support for digitalization, as part of the policies within the Omnibus Law, encourages companies to adopt technology through fiscal incentives and regulatory simplification. In the context of transportation services, digitalization enables the implementation of digital reporting systems and automated scheduling. This conceptually aligns with the principle of technology as an enabler, improving operational efficiency and reducing the risk of errors resulting from manual processes (Bharadwaj et al., 2013).

Economic factors include national and local economic conditions that directly impact a company's ability to allocate budgets for employee training and compensation. The concept of human capital investment underscores that financial support for training contributes to increased employee motivation and competence (Becker, 1993). Moreover, intense competition in the transportation service industry compels companies to continuously improve employee performance in order to maintain market position, which corresponds to Porter's (1985) theory of competitive advantage.

Social factors highlight the importance of job satisfaction and motivation as key determinants of employee performance. Herzberg's motivation theory (1959) emphasizes that a conducive work environment and a transparent reward and punishment system can significantly enhance motivation and productivity. Additionally, organizational culture and interdepartmental communication are critical variables in fostering effective coordination and collaboration—essential in the transportation sector where team synergy is vital (Robbins & Judge, 2019).

Technological factors underscore the crucial role of digital systems in performance reporting and evaluation. Information management theory asserts that digitalization accelerates data collection and decision-making processes (Daft, 2016). Furthermore, the use of technological platforms for employee training supports the effective and efficient development of skills, facilitating faster employee adaptation to operational and technological demands (Noe, 2017).

Overall, the factors identified in the PEST analysis are interrelated and form an external environment that must be holistically considered by the company in formulating strategies to improve employee performance. These factors are summarized in the following table:

Tabel 3 PEST Analysis

PEST Factor	Influencing Aspect	Explanation
Political	Government Policy on Employment	Changes in employment regulations through the Job Creation Law (Omnibus Law) encourage transportation service companies to manage their workforce more flexibly, such as in scheduling drivers' work hours, providing performance-based incentives, and addressing training needs. This presents opportunities to improve efficiency and productivity but also requires rapid adaptation to avoid conflicts related to labor rights and obligations.
	Government Support for Digitalization	Through Law No. 11 of 2020 on Job Creation and supporting digitalization programs, the government promotes the adoption of technology across sectors, including transportation services. This includes fiscal

		incentives and regulatory ease that facilitate the implementation of digital reporting systems and automated scheduling, leading to more efficient, structured operations and reduced errors from manual processes.
Economic	National and Local Economic Conditions	Economic conditions influence budget allocations for employee training and compensation, which in turn can affect employee motivation and performance.
	Industry Competition and Company Competitiveness	Intense competition in the transportation sector pushes companies to improve employee performance to maintain market position.
Social	Job Satisfaction and Employee Motivation	Low job satisfaction can negatively affect employee performance. A clear reward and punishment system can help enhance motivation.
	Work Culture and Inter-Department Communication	A supportive work environment with effective inter-departmental communication can significantly improve overall employee performance.
Technological	Application of Technology in Performance Evaluation	Implementing digital systems for reporting and performance monitoring will speed up and simplify employee tasks.
	Use of Technology for Employee Training	Utilizing technology-based training platforms or applications accelerates the development of employees' technical skills.

Analysis SWOT

The performance and strategy development at Armor Group Malang are influenced by internal factors, both tangible and intangible in nature. This approach is essential to gain a comprehensive understanding of the organization's actual condition and to determine the strategic direction that can be pursued.

From the strengths aspect, the company possesses physical resources such as an active operational fleet and a manual reporting and attendance system, which—although not yet standardized has been implemented. In addition, financial incentives such as overtime allowances and periodic bonuses serve as supporting factors. On the intangible side, there are significant non-physical assets such as the discipline and sense of responsibility demonstrated by some employees, as well as sustained employee loyalty despite suboptimal operational conditions. The management's commitment to improving the performance system, although still partial, also represents an internal potential that can be further strengthened.

Conversely, in terms of weaknesses, the company still faces significant challenges in implementing information technology. The continued reliance on manual processes for performance reporting and attendance undermines work efficiency. A lack of regular technical training, irregular interdepartmental communication, and limited digital literacy among employees also hinder organizational performance. From the intangible perspective, low work motivation mainly due to perceptions of unfair reward systems and a lack of attention to non-material aspects of employee well-being remains a major concern.

In the opportunities aspect, regulatory support from the government through Law No. 11 of 2020 on Job Creation (the Omnibus Law) presents a significant momentum to drive digital transformation, including within the transportation services sector. This opens opportunities for the company to adopt technology-based reporting systems and implement application-based training programs. Other opportunities include the potential to establish a transparent and integrative performance evaluation system and to foster a collaborative work culture rooted in open communication.

Meanwhile, under threats, Armor Group faces external pressures stemming from intense competition in the logistics and transportation sector. Other threats come from operational instability caused by vehicle conditions and infrastructure that may not always be supportive. Intangibly, low job satisfaction, a lack of recognition for individual contributions, and the absence of clear career advancement pathways may reduce employee loyalty and increase turnover rates.

By considering both tangible and intangible dimensions in a balanced manner, it can be concluded that the development of performance improvement strategies at Armor Group Malang cannot rely solely on strengthening physical assets. Human capital, information systems, and organizational values that support learning and innovation must be simultaneously reinforced to create sustainable competitive advantage. These aspects are summarized in the following table:

Tabel 4 SWOT Analysis Based on Indicators

SWOT Aspect	Tangible Indicators (Physical Capital)	Intangible Indicators (Non-Physical Capital)
Strengths	<ol style="list-style-type: none"> 1. Active operational fleet 2. Manual attendance and reporting systems available 3. Overtime and bonus incentives provided 	<ol style="list-style-type: none"> 1. Discipline and initiative shown by some employees 2. Management's commitment to improvement 3. Leadership's concern for employee welfare 4. Loyalty from part of the workforce despite operational challenges
Weaknesses	<ol style="list-style-type: none"> 1. No digital system for reporting and performance evaluation 2. Lack of routine training and performance-based rewards 3. Reports are still manual and lack standardized format 	<ol style="list-style-type: none"> 1. Low work motivation due to perceived unfair incentive systems 2. Weakly established work culture 3. Limited basic technology skills 4. Ineffective interdepartmental communication
Opportunities	<ol style="list-style-type: none"> 1. Government policy support for digitalization (Job Creation Law) 2. Plans for technical and customer service training 3. Potential use of digital reporting platforms 	<ol style="list-style-type: none"> 1. Opportunities for competency development through training technology 2. Improvement of performance management and evaluation systems 3. Motivation boost through transparent reward systems 4. Formation of a collaborative and productive work culture
Threats	<ol style="list-style-type: none"> 1. Intense competition among transport companies 2. Operational risks such as vehicle conditions and travel terrain 3. Dependence on manual processes without digital backup 	<ol style="list-style-type: none"> 1. Low job satisfaction may lead to high turnover 2. Perceived injustice and lack of managerial attention among staff 3. Risk of demotivation due to unclear career paths or performance evaluation

Formulation of Employee Performance Improvement Strategies

Based on field findings and analysis using the Fishbone, SWOT, and PEST approaches, several relevant strategies can be formulated for Armor Group Malang to enhance employee performance. These strategies are designed by taking into account the company's internal and external conditions, as well as the dynamic realities observed in the field.

The SWOT analysis reveals that Armor Group's key strengths lie in the experience of its operational team and a relatively flexible organizational structure. These strengths can be leveraged through strength-opportunity (S-O) strategies, such as engaging experienced operational staff as internal mentors in regular training programs, and utilizing organizational flexibility to accelerate adaptation to new work systems. External opportunities, such as the availability of online training platforms and the development of digital technology, provide a solid foundation for integrating a more efficient and professional work system.

On the other hand, internal weaknesses such as the absence of a structured performance appraisal system, lack of technical training, and manual attendance tracking must be addressed through weakness-opportunity (W-O) strategies. A concrete strategy includes adopting digital technologies to support attendance tracking, performance reporting, and evaluation systems. Online training platforms can also be utilized to continuously enhance employee competencies.

Strength-threat (S-T) strategies should focus on strengthening the company's competitiveness in response to external threats, such as fierce competition from app-based transportation services. The experience of the operational team and organizational flexibility can be optimized to provide responsive and customer-aligned services, ensuring that Armor Group remains relevant and competitive in the market. This strategy also includes enhancing customer service through soft skills training for field employees.

Meanwhile, weakness-threat (W-T) strategies emphasize the urgent need to improve the current reward and sanction system, which is not yet performance-based. Implementing a fair and transparent reward and punishment system will motivate employees to work more diligently and maintain discipline. Additionally,

internal coordination and communication need to be strengthened through regular meetings and the use of digital communication channels to ensure more efficient and focused workflows.

In addition to the SWOT analysis, the PEST analysis reinforces the strategic direction by considering political, economic, social, and technological factors. Politically, government support for digitalization in the private sector presents an opportunity for Armor Group to adopt app-based work systems, including attendance and performance evaluations. From an economic perspective, the company must improve efficiency in responding to fluctuations in service demand and increasing market competition. The use of digital technology serves as a solution to reduce operational costs and boost employee productivity.

Socially, public demands for fast, safe, and friendly transportation services must be addressed by enhancing human resource quality through excellent service training. From a technological standpoint, the availability of various work-supporting applications (such as digital attendance systems, internal communication tools, and online evaluation platforms) enables the company to transform quickly without requiring significant upfront investment.

Based on the overall analysis, the following priority strategies should be implemented:

1. Digitalization of employee attendance and performance evaluation systems.
2. Development and dissemination of clear and practical Standard Operating Procedures (SOPs).
3. Regular and continuous technical and soft skill training.
4. Implementation of a reward and punishment system based on actual data and performance.
5. Enhancement of internal coordination and communication through weekly forums and the use of digital platforms.

The digitalization of attendance and performance evaluations is crucial to overcoming the limitations of the manual system, which has hindered effective monitoring and assessment of employee performance. The use of technology allows for more objective, transparent, and efficient evaluations, providing timely feedback to improve both individual and team performance. According to Rivai (2020), performance management systems supported by digital technology enhance transparency, accountability, and enable data-driven assessments rather than subjective perceptions.

Similarly, the development of standardized SOPs across all departments will ensure uniformity in work processes, reduce operational errors, and increase accountability. As noted by Handoko (2017), SOPs are essential tools for maintaining quality standards and organizational efficiency, as well as assisting in training new employees. Agustina (2021) also found that implementing SOPs significantly improves work quality, particularly in terms of timeliness, neatness, and completeness.

Technical training and soft skill development must be conducted regularly to ensure that employees' competencies keep pace with the evolving demands of the job, especially in customer service and field challenges. This aligns with findings by Suryani (2023), which emphasize that structured and ongoing training significantly improves work performance. Training should encompass not only technical aspects related to vehicles and logistics but also communication, customer service excellence, and stress management.

An objective and data-based reward and punishment system will serve as a strong motivational tool for employees to perform optimally. This system should be implemented gradually with clear criteria, ensuring it is perceived as a constructive form of guidance rather than punishment. To support these strategies, internal communication platforms such as weekly meetings and digital coordination tools (e.g., work groups or task management platforms) must be strengthened to improve synergy and expedite problem-solving in the field.

According to Hasibuan (2021), an objectively applied reward and punishment system significantly enhances employee loyalty and productivity. A study by Hilgers & Faddilla (2023) shows that companies implementing data-driven reward systems experienced a 25% increase in employee productivity within one year.

The implementation of these five strategies is expected not only to significantly enhance employee performance but also to address the internal and external challenges currently faced by Armor Group Malang. With a comprehensive and systematic approach, the company will be better prepared to adapt to the increasingly competitive transportation industry, while also strengthening its position in delivering professional, efficient, and reliable services to its clients.

4. CONCLUSION

Based on the findings and analysis conducted, it can be concluded that the low employee performance at Armor Group Malang results from various interrelated systemic factors, as identified through the Fishbone Diagram approach. The most dominant factor originates from the Human Resources aspect, followed by weaknesses in work methods, technology, supporting facilities, work environment, and management.

To address these issues, a comprehensive performance improvement strategy was formulated using the Fishbone, SWOT, and PEST analyses. The priority strategies include the digitalization of attendance and

performance evaluation systems, the development of practical Standard Operating Procedures (SOPs), regular technical and soft skill training, the implementation of a data-based reward and punishment system, and the strengthening of internal communication. These strategies are designed to address internal weaknesses while also responding to external dynamics faced by the company.

With the implementation of comprehensive and data-driven strategies, it is expected that the performance of Armor Group employees will improve significantly and sustainably. Furthermore, the company will be better equipped to adapt to the increasingly competitive transportation industry. These findings also reinforce previous research, which emphasizes the importance of training, evaluation systems, work motivation, and technological support in driving employee performance improvement.

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