

# THE INFLUENCE OF HUMAN RESOURCE QUALITY, PERFORMANCE EVALUATION AND INCENTIVES FOR EMPLOYEE PRODUCTIVITY PT. THE INFLUENCE OF HUMAN RESOURCE QUALITY, PERFORMANCE EVALUATION AND INCENTIVES FOR EMPLOYEE PRODUCTIVITY PT. BANDAR AGUNG PERKASA MEDAN

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## Abstract

This research method is quantitative by distributing questionnaires. The population in this study were all employees at PT. Bandar Agung Perkasa Medan and the sampling technique used the census method because the population was less than 100 people. The data analysis technique used the classical assumption test, multiple linear regression analysis, t-test, f-test and coefficient of determination. The results of the study indicate that partially the quality of human resources, performance evaluation and incentives have a positive and significant effect on employee productivity. Simultaneously, the quality of human resources, performance evaluation and incentives have a positive and significant effect on employee productivity. The magnitude of the determination coefficient of 0.811 means that the ability of the human resource quality variables, performance evaluation and incentives on employee productivity is 81.1%, while the remaining 18.9% are other variables that were not studied. In conclusion, partially and simultaneously the quality of human resources, performance evaluation and incentives on employee productivity at PT. Bandar Agung Perkasa.

**Keywords:** *human resource quality, incentive performance evaluation and employee productivity.*

## 1.INTRODUCTION

Efforts to improve employee productivity seem to have not been fully implemented by employees at PT. Bandar Agung Perkasa. There are problems that are early indications that there are problems with employee productivity as shown through the results of observations by HRD PT. Bandar Agung Perkasa. This is based on the results of observations in the field conducted by researchers that employees have not been optimal in improving their work productivity. This occurs because the quality of employee work is still low, they are not punctual in carrying out their work, limited skills possessed by employees in carrying out their respective duties and functions, especially in efforts to increase company productivity. Most employees have not been able to provide innovation and creative ideas for the progress of the company. With the demands to increase employee productivity, PT. Bandar Agung Perkasa is expected to be able to optimize the productivity of its employees, the productivity of its employees can be attempted if the factors that influence the increase in employee productivity can run as expected. . errors can be addressed by achieving targets in increasing employee productivity. Table 1.1 below shows data on sales results at PT. Bandar Agung Perkasa:

**Table 1.1**  
**Sales Data of PT. Bandar Agung Perkasa Services for the month**  
**January–December 2023**

No	Month	Total Sales Results of Services	Service Sales Target (Unit)	Percentage (%)
1	January	285	300	95%
2	February	278	300	93%
3	March	255	300	85%
4	April	300	300	100%
5	May	245	300	82%
6	June	287	300	96%
7	July	278	300	93%
8	August	294	300	98%
9	September	265	300	88%
10	October	278	300	93%
11	November	287	300	96%
12	December	298	300	99%
<b>Amount</b>				<b>93%</b>

Source: HRD PT. Bandar Agung Perkasa

The level of employee productivity at PT. Bandar Agung Perkasa shows less than satisfactory results as seen in table 1.1 above. Therefore, low employee productivity can have a negative impact on the company, especially in the form of financial losses. In May and September 2023, employees failed to achieve their targets, while in April and December 2023, salespeople achieved their targets. However, between February, May and October 2023, they failed to achieve their goals. Therefore, it is concluded that the decline in employee productivity can have a negative impact on the company's service sales. The quality of human resources is one of the factors that is related and influential in increasing employee productivity. Based on direct observation that has been done at PT. Bandar Agung Perkasa realizes the need for innovative and adaptive workforce, a diverse innovative and adaptive workforce. These high-quality human resources are the key for PT. Bandar Agung Perkasa in managing the company and increasing profits. However, based on the data obtained, there is a mismatch between the educational background and the field of work of employees at PT. Bandar Agung Perkasa. Employees do not work according to their majors in college, this causes employee productivity to be ineffective and inefficient. Educational background is one of the factors that can affect employee work productivity. So that employees are hampered in completing work productively. In relation to the quality of human resources, education is a mutually influential benchmark.

Based on the results of observations conducted by researchers, the performance evaluation system at PT. Bandar Agung Perkasa is still not optimal. Performance evaluation at PT. Bandar Agung Perkasa is carried out by looking at the achievement of sales targets. However, there are limitations in the performance evaluation, the achievement of sales targets cannot be used as a guideline by a company in assessing employee performance. Achieving sales targets is a measure of marketing success in carrying out its duties, while in a company there are several functional areas such as the finance division, operational division and so on. PT. Bandar Agung Perkasa seems to have an employee performance evaluation system that needs to be improved. A system that focuses on achieving sales targets, although important, does not consider other aspects that contribute to the company's overall performance. The performance evaluation system at PT. Bandar Agung Perkasa needs to be expanded to consider other aspects beyond achieving sales targets, in order to provide a more comprehensive assessment of employee performance from various divisions. Incentives given by the company to employees are an important aspect in increasing employee productivity. Some incentives offered by the

company include bonuses, job promotions and social security. Not all employees receive incentives given by the company due to several things such as low levels of awareness of their work, company policies, poor attendance and discipline and so on. However, the problem is the gap in the provision of incentives at PT. Bandar Agung Perkasa. There are differences in the benefits received by employees at different levels, even though the employees have the same contribution. Incentives are given based on the employee's education level, employees with higher education levels tend to get high benefits while employees with lower education levels get low benefits. This shows that the company does not provide incentives fairly and transparently to its employees. In addition, the company also provides non-financial incentives such as job promotion opportunities, employee training and development and employee leave. With professional human resource management arrangements, employees are required to work productively. This professional employee management must begin as early as possible, from employee recruitment, settlement, classification and placement of employees according to their abilities.

## **2. OPERATIONAL DEFINITION**

### **2.1 Quality of Human Resources**

According to Oktafiani (2018), the quality of human resources is the result of a continuous learning and development process, which allows individuals to continuously improve performance and adapt to change. Furthermore, the indicators of human resource quality according to Matutina (2016) are as follows:

- a. Knowledge is an employee's cognitive capability which includes the ability to think, analyze and apply knowledge relevant to the job.
- b. Skills are the ability and technical operational mastery in the field based on what the employee has.
- c. Education is the process of developing one's own qualities or the process of guiding all the natural powers that exist within an employee to develop their potential.

### **2.2 Performance Evaluation**

According to Mangkunegara (2020), performance evaluation is a process carried out by managers to determine whether a worker carries out his activities based on his duties or responsibilities. Performance assessment is the process of comparing or giving values and rankings based on the results of measurements or observations of certain characteristics of an object. Based on performance evaluation indicators according to Rachman (2018), namely as follows:

1. Work performance
2. Target achievement
3. Ideas
4. Satisfaction
5. Discipline

### **2.3 Incentives**

According to Hasibuan (2017:118), incentives are additional bonuses given to employees who have the best performance. Incentives are a strategy to inspire people who work harder and earnestly. According to Hasibuan (2017:184) the indicators of incentives are:

1. Social Security
2. Bonus
3. Awarding ceremony
4. Promotion

### **2.4 Employee Productivity**

According to Mulyana (2010: 23) Productivity is the quantity and quality of work results achieved in a certain time. Productivity reflects a person's ability to produce useful output and efficiency in achieving targets. According to Sutrisno (2017-104), productivity indicators include:

1. Ability
2. Punctuality
3. Self-development
4. Quality

### 3. RESEARCH METHODS

The research method used in this study is a quantitative descriptive research method, namely by seeking information about existing symptoms, clearly defining the objectives to be achieved, planning the approach, collecting data as material for making reports, and distributing questionnaires or surveys compiled based on indicators from each research variable with a variable measurement scale, namely the Likert scale to a sample of 45 employees at PT. Bandar Agung Perkasa (Sea Freight Expedition).

### 4. RESULTS AND DISCUSSION

#### 4.1 Validity Test

Validity testing was carried out using SPSS for Windows software version 25. with the following criteria:

1. If the correlation value ( $r$  count)  $> 0.3$  then the item is declared valid.
2. If the correlation value ( $r$  count)  $< 0.3$  then the item is declared invalid.

**Table 4.1**

**Results of the Validity Test of the Variable Statement Instrument**

<b>Human Resources Quality Variables</b>	<b>rhitung</b>	<b>Significant Level</b>	<b>Information</b>
1	0.800	0.3	Valid
2	0.811	0.3	Valid
3	0.785	0.3	Valid
4	0.850	0.3	Valid
5	0.812	0.3	Valid
6	0.609	0.3	Valid
7	0.681	0.3	Valid

<b>Performance evaluation variables</b>	<b>rhitung</b>	<b>Significant Level</b>	<b>Information</b>
1	0.709	0.3	Valid
2	0.742	0.3	Valid
3	0.744	0.3	Valid
4	0.763	0.3	Valid
5	0.827	0.3	Valid
6	0.755	0.3	Valid
7	0.644	0.3	Valid
8	0.660	0.3	Valid
9	0.862	0.3	Valid
10	0.855	0.3	Valid

<b>Incentive Variable</b>	<b>rhitung</b>	<b>Significant Level</b>	<b>Information</b>
1	0.827	0.3	Valid
2	0.786	0.3	Valid
3	0.723	0.3	Valid
4	0.843	0.3	Valid
5	0.862	0.3	Valid
6	0.750	0.3	Valid
7	0.807	0.3	Valid

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	8	0.809	0.3	Valid
Employee Productivity Variables	rhitung	Significant Level	Information	
1	0.869	0.3	Valid	
2	0.835	0.3	Valid	
3	0.811	0.3	Valid	
4	0.838	0.3	Valid	
5	0.888	0.3	Valid	
6	0.936	0.3	Valid	
7	0.800	0.3	Valid	
8	0.869	0.3	Valid	

Based on the table above, it can be seen that the results of the instrument testing of the employee productivity variable have a correlation value ( $r$  count)  $> 0.3$ . Thus, it can be concluded that all statement instruments of the employee productivity variable used are declared valid and can be used in research.

## 4.3 Reliability Test

The reliability test of the research variables was conducted by seeing whether each statement instrument was reliable or not. The criteria used were by comparing the cronbach's alpha value of 0.60. The results of the reliability test of this study are:

**Table 4.2**  
**Reliability Test Results**

No	Variable Name	Cronbach's Alpha Value	N of Items	Information
1	Quality of human resources	0.865	7	Reliable
2	Performance Evaluation	0.915	10	Reliable
3	Incentive	0.916	8	Reliable
4	Employee Productivity	0.947	8	Reliable

Source: Research Results, 2024 (processed data)

Based on the results of the reliability test in table 4.12 above, it can be seen that the Cronbach's Alpha value  $> 0.60$ , so it can be concluded that all statements from the four variables are declared reliable because they are in accordance with these criteria.

## 4.4 Classical Assumption Test

### 4.4.1 Normality Test

Normality testing can be done using One Sample Kolmogorov Smirnov with the following criteria:

1. If the Sig. value  $< 0.05$  then the data is not normally distributed.
2. If the Sig. value  $> 0.05$  then the data is normally distributed.

**Table 4.3**  
**Normality Test Results**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardized Residual
N		45
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.26715075
Most Extreme Differences	Absolute	.128
	Positive	.054
	Negative	-.128
Test Statistics		.128
Asymp. Sig. (2-tailed)		.061c

Source: Research Results, 2024 (processed data)

Based on table 4.3 above, it can be seen that the results of the data normality test using the One-Sample Kolmogorov-Smirnov Test show an Asymp. Sig. (2-tailed) value of 0.061, this proves that the resulting significance level value is greater than 0.05, so it can be concluded that the normality statistical test is classified as normally distributed.

#### 4.4.2 Multicollinearity Test

To determine whether or not there are symptoms of multicollinearity, this can be seen from the value of Tolerance and VIF (Variance Inflation Factor).

**Table 4.4 Multicollinearity Test Results**

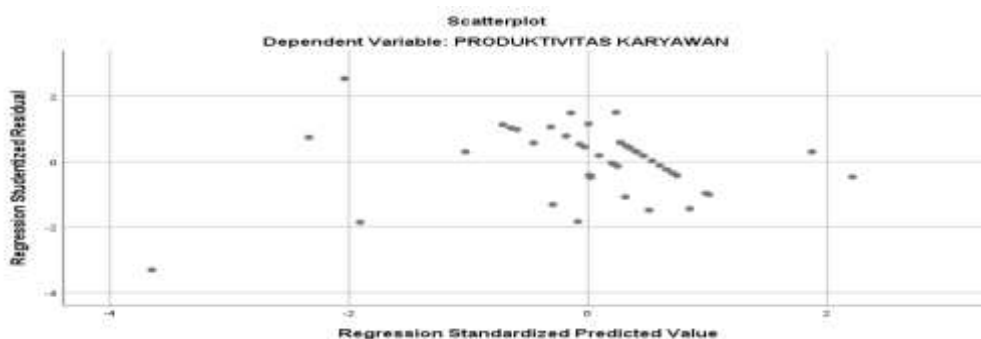
<b>Model</b>		<b>Collinearity Statistics</b>	
		<b>Tolerance</b>	<b>VIF</b>
1	Constant		
	Human Resources Quality	.994	1,006
	Performance Evaluation	.556	1,798
	Incentive	.556	1,800

Source: Research Results, 2024 (processed data)

Table 4.4 above shows that this study is free from multicollinearity. Each variable used in this study has a Tolerance value greater than 0.1 and has a VIF value of less than 10.

#### 4.4.3 Heteroscedasticity Test

A good regression model is one in which there is no heteroscedasticity. This can be seen from the scatterplot graph in Figure 4.1 below:



**Figure 4.1**  
**Scatterplot Graph**

From Figure 4.1 above, it can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis. So it can be concluded that in this study there are no symptoms of heteroscedasticity.

#### 4.5 Multiple Linear Regression Analysis

The results of the multiple linear regression analysis test can be seen in the following two equation tables:

**Table 4.5.1**  
**Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		Standardized Beta Coefficients
	B	Std. Error	
1 (Constant)	6.425	2.251	
Human Resources Quality	.308	.062	.325
Performance Evaluation	.420	.052	.714
Incentive	.110	.052	.187

Source: Research Results, 2024 (processed data)

In the table above, it is known that in the Unstandardized Coefficients section B, the multiple linear regression equation is obtained using the following formula:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 6.425 + 0.308 X_1 + 0.420 X_2 + 0.110 X_3 + e$$

The interpretation is as follows:

1. The constant ( $\alpha$ ) = 6.425 shows a constant value, if the value of the independent variable ( $X_1$ ), namely the quality of human resources, variable ( $X_2$ ), namely performance evaluation and variable ( $X_3$ ) incentives, is 0, then employee productivity remains at 6.425.
2. The coefficient  $X_1$  ( $b_1$ ) = 0.308 shows that the human resource quality variable ( $X_1$ ) has a positive effect on employee productivity of 0.308, meaning that for every 1 unit increase in human resource quality ( $X_1$ ), employee productivity will increase by 0.308.
3. The coefficient  $X_2$  ( $b_2$ ) = 0.420 shows that the performance evaluation variable ( $X_2$ ) has a positive effect on employee productivity of 0.420, meaning that for every 1 unit increase in performance evaluation ( $X_2$ ), employee productivity will increase by 0.420.
4. The coefficient  $X_3$  ( $b_3$ ) = 0.110 shows that the incentive quality variable ( $X_3$ ) has a positive effect on employee productivity of 0.110, meaning that for every 1 unit increase in incentive ( $X_3$ ), employee productivity will increase by 0.110.

#### 4.6 Hypothesis Testing

##### 4.6.1 T-Test (Partial)

The t-test is conducted to determine the partial influence of the independent variable ( $X$ ) on the dependent variable ( $Y$ ). With the following decision-making criteria:

1.  $H_0$  is accepted if  $t \text{ count} > t \text{ table}$
2.  $H_0$  is rejected if  $t \text{ count} < t \text{ table}$

**Table 4.6.1**  
**t-Test Results**

Model	count	table	Sig.
Human Resources Quality	4.939	1,682	.000
Performance Evaluation	8.128	1,682	.000
Incentive	2.128	1,682	.039

Source: Research Results, 2024 (processed data)



In the partial test results table above, it can be seen that:

1. The human resource quality variable (X1) shows that the t-value (4.939) > t-table (1.682) with a significance level of  $0.000 < 0.05$ , so it can be concluded that there is a significant positive partial influence between the quality of human resources and employee productivity at PT Bandar Agung Perkasa Medan.
2. The performance evaluation variable (X2) shows that the calculated t value (8.128) > t table (1.682) with a significance level of  $0.000 < 0.05$  so that it can be concluded that there is a significant positive influence partially between performance evaluation and employee productivity at PT Bandar Agung Perkasa Medan.
3. The incentive variable (X3) shows that the calculated t value (2.128) > t table (1.682) with a significance level of  $0.039 < 0.05$  so that it can be concluded that there is a significant positive influence partially between performance evaluation and employee productivity at PT Bandar Agung Perkasa Medan.

#### 4.6.2 F Test (Simultaneous)

The calculated F value was obtained using SPSS 25 for Windows software and then compared with the F table value at the  $\alpha$  level = 5% (3 : 41) = 2.83.

1. H0 is accepted if Fcount > Ftable
2. H0 is rejected if Fcount < Ftable

The results of the F test can be seen from the two equations below:

**Table 4.6.2**  
**Partial Test Results (F Test)**

Model	Fcount	Ftable	Sig.
Regression	63,951	2.83	.000b
Residual			
Total			

- a. Dependent Variable: Employee Productivity
  - b. Predictors: (Constant), Human Resource Quality, Performance Evaluation, Incentives
- Source: Research Results, 2024 (processed data)

Based on table 4.17 above, it can be seen that F count (63.951) > F table (2.83) with a significance of  $0.000 < 0.05$  so it can be concluded that there is a significant influence between the variables human resources quality, performance evaluation and incentives simultaneously on employee productivity at PT Bandar Agung Perkasa Medan.

#### 4.7 Determination Coefficient Test

The coefficient of determination (R<sup>2</sup>) is carried out to see how much the independent variable has a significant influence on the dependent variable (Y).

**Table 4.7.1**  
**Results of Determination Coefficient Test**

Model	R	R Square	Adjusted R Square
1	.908a	.824	.811

Source: Research Results, 2024 (processed data)

In table 4.18 above, it can be seen that the Adjusted R Square value is 0.811, which means that 81.1% of the variation in the dependent variable can be explained by the independent variable. Therefore, it can be concluded that 81.1% of employee productivity is influenced by the quality of human resources, performance evaluation and incentives, while the remaining 18.9% is influenced by other variables outside the variables used in the study such as work stress, work motivation and others.



#### **4.8 Discussion**

##### **1. The Influence of Human Resource Quality on Employee Productivity at PT Bandar Agung Perkasa Medan**

Based on the results of data analysis, it was found that the quality of human resources has a positive and significant effect on employee productivity. This means that the better the quality of human resources, the higher the employee productivity. The quality of human resources can increase productivity through various mechanisms. Quality employees tend to be more proactive in solving problems, more innovative in developing solutions, and better able to work together in teams. In addition, employees who feel competent and challenged tend to have higher work motivation, which has a positive impact on their performance. Companies can continue to strive to improve the quality of human resources through various means, such as providing ongoing training and development, recruiting new employees who have the appropriate qualifications, and implementing an objective and transparent performance appraisal system. Thus, the company can maintain its competitive advantage and achieve better business goals. The results of this study support the research conducted by Tombaba et al. (2023) which states that the quality of human resources affects employee productivity.

##### **2. The Influence of Performance Evaluation on Employee Productivity at PT Bandar Agung Perkasa Medan**

The results of the data analysis show that performance evaluation has a positive and significant effect on employee productivity. This means that the better the performance evaluation, the higher the employee productivity. Performance evaluations conducted periodically and objectively provide clear feedback to employees regarding their strengths and weaknesses, so that they can take steps to improve their performance in the future. In addition, performance evaluations can also be used as a basis for determining higher performance goals in the future. Companies must continue to improve the quality of the performance evaluation system that has been implemented. Companies can consider involving employees in the process of developing a performance evaluation system, so that they feel more involved and have ownership of the process. The results of this study support the research conducted by Kirsten et al. (2023) which concluded that performance evaluation has an effect on employee productivity.

##### **3. The Influence of Incentives on Employee Productivity at PT Bandar Agung Perkasa Medan**

The results of the data analysis show that incentives have a positive and significant effect on employee productivity. Where the higher the incentive, the higher the employee productivity. The results of this study indicate that providing financial incentives in the form of performance bonuses can affect employee motivation and work enthusiasm, thus having a positive impact on employee productivity. Incentives have a positive influence that makes employees feel appreciated for their contributions. This encourages employees to continue to improve their performance in order to obtain greater incentives. The results of this study support research conducted by Kurniati (2019) which shows that incentives have a positive and significant effect on employee productivity.

##### **4. The Influence of Human Resource Quality, Performance Evaluation and Incentives on Employee Productivity at PT Bandar Agung Perkasa Medan**

The results of this study confirm that the quality of human resources, performance evaluation and incentives are key factors in increasing employee productivity. Companies need to continue to improve employee competency through continuous training and development. Furthermore, performance evaluations that are carried out periodically and objectively can provide useful feedback for employees to improve their performance. However, it must also be followed by providing incentives that are in accordance with employee work performance in order to increase employee motivation and encourage them to achieve the set targets. The results of this study support previous research conducted by Zebua et al. (2022) which stated that the quality of human resources, performance evaluation and incentives affect employee productivity.

#### **5. CONCLUSION AND SUGGESTIONS**

##### **5.1 Conclusion**

Based on the results of the analysis and discussion carried out, it can be concluded that:

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1. The quality of human resources partially has a positive and significant effect on employee productivity at PT Bandar Agung Perkasa Medan.
2. Performance evaluation has a partial positive and significant effect on employee productivity at PT Bandar Agung Perkasa Medan.
3. Incentives have a partial positive and significant effect on employee productivity at PT Bandar Agung Perkasa Medan.
4. The quality of human resources, performance evaluation and incentives simultaneously have a positive and significant effect on employee productivity at PT Bandar Agung Perkasa Medan.

## 5.2 Suggestion

Based on the conclusions above, the suggestions given are as follows:

1. For further researchers who conduct research on the same topic, they can add other independent variables such as work motivation, work discipline and so on.
2. From the human resource quality variable, it is expected that PT Bandar Agung Perkasa can improve the quality of human resources by developing employee potential through providing relevant development and training.
3. From the performance evaluation variables, it is expected that PT Bandar Agung Perkasa can provide periodic performance evaluations and adaptation to business changes to ensure that the human resource development system remains effective.
4. From the incentive variables, it is expected that PT Bandar Agung Perkasa can provide appropriate and competitive compensation and benefits to increase employee motivation and satisfaction.
5. From the employee productivity variable, it is expected that PT Bandar Agung Perkasa can create a conducive work environment and provide adequate support, build effective communication between management and employees, and create a positive corporate culture that encourages teamwork and innovation.

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