
PERFORMANCE DYNAMICS AND JOB SATISFACTION IN HUMAN RESOURCE MANAGEMENT AT PT RLGLOW JAYA ABADI MOJOKERTO CITY

By

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Abstract: *This study aims to provide an in-depth analysis of the influence of human resource management (HRM) policies on job satisfaction and employee performance at PT RLGLOW Jaya Abadi, Mojokerto City. The research employed a qualitative descriptive approach using in-depth interviews with four key informants: production staff, manager, warehouse supervisor, and HRD officer. The collected data were analyzed thematically by considering the dynamics of employee performance within the context of changes in the business environment, particularly in the e-commerce-based industry. The findings reveal that HRM policies such as the implementation of varied reward systems, flexible working hours, open communication channels, and technical training support have significantly increased employee motivation, loyalty, and sense of appreciation. Furthermore, external dynamics such as sales fluctuations due to promotional events and market changes also influence work enthusiasm, to which management responds by adjusting policies and operational strategies. These results emphasize that the combination of adaptive HRM policies and a conducive work environment plays a crucial role in achieving optimal performance and sustaining job satisfaction over time.*

INTRODUCTION

Human resources or often what we call human resources have an important role in the performance of the company. In this case, it is necessary to carry out proper management so that employee performance can be supported for more satisfactory improvement for the development of the company. Developing human resources is an effort to foster employee morale as an illustration of employee skills in doing work. (Al Hakim 2022).

According to Samosir, (2025), states that the existence of "Human Resource Management (HRDM) is a very important part for 6987 companies in managing, regulating,

managing and using human resources, so that they can function productively, effectively, and efficiently to achieve business goals 6988. From management which includes planning, organizing, directing and others. Based on these quotes, we can know that good HR practices can increase employee motivation, loyalty, and productivity.

All of these things depend on how much job satisfaction the employee has, if the employee is satisfied then his productivity will increase and it will benefit the company. is a key element in the company's success, especially in the context of startups such as PT Rlglow Jaya Abadi, a beauty company in Mojokerto that has been operating since 2022. The beauty industry in Indonesia is experiencing rapid growth, but it also faces sales fluctuations due to external factors such as changes in e-commerce policies and consumer trends.

PT Rlglow Jaya Abadi, with its flexible HR management system such as fault-based evaluation and rewarding, offers a unique context to explore the relationship between HR management, job satisfaction, and employee performance. This research was chosen because of the urgent need to understand how HR policies can increase productivity in the midst of volatile market dynamics, a topic that is still rarely explored in the literature, especially in startups.

HR management was chosen because of its role in managing the workforce strategically, as explained by Samosir (2025) that effective HR increases motivation and productivity. Job satisfaction was chosen as a mediator variable because of its influence on performance, as found by Ramadhan et al. (2024), where job satisfaction drives job responsibility and efficiency. Employee performance is the main focus because it is a direct indicator of organizational success (Rahman 2024).

Dynamics in general can refer to changes that occur in a system or group. This term describes how the elements in the system interact with each other and influence each other. The etymologically meaning of dynamics comes from the Greek word "dynamics" which means force, launching from a journal published by the Indonesian University of Education. According to the Great Dictionary of the Indonesian Language (KBBI), dynamics is defined as movement from within, driving energy, and enthusiasm.

Kartono (2019), explained that dynamics are changes that can occur slowly or quickly, small or large, and are relevant to the life they are living. In other words, a person will live the flow of life according to the development that occurs. Idrus (1996, in Anis Khoirun Nisa, 2022), stated that dynamics are something that is always changing and moving because of the encouragement of the energy possessed by individuals or organizations.

Dynamics in the organization have a significant influence on change, both in improving and developing employee performance. (Anis Khoirun Nisa, 2022) of course, in this case, dynamics also have a significant influence on changes, both improvements and performance developments. Performance in general can be interpreted as the result of work that has been achieved by a person in carrying out his duties and responsibilities. Performance provides an idea of how effectively and efficiently individuals achieve goals that have been targeted or set.

According to Brown & Arendt (2010), "employee performance is basically what employees do or don't do in an organization". The performance produced by employees can show whether they have fulfilled their duties and obligations in accordance with the company's targets or goals (Veithzal, 2018). According to Sedarmayanti in Fiya, Sri & Istiatin (2020). Job satisfaction has a significant impact on employee performance. Satisfaction in an

organization can encourage employees to work better, have greater responsibility, and complete tasks better.

Companies must create comfortable working conditions so that physical needs are met and lead to job satisfaction (Ramadhan et al., 2024). Thus, a complex benchmark in assessing job satisfaction in a person can provide information on how influential it is on a person's performance. All of these things have been applied to the company that we will examine later. In the beauty industry, fluctuating monthly sales are common, including at PT Rlglow Jaya Abadi. The increase and decrease in sales are influenced by various factors, both internal and external. External factors, changes in consumer purchasing power.

Inflation and Economic Conditions, when people's purchasing power decreases due to inflation and an unstable economic situation, customers tend to be more selective in shopping. They focus more on basic needs than beauty products, so the demand for PT Rlglow products decreases. Consumer and seasonal trends, the consumption of beauty products is often influenced by growing trends on social media, influencer recommendations, and seasonal changes. For example, certain skincare products are purchased more during the dry season than during the rainy season. Competition with other brands, PT Rlglow faces competition with many other beauty brands, both local and international.

If a competitor offers a new product, a big discount, or an attractive bundling, customers could switch to another product, leading to a drop in sales. In internal factors, price and promotion. PT Rlglow Jaya Abadi relies heavily on e-commerce strategies. If product prices are not competitive or discounts and promotions are reduced, customers are likely to delay purchases or look for cheaper alternatives. Shipping subsidies and *e-commerce policies*, many customers are interested in buying beauty products if they get shipping subsidies or cashback promos.

However, as e-commerce platforms begin to reduce subsidies to avoid losses, the final price paid by consumers becomes more expensive, so demand can decrease. Stock availability and production management. If product stock is unavailable due to production or supply chain constraints, then sales will drop because customers are unable to buy the products they want. The impact on employee turnover and the decrease in sales has a direct impact on PT Rlglow Jaya Abadi's operations, especially in terms of labor.

As sales decline, the company may undertake cost efficiencies, including reducing the number of employees. Conversely, as sales increase, the company will open more positions to meet production demand and customer service. Sales fluctuations at PT Rlglow Jaya Abadi are influenced by economic factors, market trends, e-commerce policies, pricing strategies, and stock and production management. To meet these challenges, companies need to implement flexible strategies in marketing and HR management to stay competitive in the beauty industry.

LITERATURE REVIEW

1. Human Resource Management Theory (HRM)

Human Resource Management (HRM) is a strategic approach in managing individuals in an organization to achieve a competitive advantage. HRDM is a process that involves planning, implementing, and evaluating policies and practices that affect employees, with the goal of improving organizational effectiveness. A strategic process in managing individuals in

an organization with the aim of increasing work effectiveness and efficiency. Human resources not only play a role in the administrative management of the workforce, but also emphasize on improving the quality of human resources in a sustainable manner through training, development, and work motivation. Effective HRD can encourage productivity, loyalty, and the achievement of overall organizational goals (Darmadi, 2022).

The main dimensions of HR include several important elements such as, planning aims to ensure the availability of labor with quality and quantity according to the needs of the organization. Through job description analysis and workforce projections, organizations can devise the right hiring and development strategy. Recruitment is the process of attracting potential applicants, while selection aims to select individuals who best fit the criteria for a job position. This process directly affects the quality of the workforce, training aims to improve employees' technical skills, while development focuses on long-term competencies such as leadership and innovation.

Performance Management which includes the assessment of employee achievement against work targets. Assessments are conducted periodically to determine promotions, bonuses, or advanced training needs. Compensation and Allowance which is a form of appreciation for employee contributions. A fair and competitive compensation system can increase job satisfaction and motivation. Industrial Relations, this relationship involves communication and negotiation between management and employees. Harmonious relationships are important to prevent conflict and promote mutual well-being.

Factors Affecting the Effectiveness of MSDM are influenced by internal factors such as organizational structure, work culture, and leadership. External factors such as government regulations, technological developments, and labor market trends also play a significant role. The organization's ability to respond to these factors will determine the success of HR management. Measuring MSDM, MSDM success can be measured through indicators such as employee retention rates, job satisfaction survey results, training effectiveness, and team productivity achievements. This measurement is carried out through an evaluation of individual performance and the managerial system as a whole.

Dessler (2021) states that MSDM includes various functions such as recruitment, training, performance management, and compensation. Boxall and Purcell (2019) emphasize that MSDM must be aligned with business strategies to respond effectively to changes in the external environment. According to Rivai (2005 in Samosir, 2025), human resources are a critical element in optimizing human resource productivity through planning, organizing, and supervision. Al Hakim et al. (2022) added that human resource development aims to foster employee morale and skills.

This theory emphasizes that the effectiveness of HR depends on the adaptability to employee needs and organizational goals (Sedarmayanti in Fiya et al., 2020). According to Storey (2016), MSDM is a strategic approach in managing an organization's workforce effectively. This concept involves workforce planning, employee development, compensation, and performance evaluation systems. Armstrong (2020) added that modern HR is more oriented towards employee welfare and job satisfaction as the main factor in achieving organizational success.

2. Job Satisfaction Theory

Ramadan (2024) defines job satisfaction as the result of meeting physical and psychological needs in the work environment. This theory states that job satisfaction is positively correlated with motivation, responsibility, and productivity. Brown (2010) emphasized that job satisfaction is reflected in the extent to which employees feel valued through a reward system and comfortable working conditions.

According to Locke (2020), job satisfaction is the result of an individual's perception of the extent to which their work fulfills important values. Herzberg (2019) through his two-factor theory, distinguishes between motivators and hygiene factors, each of which plays a role in job satisfaction and dissatisfaction. Vroom (2021) added that expectations for work results that are in accordance with rewards also affect the level of job satisfaction. somebody.

Herzberg's Two-Factor Theory, Motivator: Achievement, recognition, work itself, responsibility, progress, growth. Hygiene factors: Company policies, supervision, salary, interpersonal relationships, working conditions. Maslow's Hierarchy of Needs Theory, Physiology Food, water, rest. Occupational safety, Health. Interpersonal relationships, a sense of belonging. Recognition, prestige. Development of personal potential.

Alderfer's ERG theory has basic needs such as salary and working conditions. Meaningful interpersonal relationships, and personal and professional development. Vroom's Hope Theory, having an effort to produce performance, performance produces rewards. The value of rewards for individuals. According to Locke's Affective Range Theory, satisfaction is determined by the compatibility between aspects of work and individual values. Adams' Equity Theory, satisfaction based on the comparison of inputs (effort) and outputs (rewards) with others.

3. Employee Performance Theory

Performance is defined as the results of work achieved based on the company's targets (Veithzal, 2018). According to Mulyana (2021), performance is influenced by human resource empowerment, organizational culture, and job satisfaction. Wibowo's (2021) research shows that human resource development contributes 31% to performance improvement, while Rintjap et al. (2021) highlight the dominance of job satisfaction as the main factor. Which is achieved by individuals in accordance with the tasks, responsibilities, and targets that have been determined by the organization. Performance is an important indicator to assess the effectiveness of work and a person's contribution to the achievement of organizational goals.

This theory is the basis for analyzing how policies in e-commerce and rewards affect employee productivity. Employee performance is the result of work achieved by individuals in carrying out tasks according to standards. Robbins and Judge (2020) explain that performance indicators include work effectiveness and efficiency. Armstrong (2019) added that performance is influenced by competence, motivation, and organizational support. Performance appraisals are used to identify the need for training, promotion, or improvement of an organization's policies.

According to Mangkunegara, there are several dimensions of performance. Work quality refers to how accurate and perfect the work done by employees is. The higher the accuracy and neatness of the work, the better the quality of the performance. Refers to the amount of

work that can be completed in a given time. This shows the productivity of the workforce. Assess the employee's ability to complete tasks according to the given deadline.

Time discipline reflects work efficiency. Performance is not only seen from individual abilities, but also from collaboration within the team. Employees who are able to work well together will accelerate the achievement of shared targets. Includes awareness of the duties carried out and the willingness to complete work independently and professionally. Factors that affect employee performance include job satisfaction, motivation, training, work environment, and leadership style. Employees who work in a supportive environment, feel valued, and have clear goals will perform more optimally. Employee performance can be measured using Key Performance Indicators (KPIs), 360-degree assessments.

4. Performance Dynamics

Dynamics refers to changes in organizational systems due to interaction between individuals or external factors (Kartono, 2019). Anis Khoirun Nisa (2022) explained that performance dynamics can trigger an increase or decrease in performance, depending on the company's adaptability. The dynamics can be seen from sales fluctuations due to market trends, e-commerce policies, and stock management, which have an impact on employee turnover and the need to adjust HR strategies.

Performance dynamics refer to changes and developments in organizational structures and processes. According to Schein (2020), this dynamic is influenced by leadership, communication, and technological change. Kotter (2019) stated that change management is very important for the success of organizational adaptation. Burns (2021) explains that organizational structures must be adjusted to the stability or uncertainty of the external environment.

5. Relevance to Research

HRM Flexible, error-based evaluation policy and reward system at PT Rlglow are in line with the theory of adaptive HRM (Sedarmayanti in Fiya 2020). This study examines whether this approach is effective in increasing job satisfaction without neglecting productivity. Job Satisfaction as a Key Variable The theory of Ramadan et al. (2024) is used to analyze the impact of salary bonuses and work environment on employee motivation, which is the basis for policy improvement recommendations.

Dynamics and Performance, in PT Rlglow's sales fluctuations (external factors) are linked to the theory of performance dynamics (Anis Khoirun Nisa, 2022) to understand how the company can maintain employee performance in the midst of market uncertainty. Contextualization of Theory, this study fills the gap in MSDM theory by examining its application to startups, in contrast to previous studies that focused on government agencies (Wibowo, 2021) or large industries (Mulyana, 2021).

RESEARCH METHODS

This study uses a qualitative approach with a type of case study with explanatory phenomenological nuances to capture the meaning of work experience and the dynamics of HR policies in the context of startups in depth. Case studies were chosen because they allow for a holistic exploration of specific phenomena in their context (Stake), while

phenomenology is used to explore the subjective meaning of employee experiences related to HR policies and external pressures (Creswell). The "explanatory" aspect marks an effort to explain the causal relationship between HR policies and job satisfaction and performance, including the role of external dynamics as a moderator.

This position is consistent with Moleong's qualitative footing, which is oriented towards the interpretation of the meaning of human actions. The role of the researcher is laid out as a key instrument with strict bias management. The practice of reflexivity is carried out through reflection notes to identify the researcher's initial assumptions; bracketing is used to hold back early judgment (e.g., the assumption that "reward always increases motivation" is suspended until the data is complete); and neutrality is maintained by avoiding interference in internal dynamics. Validity is strengthened through triangulation (methods and sources), member checking to confirm interpretation with participants, and trail audits that document the process from planning to reporting.

This whole practice refers to Creswell's recommendations as well as the principle of qualitative credibility (Lincoln & Guba). The location of the research is PT Rlglow Jaya Abadi, Mojokerto, a beauty startup that faces sales fluctuations due to external factors (e-commerce policies, market trends). This context is relevant to examine how flexible HR policies, including error-based evaluations and non-rigid reward systems, relate to satisfaction and performance. Location selection also considers field access for interviews and observations. Subjects/Informants represent the core functions of the organization, including operational and managerial/HR employees.

In implementation, the research uses key informants such as production staff, managers, warehouse heads, and HRD officers; even transcript snippets present the perspective of marketing staff (K2) when sales dropped after changes in shipping subsidies. This arrangement of informants ensures a variety of perspectives across functions. The data source combines primary data (in-depth interviews and participatory observations) and secondary data (internal HR policy documents, monthly sales reports, turnover records; meeting minutes archives, attendances, marketing strategy reports; and supporting literature).

This combination is meant for triangulation so that the findings do not rest on a single source and can be verified across viewpoints. The data collection technique is designed in layers. Semi-structured interviews using open-ended question guides, recorded 45–60 minutes, and transcribed verbatim; The example of the K2 quote highlights how changes in postal subsidies make the target worse, but small bonuses still maintain the spirit. Participatory observations focus on employee interaction, HR policy implementation, and response to market pressures with detailed field records (e.g., monthly evaluation meetings).

The document analysis examines the coherence between subjective experience and objective data, for example, the correlation of the January–December 2023 sales report with motivational dynamics during e-commerce promos. Data analysis techniques use thematic analysis (Braun & Clarke). The flow starts from the transcription of recordings and the preparation of observation/document notes; followed by open encoding to capture key phrases/concepts (e.g. "Off-target bonuses", "flexibility of working hours", "market fluctuation pressures") which are then condensed into focused code (e.g. "reward system", "job satisfaction", "external dynamics"). From this, themes such as "flexible HR policies

increase satisfaction" or "external dynamics hinder performance" are formed, which are linked to related theories. This process is iterative, the researcher returns to the raw data to ensure the representativeness of the informant's experience and can be assisted by software (e.g. NVivo) without sacrificing the depth of interpretation. Theme validation was carried out through discussions with informants and comparison with secondary data.

Checking the validity of findings is emphasized by a series of strategies: triangulation of sources (operational employees, managers/HRD, documents) and triangulation of methods (interviews, observations, documents) to check consistency; member checking by presenting provisional findings to cross-functional informants; trail audits that store interview guides, field notes, transcripts, and coding logs; and peer debriefing with supervisors/colleagues to check for potential interpretation biases. The study also applied prolonged engagement (prolonged engagement for at least four weeks) to understand organizational culture and reduce misinterpretations of context.

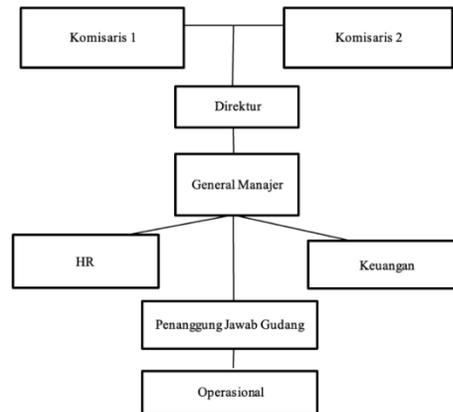
Thick descriptions to present direct quotes, descriptions of the work environment, and social context; as well as positional statements that describe the researcher's background and potential influence. This strategy package is aligned with the qualitative credibility framework and cutting-edge methodological recommendations. Finally, the research stages and schedules follow the qualitative flow of planning standards, data collection, thematic analysis, validation of findings, and reporting which are all documented in the audit trail. In the manuscript, these stages are also mapped in the methodological table of the method chapter, confirming the systematic structure of the work.

RESULTS AND DISCUSSION

In this chapter, research obtained from in-depth interviews, participatory observations, and document analysis at PT Rlglow Jaya Abadi, Mojokerto, is presented. Field findings are focused on the relationship between human resource (HR) policies, employee job satisfaction, organizational performance, and the role of external dynamics. The analysis of the research results was carried out thematically by linking empirical data to the theoretical framework, so that a comprehensive understanding of how flexible HR policies are implemented and what their implications are for motivation and productivity. First, the company's HR policy is characterized by flexibility. Performance evaluation does not only refer to the achievement of sales targets, but also considers work error factors as well as external conditions that affect results.

For example, when there is a change in the shipping subsidy policy from an e-commerce platform, the company continues to evaluate without drastically reducing employee motivation. This approach reflects an adaptive reward policy, so that even though the bonuses received are relatively small, employees still feel valued. Interviews with marketing staff (K2) showed that flexibility in reward policies helps maintain morale despite the increasing pressure of targets. Second, the findings of the study show that flexible HR policies have a real influence on job satisfaction.

Figure 4.1 Organizational Structure



Source: Data processed by author, 2025

Employees rated the non-rigid evaluation system to make them feel safe, despite uncertain market conditions. This flexibility creates a psychological space for employees to work more calmly, reduces stress due to market uncertainty, and increases a sense of belonging to the company. This job satisfaction is reflected in everyday behaviors, such as loyalty, active involvement in team discussions, and willingness to take on additional responsibilities. Third, the relationship between job satisfaction and performance was also confirmed through field data. Employees who are satisfied with the work system tend to show more consistent performance.

In the observation of monthly evaluation meetings, for example, staff who received appreciation even though the target had not been fully achieved were still actively contributing marketing strategy ideas. This shows that job satisfaction plays a role as a psychological factor that maintains productivity and innovation in the team. Fourth, external dynamics emerge as an important variable that moderates the relationship between HR policies, satisfaction, and performance. Market fluctuations, price competition, and digital platform policies (such as the elimination of postal subsidies) are causing significant pressure. However, companies were able to adjust by reorganizing marketing strategies and strengthening internal communications. These findings confirm that while flexible HR policies can improve job satisfaction, organizational performance remains heavily influenced by external factors. In other words, job satisfaction alone is not enough to maintain performance if market dynamics change drastically.

Fifth, the discussion of the results of the research shows that there is coherence with the theory of human resource management and work motivation. The concept of policy flexibility is in line with contemporary approaches that emphasize organizational adaptation to changes in the external environment. In addition, findings related to job satisfaction support Herzberg's theory, where motivating factors such as rewards and recognition contribute greatly to morale, while external factors such as market policy remain negligible determinants.

Sixth, the results of the study also underline the existence of adaptive strategies developed by companies. Management combines financial rewards in the form of bonuses with non-financial rewards such as public recognition in meetings and flexibility in working

hours. This strategy has proven relevant for younger employees who value work-life balance and social recognition more, rather than just material incentives.

Thus, the results of this study show a complex relationship between HR policies, job satisfaction, and performance. HR policy flexibility has proven to be a key factor that fosters job satisfaction, while satisfaction itself contributes to performance stability. However, external factors remain a determining variable that cannot be ignored, as they have the potential to strengthen or weaken the impact of internal policies.

CONCLUSION

Based on the results of research that has been conducted at PT Rlglow Jaya Abadi Mojokerto, a number of conclusions can be drawn that reflect the relationship between human resource (HR) policies, job satisfaction, employee performance, and the role of external dynamics. This study shows that flexible HR policies are an important factor in shaping job satisfaction and indirectly impact organizational performance. Flexibility in performance evaluations, reward systems, and work arrangements provides a sense of security and reduces psychological stress experienced by employees due to external changes, especially the unstable dynamics of the digital market.

Job satisfaction has proven to be a significant link between HR policies and employee performance. Employees who are satisfied with fair treatment and appreciation from management show higher engagement, loyalty, and active contribution to the company's strategy. This shows that job satisfaction not only has an impact on the psychological state of individuals, but also serves as social capital that strengthens organizational cohesion. However, this study also confirms that employee performance is not only determined by internal policies and job satisfaction levels.

External dynamics, such as changes in e-commerce policies, market trends, and industry competition, have a great influence that can strengthen or even weaken the positive effects of internal policies. In other words, job satisfaction and HR flexibility can keep motivated, but the end result is still influenced by external variables that are beyond the company's control. Considering the results of the study, there are several suggestions that can be proposed. First, companies are advised to continue to develop adaptive HR policies, especially in the aspects of rewards and performance evaluation, so that employees feel valued despite facing external pressure.

Second, management needs to strengthen the internal communication system so that each employee understands the reasons behind certain policies, so that transparency can increase a sense of trust and involvement. Third, companies should integrate HR strategies with external trend analysis, so that the policies taken are not only reactive but also proactive in dealing with market changes. Academically, this research contributes to the study of HR management and job satisfaction in the context of startups facing digital market uncertainty. Meanwhile, practically, the results of this research can be a reference for similar companies in formulating HR policies that are flexible but still in harmony with external dynamics.

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HALAMAN INI SENGAJA DIKOSONGKAN