PERFORMANCE TRANSFORMATION THROUGH UNDERSTANDING THE QUALITY OF EMPLOYEE RELATIONSHIPS AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF BONE REGENCY

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ABSTRACT

Purpose: The research aims to analyze the impact of Relationship Quality between employees and the organization on individual and overall organizational performance at the Population and Civil Registration Office of Bone Regency.

Theoretical Framework: The investigation is anchored in the paradigm that Relationship Quality—characterized by trust, commitment, and satisfaction—plays a crucial role in enhancing both individual and organizational efficacy. The study theorizes that a robust relationship quality leads to improved job satisfaction, loyalty, and professional development, thereby influencing performance outcomes.

Method: A qualitative descriptive methodology was employed, segregating the collected data into primary and secondary categories. Primary data were gathered through observations and interviews, while secondary data were compiled from intermediary sources such as written documents. The data underwent a rigorous process of reduction, display, and verification to ensure comprehensive analysis and authenticity.

Results: The study concludes that the Population and Civil Registration Office of Bone Regency exhibits strong and productive working relationships, with high levels of trust, professionalism, and adaptability among employees. Despite the prevalence of high job satisfaction, the need for revisiting the compensation scheme was identified as a factor for further improvement.

Conclusion: The research advocates for the advancement of trust, adaptability, and professionalism through continuous training and effective communication. It also suggests that implementing a compensation satisfaction survey and a performance-based incentive scheme will enhance employee dedication and performance, fostering sustainable organizational growth.

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TRANSFORMAÇÃO DO DESEMPENHO ATRAVÉS DA COMPREENSÃO DA QUALIDADE DOS RELACIONAMENTOS DOS FUNCIONÁRIOS NO DEPARTAMENTO DE POPULAÇÃO E REGISTRO CIVIL DA REGÊNCIA ÓSSEA

RESUMO

Finalidade: A pesquisa tem como objetivo analisar o impacto da Qualidade de Relacionamento entre os funcionários e a organização no desempenho organizacional individual e geral na Secretaria de População e Registro Civil da Regência Óssea.

Estrutura Teórica: A investigação é ancorada no paradigma de que a Qualidade do Relacionamento - caracterizada pela confiança, compromisso e satisfação - desempenha um papel crucial no aumento da eficácia individual e organizacional. O estudo teoriza que uma sólida qualidade de relacionamento leva a uma maior satisfação no trabalho, lealdade e desenvolvimento profissional, influenciando assim os resultados de desempenho.

Método: Foi utilizada uma metodologia descritiva qualitativa, segregando os dados coletados em categorias primárias e secundárias. Os dados primários foram recolhidos através de observações e entrevistas, enquanto os dados secundários foram compilados a partir de fontes intermediárias, tais como documentos escritos. Os dados foram submetidos a um rigoroso processo de redução, exibição e verificação para garantir análise e autenticidade abrangentes.

Resultados: O estudo conclui que a Secretaria de População e Registro Civil da Regência Óssea exibe relações de trabalho fortes e produtivas, com altos níveis de confiança, profissionalismo e adaptabilidade entre os funcionários. Apesar da prevalência de elevada satisfação no trabalho, a necessidade de rever o regime de compensação foi identificada como um fator de melhoria adicional.

Conclusão: A pesquisa defende o avanço da confiança, da adaptabilidade e do profissionalismo através da formação contínua e da comunicação eficaz. Sugere também que a implementação de um inquérito de satisfação remuneratória e de um sistema de incentivos baseado no desempenho melhorará a dedicação e o desempenho dos trabalhadores, promovendo um crescimento organizacional sustentável.

Originalidade/Valor: Este estudo contribui para a literatura existente, fornecendo insights empíricos sobre o significado da Qualidade de Relacionamento em organizações do setor público, particularmente dentro do Serviço de Registro Civil e População da Regência Óssea, que mal tem sido examinado. As conclusões destacam o potencial das iniciativas estratégicas de RH no reforço do desempenho organizacional.
Palavras-chave: recursos humanos, organização pública, desempenho organizacional, desempenho individual.

1 INTRODUCTION

Human Resources (HR) are a key element in every organization or institution, whether in the public or private sector. The quality of HR determines the extent to which an organization can achieve its vision and mission (Kalyani & Sahoo 2011, Akhigbe 2013, Sinambela 2022). In the era of globalization and rapid information technology development, the role of HR becomes increasingly vital in responding to fast-changing challenges and dynamics.

High-quality HR are capable of adapting to changes and innovations (Snell 2005, Dervitsiotis 2011, Stoffers 2020, Tien & Anh 2021). They can learn and excel in various situations and can anticipate upcoming changes. This is crucial because organizations that are stagnant and not adaptive to change tend to fall behind and become less competitive. In addition, HR are an asset capable of providing creative solutions to various problems faced by organizations (Hamadamin & Atan 2019, Anwar & Abdullah 2021, Azizi 2021). With their knowledge and skills, HR can create new innovations that improve efficiency, productivity, and the quality of services or products offered by the organization (Ahmad 2023).

The commitment and dedication of HR to the organization's vision and mission influence the morale and work spirit of the entire team. Motivated HR with a high sense of ownership towards the organization will contribute maximally to achieving the organization's goals. In the context of public organizations, quality HR can deliver the best experiences to the served community, ultimately enhancing the organization's reputation and positive image in the public eye. Community satisfaction is of course directly related to the quality of HR who interact with them (Karman 2020, Sabuhari 2020, Davidescu, 2020, Yullang 2022). Quality HR also play an important role in enhancing collaboration and communication among team members. They possess good interpersonal skills and can work in a team to achieve common goals.

Given the importance of HR's role in an organization, investment in capacity development, training, and empowerment of HR becomes a top priority. This is not only to enhance individual performance but also to ensure the success and sustainability of the organization in the long term (Harjono 2023, Farroñan 2023).
This study, taking a case study at the Population and Civil Registration Office of Bone Regency, and it was found that the absence of a reward system and the lack of comprehensive skill training have resulted in several negative impacts on the organization.

Skill training is a fundamental foundation in supporting the professional development of employees and enhancing the effectiveness of the organization (Kandati & Govindaraj 2023). The absence of comprehensive training can lead to employees lacking essential knowledge and skills, making it difficult to perform their tasks well. This also has the potential to create competency gaps among members, where some employees may be more trained than their peers. Without adequate training, employees may feel unprepared to face complex challenges or tasks. Furthermore, the organization may face obstacles in adapting to technological innovations or keeping up with current industry trends.

The Population and Civil Registration Office of Bone Regency should promptly consider implementing a reward system for high-performing employees and developing a comprehensive skill training program. This will help boost employee morale, performance, and retention, while also ensuring that the organization has the necessary resources to succeed in an increasingly competitive and rapidly changing era.

An effective reward system serves as a motivator for employees. Recognition can take the form of acknowledgment, financial incentives, promotions, or other forms that show appreciation for employees' dedication and hard work. Without such a system, employees may feel their hard work is not valued, which can decrease their motivation and performance. Moreover, without recognition, organizations may struggle to retain their best talents, as high-performing employees may seek opportunities elsewhere that offer better recognition and incentives.

Relationship Quality between employees and the organization plays a crucial role in determining performance, productivity, and employee retention. High-quality relationships reflect commitment, trust, and satisfaction between employees and the organization. A case study at the Population and Civil Registration Office of Bone Regency provides deep insights into the importance of this relationship quality.

High-quality relationships between employees and the organization can enhance employee performance. When employees feel valued, listened to, and supported, they are more motivated to work to the best of their abilities. This helps the Population and Civil
Registration Office of Bone Regency achieve their targets and objectives more effectively. Good quality relationships contribute to employee retention. Employees who have good relationships with their organization are more likely to have a stronger commitment and are less likely to seek other opportunities. This is important for the Civil Registration Office as recruiting and training new employees can be a costly and time-consuming process.

The presence of high-quality relationships promotes a positive work environment. When employees feel connected to the organization, they are more likely to cooperate, share ideas, and support each other. This creates a collaborative and innovative work culture at the Civil Registration Office. Furthermore, strong relationships between employees.

2 METHOD

This study employed a descriptive method with a qualitative approach, where the collected data was not only numerical but also derived from interview manuscripts, field notes, personal documents, researcher memos, to official documents that support the study. In this research, empirical realities were matched with existing theories. According to Sugiyono (2005), the qualitative approach is suitable for understanding social phenomena from the participants' perspectives, while according to Kerl and Miller (1986), it is a tradition in the social sciences that relies on human observation and communication in their own language. The main focus of this research is to examine the influence of Relationship Quality between Employees and the Organization at the Population and Civil Registration Office of Bone Regency on organizational performance, especially relationship quality indicators such as trust, commitment, and satisfaction and their impact on individual and organizational performance. The study also analyzes driving and inhibiting factors, including reward systems, training, and communication.

In this study, informants were selected through purposive sampling techniques, which is selection based on certain attributes believed to have relevant information related to the research problem. The focus of information sought relates to the synchronization of employee and organizational performance at the Population and Civil Registration Office (Disdukcapil) of Bone Regency. The details of the informants are the head of Disdukcapil, the Secretariat of population administration information sectors, the group
of executive positions, and the group of functional positions. The research location is within the scope of Bone Regency in the Province of South Sulawesi, with the locus at the Disdukcapil of Bone Regency as the government organization.

Qualitative research prioritizes words and actions as its sources of data. The sources of data in this study include documents, interviews, field notes, observations, and library study materials relevant to the research theme. The data in this study are divided into two types: primary data which comes directly from the original sources such as interviews, observation results, and tests with Disdukcapil of Bone Regency as the main data source, collected through surveys and observations. Secondary data are accessed through intermediary media, such as written documents. Data collection methods consisted of observation, interviews, and documentary study. After the data was collected, an analysis was performed that included data reduction, data display, and verification. Data reduction involves the selection and simplification of data, data display facilitates understanding, and verification ensures the validity of the data.

3 THEORETICAL FRAMEWORK
3.1 PUBLIC ORGANIZATION

Public organizations are complex arenas that have been studied through various opinions by experts. Max Weber (1920) emphasized its orderly and systematic bureaucratic structure, introducing clear hierarchies and standard procedures to achieve accountability and efficiency. Woodrow Wilson (Turner, 1956), often considered a pioneer of public administration, advocated for the separation of administration from politics and managing government with business management principles oriented towards public service. On the other hand, David Osborne and Ted Gaebler (1993) advocated for the transformation of public organizations to be more dynamic and responsive, akin to principles adopted in the private sector. Herbert A. Simon (1957) highlighted the role of human behavior and criticized rigid bureaucracies, while Graham & Allison (1971) studied the complex decision-making processes in public organizations. Finally, Robert B. Denhardt (2000) proposed the New Public Service theory, placing public service above all else. Altogether, these views illustrate that public organizations function multi-dimensionally, combining efficiency, management, and human engagement to serve and meet public needs effectively.
3.2 PERFORMANCE

According to Malayu S.P. Hasibuan (2002:34), performance (work achievement) is the result achieved by an individual in carrying out the tasks entrusted to them, based on competence, experience, sincerity, and time. Performance refers to the concept of results. In the context of results, Bernardin (2001: 143) states that performance is the record of outcomes produced on a specific job function or activities over a certain period. In this definition, Bernardin emphasizes the understanding of performance as a result, not a characteristic trait and behavior performance. As a result, it is also related to productivity and effectiveness.

3.3 INDIVIDUAL PERFORMANCE THROUGH RELATIONSHIP QUALITY (LI ET AL, 2021)

According to Li et al (2021), the fundamental success of an organization depends on hard work, a proactive attitude, positive behavior, and harmonious interactions among its employees. All these factors are closely linked to the role of each individual in achieving the strategic goals set by the organization. This is supported by experts who say that the positive attitudes and behaviors of employees have a significant impact on organizational performance indicators.

Relationship Quality refers to the quality of the relationship between employees and the organization where they work. In this context, RQ symbolizes the strength, closeness, and resilience of this relationship in facing various work dynamics. High-quality relationships reflect the extent to which employees feel connected and their needs fulfilled by the organization.

Scholar’s view Relationship Quality as a comprehensive assessment of the extent to which employees feel valued, supported, and empowered by their organization. Important dimensions of Relationship Quality in this context include employees' trust in the organization, job satisfaction, organizational integrity and ethics, employees' willingness to commit long-term to the organization, and emotional and rational commitment to the organization's mission and vision.

High relationship quality between employees and the organization yields various positive outcomes. For example, good relationships can reduce the potential for workplace conflicts, enhance employees' trust in the organization, increase job satisfaction, strengthen employee loyalty and commitment, and encourage better
employee performance. Factors such as effective communication, recognition of achievements, opportunities for self-development, and support from superiors and colleagues influence this relationship quality.

Relationship Quality is defined as employees' perceptions of the extent to which they feel valued, supported, and engaged within the organization. This includes employees' trust in the organization, their commitment to achieving the organization's goals, and their level of satisfaction in carrying out their duties and responsibilities in that organization.

4 RESULTS AND DISCUSSION

According to (Li et al, 2021), Relationship Quality is a concept used to represent the strength or closeness of a relationship and its ability to endure. It is an essential feature in the group interaction process that reduces structural complexity. Relationship Quality can be seen as the level of connectedness in a relationship to meet the service requirements associated with that relationship. Relationship Quality is defined as how positively an employee perceives the relationship between the organization and its employees. This includes the level of trust in their immediate superiors, their commitment to the organization, and employee job satisfaction with the organization.

4.1 TRUST IN SUPERIORS

Leadership at the Population and Civil Registration Office of Bone Regency prioritizes not just position but deep professional knowledge. Effective leaders are those who understand the scope of their work well, thus instilling confidence in their subordinates. With a firm and systematic approach, leaders in this agency ensure that every employee applies high professionalism in their work. There is a set of clear rules and expectations for all team members, creating a conducive and productive work environment. The leadership of the Population and Civil Registration Office of Bone Regency understands the importance of direct involvement in the work process. Therefore, they often go into the field to monitor work, ensuring that established standards are followed. Additionally, the performance reporting system ensures that each employee is accountable for their work and strives to achieve the targets set.

One key to organizational success is effective communication. In the Population and Civil Registration Office of Bone Regency, communication between leadership and
employees is a priority. Through various media, including WhatsApp groups, discussions about various problems and solutions in the workplace become more dynamic and fast. Each individual has uniqueness, be it character, ability, or potential. Leaders here understand this and provide special attention to each employee. In this way, every employee feels valued and has the opportunity to develop according to their skills and potential.

To ensure that each employee works in line with expectations, performance agreements are implemented. This document becomes the benchmark for an employee's performance. If an employee does not meet expectations, there will be an evaluation to find solutions to improve their performance. The Population and Civil Registration Office of Bone Regency has implemented various mechanisms and strategies to ensure that its employees work to high and professional standards. Leaders in the institution play a key role in promoting professionalism with an approach that is firm, systematic, and individualistic.

Leaders at the Population and Civil Registration Office of Bone Regency have different views and approaches in dealing with various situations in the work environment. One leader understands the importance of sharing information and issues, striving to create a supportive work environment where each employee's contribution is valued, and their opinions are heard. The Secretary of the Office values openness and information exchange as a priority, hoping that through constructive discussions, understanding of tasks will increase, and work effectiveness will be improved.

The leader of the Functional Job Group emphasizes the importance of open communication between superiors and subordinates to produce quality work. Meanwhile, the Head of Planning believes effective communication between leaders and staff is key, promoting a flexible communication approach through various forums. The Head of Information Management emphasizes the importance of independence in problem-solving, yet with full awareness to communicate when facing complex situations.

The Head of Civil Registration Services applies the principle of information openness carefully, considering the restriction of information to the public to maintain data integrity. Meanwhile, the Sub Coordinator for Cooperation reveals that openness must be adjusted to the context and urgency of the situation, and sometimes discussions need to be postponed when facing sensitive issues or requiring quick decisions. The Population and Civil Registration Office of Bone Regency applies a communication
approach that is open yet flexible and strategic, with the primary goal of improving efficiency, effectiveness, and employee satisfaction in carrying out their duties.

Employees' belief in the support of superiors during critical times shows how important trust is in creating a safe and productive work environment. This trust not only impacts individual performance but also the overall team dynamics. Almost all informants affirm that their superiors have a high commitment and dedication to providing support, whether it's workplace issues or personal matters. However, support is provided with consideration of professionalism limits.

Even though superiors show empathy and care for employees' personal problems, there is a clear separation between personal and professional issues. The goal is to maintain work integrity and ensure that organizational performance remains optimal. Superiors are not passively supportive, but also actively involved in the solution-finding process. This creates a collaborative work environment, where each team member feels ownership and involved in the decision-making process.

Leadership that is objective, not easily swayed by emotion, and based on fact analysis is key in handling workplace issues. This ensures that every decision is taken with mature consideration and is fair for all parties. In certain situations, especially those related to employees' personal problems, superiors show flexibility, such as adjusting work schedules. This demonstrates care and understanding that employee welfare affects work productivity.

The Population and Civil Registration Office of Bone Regency has a work culture based on trust, commitment, and collaboration. Superiors play a significant role in creating a supportive work environment while maintaining professional boundaries. This creates a balance that allows employees to feel supported and valued, while the organization continues to function effectively and efficiently.
4.2 ORGANIZATIONAL COMMITMENT

Creating a work environment full of enthusiasm, loyalty, and eagerness to contribute to achieving organizational goals is the employees' commitment to the organization, where employees show the determination to remain with the organization even though environmental conditions change, depicting a strong level of loyalty and attachment to the organization. The spirit of hard work and efforts to advance organizational policies are indicators of commitment to contributing to organizational success. Employees also treat the organization's reputation as if it were their own, reflecting a sense of ownership and deep emotional involvement with the organization.

In an organization, leadership and communication play essential roles in creating a conducive and efficient work environment. The Head of the Department views open attitudes as strength and uses feedback as an evaluation tool for performance improvement. Positive achievements are always maintained, while criticism is accepted as a step for introspection and improvement. On the other hand, the Secretary of the Department prioritizes objectivity in every decision, with a strong emphasis on clarification before acting, demonstrating his commitment to integrity and professionalism. The Functional Job Group views each criticism as an opportunity to grow and has a proactive attitude in following up on every feedback, affirming their commitment to providing the best public service. The Head of Civil Registration Services emphasizes the importance of listening and providing clarification while maintaining integrity and compliance with existing regulations. Both the Sub Coordinator for Cooperation and the Sub Coordinator for Administrative Information Systems prioritize the integrity and reputation of the organization, with an analytical and responsive approach to feedback. This overall approach illustrates the high commitment of the entire organizational hierarchy to improve their services and performance.

Employees of the DISDUKCAPIL of Bone Regency have a strong commitment to improving service and maintaining the reputation of the Department. They strive to understand the perspective of the community, provide clarification, and act on every input received constructively and proactively.

Most informants exhibit a high level of loyalty and commitment to the Department they currently work for. Even though there are opportunities to move to other Departments, many choose to stay for various reasons, ranging from loyalty to leadership, commitment to improving the current Department's performance, to considerations of age
and approaching retirement. Nonetheless, some informants also show openness to moving to other Departments if promising opportunities arise, such as promotion opportunities or the chance to enhance professional capacity.

As a form of promotion and increasing transparency to the community, the Population and Civil Registration Office of Bone Regency actively utilizes digital platforms such as websites and social media. This demonstrates the Department's adaptation to current technology trends and understanding of the importance of communicating with the community through effective channels. From the way employees promote the achievements and accomplishments of the Department, it is clear that reputation and a positive image are very important to them. They treat the Department's reputation as if it were part of their own identity, showing a deep level of ownership and emotional involvement with the organization.

Despite deep loyalty, employees still show adaptability and willingness to adapt to changes, especially if those changes are considered part of policies implemented for the common good. In the context of human resource management, the above provides an important picture of how employees view their organization, how they respond to change, and how they promote the organization to the public. This can be a consideration for leadership in formulating human resource development strategies, rotation or transfer policies, and communication strategies with the community.

4.3 JOB SATISFACTION

A workload and job tasks matched to employees' abilities and responsibilities create an environment that supports balance and satisfying achievement. The ability to meet targets with a sense of accomplishment in work reflects employees' satisfaction with the achievements they have attained. Employees' pride in working for the organization indicates positive identification and commitment to the organization. Employees' satisfaction with their superiors' leadership and working conditions in the organization, such as vacation facilities and welfare, create an environment that meets needs and supports a sense of comfort in work.

Some employees of DISDUKCAPIL of Bone Regency feel they have a higher workload compared to employees in other agencies, mainly due to routine service tasks to the community. There are varying perceptions regarding the suitability between
workload and compensation. Some employees feel the compensation received does not match the job responsibilities, while others feel otherwise.

Although some employees feel there is an imbalance between workload and compensation, they also understand the budgetary limitations faced by the local government. This shows employees’ awareness of the realities and challenges faced by the government, with some employees feeling that satisfaction in serving the community can be a form of non-financial recognition that motivates.

Several employees at the Population and Civil Registration Office (DISDUKCAPIL) of Bone Regency feel there is an imbalance between job responsibilities and income received. However, there are also those who are satisfied with their compensation, viewing positively the relationship between responsibility and compensation, and even hoping for a better career in the future.

One common denominator among all informants is the sense of comfort they experience while working at the Population and Civil Registration Office of Bone Regency. This comfort is not only based on a supportive work environment but also on the meaning of the work they do, which directly impacts the community. Good relationships between colleagues and superiors are one of the important factors affecting employee comfort. A strong team synergy, effective communication, and support from superiors are important components that ensure the effectiveness and efficiency of employees’ work.

Three informants clearly stated they have no intention or desire to move to another Department. This shows they have a strong commitment to the Population and Civil Registration Office of Bone Regency and are dedicated to providing their best contribution. One aspect that employees also consider in their work is the opportunity for self-development. As stated by the informant HER, the opportunity to continue learning and developing oneself is very important and influences his decision to continue working in the Department.

Most informants emphasize how important their work is in providing a direct impact on the community, especially in terms of population administration. This provides a sense of pride and deep meaning in their work, which ultimately increases job satisfaction. Thus, to improve employee retention and attract the best talents, other organizations or Departments can learn from the Population and Civil Registration Office of Bone Regency. Factors such as a sense of comfort, team synergy, self-development
opportunities, and the tangible impact of work on the community can be primary considerations in developing HR strategies.

The majority of employees feel comfortable with their work environment at the Department. This comfort is associated with the positive impact they can provide directly to the community, the synergy between staff and leadership, and the routine of work that is familiar. Most employees are also satisfied with the salary and benefits provided, assessing that compensation has provided stability and security for them and their families. However, there are also those who express hopes that compensation can be adjusted with inflation and changing living needs.

Beyond financial compensation, employees also value the opportunities for self-development provided by the Department, such as training and opportunities to enhance competencies. Although many employees are satisfied with their compensation, some feel that the compensation received is not commensurate with the workload and daily challenges faced. This shows the importance of fair compensation evaluation that is commensurate with employees' responsibilities and workload.

To increase employee satisfaction, the Population and Civil Registration Office of Bone Regency can conduct regular evaluations regarding workload, compensation, and opportunities for self-development for its employees. Thus, the Department can ensure that its employees feel valued and are given opportunities to grow, so they can provide optimal contributions to the community.

5 CONCLUSION

The Population and Civil Registration Office of Bone Regency has built strong and productive working relationships, reflected in three key aspects. First, a deep trust between employees and superiors has been established, bolstered by high professionalism, creating a supportive and efficient environment. Second, employees display a unique combination of loyalty and adaptability to change, providing valuable guidance for leaders when formulating HR and communication strategies. Third, although the level of job satisfaction is generally high, there is a need to review the compensation scheme, especially considering some opinions that it is not yet commensurate with the workload. Regular evaluations regarding compensation and development opportunities will ensure appropriate appreciation for the dedication of employees, allowing them to contribute fully to society. In efforts to maximize human resource potential, several
strategic initiatives are needed. Firstly, strengthening trust between employees and superiors is essential. This can be achieved by continuing proven mentoring programs and conducting regular workshops and training focused on interpersonal relationships and professionalism. Secondly, with the rapid dynamics of change, the adaptability of employees becomes critical. Therefore, specialized seminars and training should be organized to enhance adaptability while ensuring loyalty to the organization remains intact. Next, HR development strategies must be designed in such a way to encourage individual excellence, providing tools and resources that enable them to grow. Communication is also key; communication channels between employees and management must be strengthened so that every voice is heard and valued. Alongside this, routine surveys regarding compensation satisfaction are important to understand and align with employee expectations. To acknowledge dedication and performance, performance-based incentive schemes must be implemented. Lastly, providing opportunities for employees for self-development through training programs and further education is a way to ensure continuous growth within the organization.
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