

Comparison Analysis of Work Performance of Organic Employees and Outsourced Employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar

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Abstract

This study aims to examine and analyze differences in work performance between organic employees and outsourcing employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar. Data collection was carried out at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar. The research population is all employees of PT. Pelabuhan Indonesia (Persero) Region 4 Makassar as many as 3,183 employees consisting of 1,545 organic employees and 1,638 outsourced employees. The sample used in this study is purposive sampling, purposive sampling is a sampling technique with certain considerations or using several criteria, so that the number of samples selected is 50 organic employees and 50 outsourced employees, so that the total sample is 100 employees. The results showed that there was no significant difference between the work performance of organic employees and outsourcing employees.

Keywords: Work Performance, Organic Employees, Outsourcing Employees

INTRODUCTION

One of the factors that determine the success of a company is the human resources in the company. The role of human resources in the company is very important because the main driver of all activities or activities of the company in achieving its goals both to obtain profits and to maintain the survival of the company is humans. Human resource management is a process of dealing with various problems in the scope of employees, employees, workers, managers and other workers to be able to support the activities of the organization or company to achieve predetermined goals.

Human resource management (MSDM) is essential in a company or organization. MSDM plays a role in managing every human resource in the company (employees) effectively and efficiently and will determine the quality of each employee. The need for skilled workers in various fields in the company or can also be said to be employees who have the ability according to their duties in the company is absolute in achieving the goals of the company. Speed, accuracy, accuracy and neatness are things that must be considered by an employee because that is what determines the assessment of employees. Seeing from the number of rapid population growth is very influential on various things, one of which is the number of productive age residents, so that the company applies various ways to assign employees. Companies in Indonesia currently have a choice in determining or recruiting employees on a permanent or non-permanent basis (outsourcing / contract employees).

The demands on increasing competitiveness and productivity must make improvements thoroughly taking into account all aspects, which can support the achievement of the success of organizational goals. In addition to technological support, also what is not important is human resources. Human resources are a very strategic component of the organization and have a considerable role in supporting the achievement of organizational goals. Superior human resources are an important force in shaping the competitiveness of the company. Organizational competitiveness can be boosted if it has a qualified workforce. Because no matter how advanced the technology used, if it is not supported by the ability of human resources to operate, then the results will also not be maximized. High competitiveness is a very decisive capital for every business

organization to win the competition. Paradigm shifts in workforce recruitment in a variety of organizations, including business organizations are expected to be more selective as well as set higher quality standards.

Human resource management activities are important in the management of human resources in the company, because human resources in the company contain important factors to determine work performance increases and decreases so that the quantity and quality of the selected and employed human beings as needed.

Competition is getting tougher in the current era of globalization, encouraging employees to improve their quality at work. Company employees should have good work performance so that they can help the company in achieving its goals. Companies in Indonesia currently have options in implementing policies to hire employees on a regular basis and contractually. The real situation is that many employees are opposed to the policy to hire employees contractually and are eager to remove the policy. Indirectly, this can lead to a decrease in employee work performance due to the lack of certainty of work in the future if their employment contract has expired and the company does not want to extend their contract and the difference in facilities they get.

Reflecting on and initiating the development of employee work performance seems to have been very urgent. The need for skilled workers in various fields is already a demand of the global world that cannot be delayed. Because in the implementation of work in the company, the problem of work performance becomes the main source and root cause. Whether or not a company develops and even organizations depend on the work performance of its employees. Especially if this unit wants to prioritize focusing on customer service. Then the main prerequisite that must be built is employee-oriented management. Because it is from the hands of these employees, service to customers is built, the image of the company is realized.

Work performance is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, the results of work in quantity and quality achieved by employees in carrying out their duties in accordance with the responsibilities given to him that is what is meant by work performance.

So in running a business, in the company will appear a form of status that distinguishes human resources working in the company concerned, namely organic (permanent) employees and outsourcing employees (contracts). It can be interpreted that organic employees are employees who receive or earn a certain amount of income on a regular basis, including members of the board of commissioners and members of the supervisory board who regularly continue to manage the company's activities directly, as well as employees who work under contract for a certain period of time as long as the employee concerned works fully in the job (Safira and Hamidah, 2018). While outsourcing employees are employees who work under the contract and are approved by workers and HR managers that employees can be placed and work in contract user companies and those employees work for contract user companies within a limited time.

Based on the description on the background, the author chose the title "Comparison Analysis of Work Performance of Organic Employees and Outsourced Employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar".

LITERATURE REVIEW

Conceptual Framework

Human resources in this case employees or employees in the company are the most important assets in supporting the success of an organization. Therefore, the company must pay attention to the abilities possessed by each of its employees.

PT. Pelabuhan Indonesia (Persero) Region 4 is a State-Owned Enterprise (BUMN) engaged in the management of sea ports, headquartered in the city of Makassar, which aims to:

Organic employees and contract employees (outsourcing) are required to carry out port service activities to obtain better work performance in accordance with the company's previously established goals.

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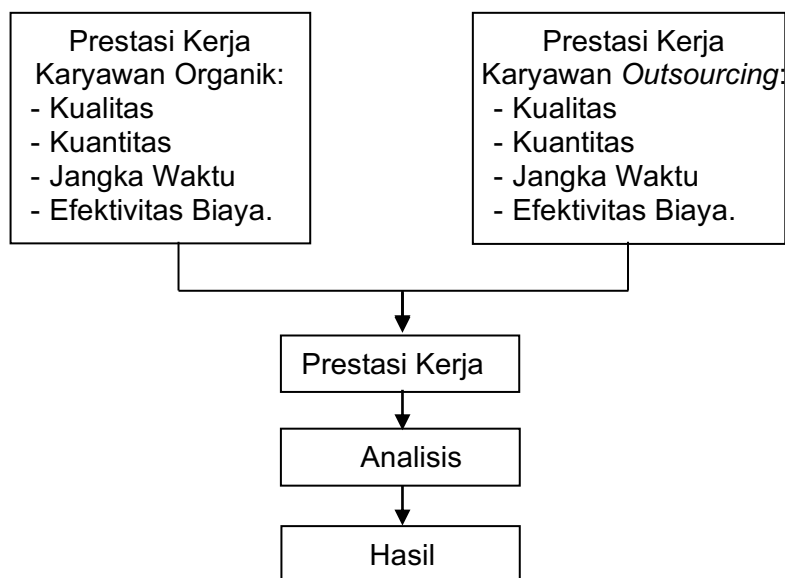
PT. Pelabuhan Indonesia (Persero) Region 4 is a State-Owned Enterprise (BUMN) engaged in the management of sea ports, headquartered in the city of Makassar, which aims to:

1. Developing a business that can provide optimal benefits for shareholders;
2. Encouraging the acceleration of the development of the PT. Pelabuhan Indonesia (Persero) Region 4 Makassar;
3. Providing quality, timely service at a decent rate;
4. Develop competence, commitment and improve the well-being of Human Resources.

Organic employees and contract employees (outsourcing) are required to carry out port service activities to obtain better work performance in accordance with the company's previously established goals.

To clarify the variables comparing employee work performance, the theoretical framework created by the researcher is as follows:

Figure 1. Conceptual Framework



Related to the importance of employee performance in determining the achievement or not of the company's goals, various ways are done to improve employee work performance including outsourcing employees (Mowday, Steers & Porter in Nurhikmah Putri, 2017). Outsourced employees where every task / work must always be careful because the risk of being dismissed is greater if they make a mistake. For this reason, it is necessary to implement a transparent work performance evaluation, which from the beginning is understood by all parties concerned and applied consistently, evaluations are carried out to measure and find out the work performance of outsourced employees, with objective and fair awards, will certainly present job satisfaction for employees which will ultimately have an influence on their work performance.

Organic employees in terms of working normally use supporting facilities without having the burden of being dismissed because the dismissal of organic employees requires a process and various considerations in addition to that the routine training process is always held, so that the

development of information and technology can be continued by organic employees so that the resulting performance is satisfactory.

1. Research Hypothesis

Hypothesis is a temporary answer to research problems until proven through the data collected. Related to the problems that have been described above, the hypothesis in this study is: "There is a difference in work performance between organic employees and outsourced employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar".

RESEARCH METHOD

Location and Research Design

This research was conducted at the Office of PT. Pelabuhan Indonesia (Persero) Region 4 Makassar is one of the Government-Owned Enterprises. While the time needed during the study takes approximately four months starting from July 2021 to December 2021.

Population or Samples

Populations and samples are subjects to be studied. The following will be described populations and samples used in this study:

1. Population

According to Sugiyono (2016: 92) population is a generalization area consisting of objects / subjects that have qualities of certain characteristics applied by researchers to be studied and then concluded. The population of this study is all employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar which amounts to 3,183 employees consists of 1,545 organic employees and 1,638 outsourcing employees.

2. Sample

Research samples are part of the number and characteristics shared by the population. The sample used in this study is purposive sampling, purposive sampling is a technique of determining samples with certain considerations or using several criteria.

According to Sugiyono (2016), samples are part of the number and characteristics possessed by the population. In this study, researchers made employees of PT. Pelabuhan Indonesia (Persero) Region 4 Makassar as the population in this study.

The type of sample used purpose sampling, namely samples based on criteria. Permanent employees have a minimum service life of 10 years and contract employees are at least 5 years, so that the number of selected samples is 50 organic employees and 50 outsourced employees, so that the sample number amounts to 100 employees.

Data Collection Method

In this study, the type of data used is quantitative data is data or information in the form of numbers or symbols through the dissemination of questionnaires that still need to be analyzed.

Penelitian ini menggunakan data:

1. Primary data, which is data obtained from respondents' answers to a series of questions asked based on indicators of research variables.
2. Secondary data, which is data obtained from documents or written report reports about the general description of employees of PT. Pelabuhan Indonesia (Persero) Region 4 Makassar

Data Analysis Method

A paired sample T-test is a comparative test to assess the difference between a particular value and the average population group. Student t-test is also referred to as one sample t-test or test t-one sample because the t test here uses one sample.

EMPIRICAL RESULTS

Description of Respondents

Respondents in this study were 100 employees of PT. Pelabuhan Indonesia (Persero) Region 4 Makassar. To see study respondents by gender, age, length of work and education level, can be seen in the following table.

a. Description of Research Respondents by Gender

Table 1. Respondents by Gender

Gender	Organic Employees		Outsourced Employees		Total Employees	
	Sum	Percentage (%)	Sum	Percentage (%)	Total	Percentage (%)
Man	27	27,00	28	28,00	55	55,00
Woman	23	23,00	22	22,00	45	45,00
Jumlah	50	50,00	50	50,00	100	100,00

Source: Processed Primary Data, 2021

From the data in Table 1, based on gender classification it is known that employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar have more men than women.

b. Description of Research Respondents by Age

Table 2. Respondents by Age

Age	Organic Employees		Outsourced Employees		Total Employees	
	Sum	Percentage (%)	Sum	Percentage (%)	Total	Percentage (%)
< 25 year	3	3,00	5	5,00	8	8,00
25 – 35 year	20	20,00	45	45,00	65	65,00
> 35 year	27	27,00	0	0,00	27	27,00
Total	50	50,00	50	50,00	100	100,00

Source: Processed Primary Data, 2021.

Based on the results of this study, it is known that respondents who have the age of < 25 years as many as 3 people (3.00%) organic employees and as many as 5 people (5.00%) outsourced employees, respondents aged 25 to 35 years as many as 20 people (20.00%) organic employees and as many as 43 people (43.00%) outsourcing employees, and respondents aged >35 years as many as 27 people (27.00%) organic employees and no outsourcing employees. The average respondent is an employee at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar is 25 to 35 years old.

c. Description of Research Respondents Based on Working Length

Tabel 3. Respondents Based on Working Length

Long Work (Year)	Organic Employees		Outsourced Employees		Total Employees	
	Sum	Percentage (%)	Sum	Percentage (%)	Total	Percentage (%)

< 5 Year	2	2,00	19	19,00	21	21,00
5-10 Year	11	11,00	31	31,00	42	42,00
> 10 Year	37	37,00	0	0,00	37	37,00
Total	50	50,00	50	50,00	100	100,00

Source: Processed Primary Data, 2021

d. Description of Research Respondents Based on Recent Education

Table 4. Respondents Based on Recent Education

Education Level	Organic Employees		Outsourced Employees		Total Employees	
	Sum	Percentage (%)	Sum	Percentage (%)	Total	Percentage (%)
SMA	2	2,00	8	8,00	10	10,00
S1	40	40,00	40	40,00	80	80,00
S2	8	8,00	2	2,00	10	10,00
Total	50	50,00	50	50,00	100	100,00

Source: Processed Primary Data, 2021.

e. Description of Research Respondents Based on Employee Status

Table 5. Respondents Based on Employee Status

Employee Status	Sum	Percentage (%)
Organic Employees	50	50,00
Outsourced Employees	50	50,00
Total	100	100,00

Source: Processed Primary Data, 2021

From table 5 shows that the respondents of organic employees amounted to 50 or 50% and the same as outsourcing employees who had respondents amounting to 50 or 50%, so the total respondents from organic employees and outsourcing employees amounted to 100 or 100%.

Validity Test

There are important conditions that apply to a questionnaire, namely valid and reliable. A questionnaire is said to be valid if the items on the questionnaire are able to reveal which will be measured by the questionnaire. While the questionnaire is reliable if the respondent's answer to the variables is consistent from time to time or the answers given that are one another will be the same. If the questionnaire items can be used as predictors of the variables studied.

The validity test is done by comparing the value r count with r table for degree of freedom $(df) = n - 2$, in which case n is the number of samples. The number of samples in this study $(n) = 100$ and the magnitude of df can be calculated $100 - 2 = 98$, so that the value of the two-sided table r is 0.1966. These items if they have a validity value of $>$ of 0.1966 then the items are said to be valid. In this study the validation can be described as follows:

Table 6. Organic Employee Work Performance Variable Validity Test

Item Pernyataan	R_{hitung}	R_{tabel}	Keterangan
1	0,914	0,1966	Valid

2	0,918	0,1966	Valid
3	0,522	0,1966	Valid
4	0,506	0,1966	Valid
5	0,656	0,1966	Valid
6	0,626	0,1966	Valid
7	0,904	0,1966	Valid
8	0,941	0,1966	Valid
9	0,814	0,1966	Valid
10	0,738	0,1966	Valid
11	0,657	0,1966	Valid
12	0,678	0,1966	Valid
13	0,677	0,1966	Valid
14	0,536	0,1966	Valid
15	0,617	0,1966	Valid
16	0,641	0,1966	Valid
17	0,675	0,1966	Valid
18	0,378	0,1966	Valid
19	0,950	0,1966	Valid
20	0,620	0,1966	Valid
21	0,764	0,1966	Valid
22	0,645	0,1966	Valid
23	0,950	0,1966	Valid

Source: Primary Data Processed

Table 5.6 presents 23 statement items in the variables of work performance of organic employees of PT. Port of Indonesia (Persero) Region 4 Makassar where 23 items of statement are valid.

1. Reliability Test

Whereas if the variables have cronbach's alpha (α) > 0.60, then the variable is said to be reliable. In this study, reliability can be described as follows:

Table 7. Organic Employee Work Performance Reliability Test

Cronbach's Alpha	N of Items
.955	23

Source: Primary Data Processed

Table 5.8 presents 23 statement items in the variables of organic employee work performance is reliable.

2. Analysis of Research Results

Based on the results of research conducted on 100 respondents at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar through the dissemination of questionnaires, to get the tendency of answers to each variable will be based on the range of answer scores as in the previous chapter.

a. Work Performance Based on Quality

Organic employee respondents' responses about quality-based work performance can be seen in the table below as follows:

Table 8. Responses of Outsourced Employee Respondents About Quality

No	Statement	Skor					Sum
		SS	S	KS	TS	STS	
1	P ₁	20	28	2	0	0	50
2	P ₂	26	23	1	0	0	50
3	P ₃	33	15	2	0	0	50
4	P ₄	31	16	3	0	0	50
5	P ₅	32	15	3	0	0	50
6	P ₆	29	20	1	0	0	50

Source: Primary data, 2021

As per the results of research in table 5.11 on the responses of outsourced employees regarding quality, generally argue or answer statements with great agreement and agreement.

b. Work Performance by Quantity

Organic employee respondents' responses about work performance based on quantity can be seen in the table below as follows:

Table 9. Responses of Outsourced Employee Respondents About Quantity

No	Statement	Skor					Sum
		SS	S	KS	TS	STS	
1	P ₁	36	13	1	0	0	50
2	P ₂	34	16	0	0	0	50
3	P ₃	27	23	0	0	0	50
4	P ₄	30	16	4	0	0	50
5	P ₅	33	15	2	0	0	50
6	P ₆	36	12	2	0	0	50

Source: Processed Primary Data, 2021

As per the results of research in table 5.13 on the response of outsourced employees regarding quantity, generally argue or answer statements with great agreement and agreement.

c. Work Performance Based on Time Frame

Organic employee respondents' responses about work performance based on time periods can be seen in the table below as follows:

Table 10. Responses of Outsourced Employee Respondents About Timeframes

No	Statement	Skor					Sum
		SS	S	KS	TS	STS	
1	P ₁	31	18	1	0	0	50

2	P ₂	31	18	1	0	0	50
3	P ₃	33	16	1	0	0	50
4	P ₄	33	15	2	0	0	50
5	P ₅	27	21	2	0	0	50
6	P ₆	32	17	1	0	0	50

Source: Primary data, 2021

As per the results of research in table 5.15 on the response of outsourced employees regarding the time period, generally argue or answer statements with great agreement and agreement.

d. Work Performance Based on Cost Effectiveness

Organic employee respondents' responses about work performance based on cost-effectiveness can be seen in the table below as follows:

Table 11. Responses of Outsourced Employee Respondents About Cost Effectiveness

No	Statement	Skor					Sum
		SS	S	KS	TS	STS	
1	P ₁	27	19	4	0	0	50
2	P ₂	31	16	3	0	0	50
3	P ₃	34	14	1	1	0	50
4	P ₄	35	14	1	0	0	50
5	P ₅	33	16	1	0	0	50

Source: Primary data, 2021

As per the results of research in table 5.17 on the responses of outsourced employees regarding cost effectiveness, generally argue or answer statements with great agreement and agreement.

DISCUSSION

The results of the comparison of the work performance of organic employees with outsourced employees by looking at the average percentage of each indicator then stated that outsourced employees (91.71%) have a slightly higher percentage than organic employees (91.39%).

Based on the output of the statistical group, it is known that the number of organic employee work performance data is 50 people and the work performance of outsourced employees as many as 50 people. The average score for organic employees is 105.06 and outsourced employees is 105.34. Thus descriptively statistics can be explained that there is no average difference between the work performance of organic employees and outsourced employees.

The results of the statistical test output obtained a value of -0.252 with a significant degree of 0.802. By looking at these results we can take the decision to reject H_a and accept H_o because the significant degree of 0.802 is greater than 0.05. The conclusion can be drawn that there is no significant difference between the work performance of permanent employees and contract employees.

In line with the results of research conducted by Safira Wahyuningtyas and Hamidah Nayati Utami (2018) found that there was no significant difference between outsourced and permanent employees at Bank BRI Employees Malang Kawi Branch Office. Similarly, the results of research conducted by Hezkia Tinangon, Christoffel Kojo, and Hendra Tawas (2019) found that there was no significant difference between permanent and non-permanent employees in the offices of the national land agency of north Sulawesi province.

Differently what has been studied by Androh G. Onibala, Ivonne L. Saerang, and Lucky O. H. Dotulong (2017), with the research title "Comparison Analysis of Work Performance of Permanent and Non-Permanent Employees in the Gmim Synod Office", found that there was a significant difference between the work performance of permanent employees and non-permanent employees in the GMIM Synod Office. Similarly, the results of research conducted by Jhon Simon (2017) with the research title "Comparative Analysis of Performance of Permanent Employees and Outsourced Employees at PT. Indonesian Railways (Persero) Divre 1 North Sumatra", found that there was a difference in performance between outsourced employees and permanent employees of PT. Indonesian Railways (Persero) Divre 1 North Sumatra in carrying out its duties. In line with the results of Herniah's research, Sudirman (2020) found that there was a difference in performance between permanent employees and outsourced workers at PT. PLN (Persero) Makassar Area.

CONCLUSION

With regard to the description of the results of analysis and discussion, it can be concluded that is number of employees of PT. Pelabuhan Indonesia (Persero) Region 4 Makassar as many as 3,183 employees consisting of 1,545 organic employees and 1,638 employees outsourcing the number of samples selected 50 organic employees and 50 outsourcing employees and there is no significant difference between the work performance of organic employees and outsourced employees at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar.

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