Online Learning Development 2021 as Skill Refresh Solution for Shell's Gas Station Employee during the Covid-19 Pandemic

Paino [1]; R. Putut Nowo Purwanggoro [2]; Ahmad Subur [3]; Maria Tripena Polmauly Sihombing[4]

Master of Management Students of Universitas Pamulang

E-mail: nonot.paino@gmail.com; pututnowo@yahoo.com; suburman13@gmail.com; maryasihombing12@gmail.com

Abstract:

One form of investments a company can take is employee training. But it was constrained by the Covid-19 pandemic. Many companies have ended up having to temporarily suspend their employee training activities during this pandemic. But actually, this condition should not prevent the companies from carrying out their employee training programs. There are many training methods to choose, in this pandemic condition. And the online training is one of the methods to choose.

This research aims to discover the implementation of the Online Learning Development 2021 as Skill Refresh Solution for Shell's Gas Station Employee during the Covid-19 Pandemic. The research employed the descriptive qualitative research method. Data used in this research consist of primary and secondary data. The techniques for gathering data to answer the research problem are observations, questionnaires, interviews, and documentations.

This research found that the Online Learning Development 2021 was an online work training held by PT. Shell. The purpose of the training is to develop the skills of competent gas station operators and to maintain the safety and also to decrease the rate of accidents at the gas stations. The participants that were involved in the training program are (1) Shift Managers; (2) Forecourt Service Champions (FSC); (3) Select Service Champions (SSC); and (4) mechanics. The Online Learning Development was implemented for a full year in 2021. The training materials were relevant to the current challenge, which is how to handle customer complaints, how to give satisfactory services to customers, good customer service principles, the usage technique of APAR for early fire extinguishing in gas stations, and the usage of dispensers and nozzles. Considering the risks at gas stations are still big, and the commitment in work safety and health, and also service quality, the training of human resources is something not to be ignored in order to sharpen the employee skills.

Keywords: *Online Learning Development, Shell gas stations, Covid-19 Pandemic*

INTRODUCTION

Skill is the ability to make use of intellects, minds, ideas, and creativity to do, change, or make something to be more meaningful so that it gives a value as a result. There are those also who interpret skill as the ability to translate knowledge into practices so that the desired results are achieved (Suharyadi, 2012).[1] According to Widiatun (2005), "there are many things that are affecting the skills directly, such as:[2]

1. Motivations; something that can arouse desire in a person to perform various actions. With this motivation someone will be driven to do something according to the existing procedures.
2. Experiences; strengthening someone's ability to do something (skills and expertise). Experiences reinforced someone to do actions in better ways because he already did the same type of actions in the past.
3. Expertise; making someone more skilful in the particular skill areas.

With expertise, someone will be able to handle tasks according to what has been taught. The word "skilful" usually used to describe the variety in someone's level of ability. Skill is the ability to operate tasks with ease and accurate (Sri Widiastuti, 2010).[3] This human resources development has many benefits such as the increase in work productivity, the realization of a harmonious relationship between superiors and subordinates, the availability of decision making process, and upgrading the skills and expertise of the company's human resources.

One form of investments a company can take is employee training. Many companies have ended up having to temporarily suspend their employee training activities during this pandemic. But actually, this condition should not prevent the companies from carrying out their employee training programs.

Notoatmodjo (2009) explained that training is an effort related to upgrading the abilities or skills of employees who have occupied certain tasks or positions.[4] Sjafri Mangkuprawira (2003: 135) defined the training program as a process of teaching certain knowledge, skill, and attitude so that the employees are getting better in accordance to the standard.[5] Job training, according to Law no. 13 of 2003 1st article 9th paragraph, is the whole activity to give, gain, upgrade, and develop.[6]

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[1] Suharyadi dan Purwanto. 2012. "*Statistika untuk Ekonomi dan Keuangan Modern Edisi 2*". (Jakarta : Salemba Empat), 29.

[2] Halawa, W. (2019). *Pengaruh Keterampilan dan Efektivitas Kerja Terhadap Kinerja Karyawan pada PT. Jefrindo Consultant Medan*.

[3] Sri Widiastuti dan Nur Rohmah Muktiani. (2010). Peningkatan Motivasi dan Keterampilan Menggiring Bola Dalam Pembelajaran Sepakbola Melalui Kucing Tikus Pada Siswa Kelas 4 SD Glagahombo 2 Tempel. *Jurnal Pendidikan Jasmani Indonesia*. Volume 7 Nomor 1. Hlm. 47-59.

[4] Notoatmodjo, Soekidjo. 2009. *Pengembangan Sumber Daya Manusia*. (Jakarta: Rineka Cipta), 16.

[5] Mangkuprawira, Sjafri, 2003, *Manajemen Sumber Daya Manusia Strategik*, (Jakarta: Ghalia Indonesia), 135.

[6] Maringan, N. (2015). *Tinjauan Yuridis Pelaksanaan Pemutusan Hubungan Kerja (PHK) Secara Sepihak Oleh Perusahaan Menurut Undang-Undang No. 13 Tahun 2003 Tentang Ketenagakerjaan* (Doctoral dissertation, Tadulako University).

In a limited sense, trainings give the employees specific and identifiable knowledge and skill to be used in their current jobs. Development is interpreted as preparation of individuals to take different or higher responsibilities in a company, organization, institution, or educational agency. Development tends to be somewhat more formal, related to individual ability and expertise anticipation that needs to be prepared for future occupation interests. The goals of the development programs involve broader aspect, which is to upgrade the individual ability to anticipate possible changes whether it is planned or not. From the definitions stated above, we can conclude that the focus of career development is upgrading mental abilities of the employees.[7]

The execution of training aims to equip, upgrade and develop the work competencies in order to improve the ability, productivity, and welfare. According to Simamora (2006), the goals are as follow:[8]

1. Improving poor performances in the work of employees;
2. Upgrading employees expertise in line with technological advances;
3. Reducing learning time for new employees to be competent in their jobs;
4. Helping to solve operational problems;
5. Setting the orientation of employees towards company;
6. Fulfilling the individuals needs to grow.

If every company choose to view today's conditions as opportunities, not obstacles, so the employee training is a right effort to be held right now. The company can fill the employees' spare times, precisely, with involving them in the employee training. There are many training method, and online training method is one of the methods to choose.

The challenges in online training are the distance and the lack of live interactions. These limitations can affect the attentions of the employee. If you want to make this program runs smoothly and effective, you have to maintain the human touch even though it was limited by the distance. Those are the steps to consider if you want to carry out the employee development well.

In this pandemic situation, you also have to pay attention to the engagement level or the sense of belonging of your employees, considering they were forced to work from their homes. Therefore, you have to find the right method for running the employee training in your company. One of the most effective online training methods today is employee training with blended learning method. This training combines several online training methods into one effective method. The work competencies, productivities, disciplines, attitudes, and work ethics in a certain degree of skill and expertise are in accordance with the level and qualification of the position and the job.

After WHO officially declared that the Covid-19 was a global pandemic last March, the training methodologies changed drastically. There were 4 challenges in the implementation of online training during the Covid-19 pandemic. First, the training participants tend to be passive. The passive participant will make it difficult for the trainers in assessing if the participant understands about the material given in the training. The solution is that the trainer must be able to read ahead of the situation and give lots of interactive activities.

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[7] Alwi, Syafaruddin. 2001. *Manajemen Sumber Daya Manusia*, Strategi Keunggulan Kompetitif. (BPFE UGM, Yogyakarta), 217.
[8] Simamora, Henry. 2006. *Manajemen Sumberdaya Manusia*. (Yogyakarta: Sekolah Tinggi Ilmu Ekonomi YKPN), 276.

Second, the trainers have to be connected to the participants. In the online training, when the trainers have their sessions, often times there are some "noise" from the surrounding environments that disturb the participants. Therefore, the participants have to prepare themselves well, such as looking for places with low disturbance

Third, collaboration between participants. Normally, in the face-to-face training situation, the participants are divided into several groups to carry out group tasks. The unstable internet speed or even if there are some "blank spot" in some areas is usually be the obstacle to do this group tasks in the online training. And the fourth challenge is the internet network infrastructure. As a developing country, infrastructure for the internet network in Indonesia still limited, because not all region in Indonesia is covered with an adequate internet network[9]

Shell is a multinational oil and gas company that is headquartered in Holland and is registered in UK. Shell operates in more than 90 countries, produces around 3.1 million barrel of oil every day, and owns 44.000 gas stations all over the world. Shell Oil Company, its American subsidiary, is one of its biggest business units.[10]

Gas stations are the spearhead of distribution and marketing of the fuel and located in the midst of the people. The role of the gas station is vital and strategic in supporting the wheels of national economy because it concerns the interests of the wider community. Considering the high risk of working accident in the gas stations due to its operations which are interacting directly with flammable material and even its potentials for explosion; it is urgent to have good understanding about the health and work safety for the employees.

Any wrong assessment about the risks in gas station will lead to inappropriate decision making and unsafe acts. One of the things that can make wrong assessment about the risks is individual perception; a process where an individual organise and interpret his sensory image in order to give meaning to his environments (Robbins, 2003).[11] Ivancevich, Konopaske, Robert, Matteson & Michael (2007) defined perception as a cognitive process where an individual give meaning to environment stimulus.[12]

An employee can perceive his job through its types, positions, qualities of supervision, financial and health insurances, promotion chances, work relationship, etc. The work accident risk potentials can actually be discovered by looking into the employees' knowledge and comprehension related to the works they do.

Based on the descriptions stated above, I am interested in conducting the research regarding the factors that affect the level of work productivity. So I entitled this research as **"Online Learning Development 2021 as Skill Refresh Solution for Shell's Gas Stations Employees during the Covid-19 Pandemic**."

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[9] *Ibid.*

[10] https://id.wikipedia.org/wiki/Shell_(perusahaan)

[11] Debby Sinthya, D. S., Dwinarko, D., MH, M., Pohan, A., Sos, S., & MM, A. P. (2020). *Daya Tarik Program Sitkom Dunia Terbalik Rcti Episode 96 Terhadap Persepsi Warga Perumahan Borobudur Rt 15 Rw 004 Aren Jaya.*

[12] *Ibid.*

PROBLEM FORMULATION

Based on the background stated above, the formulation of problem of this research is how is the implementation of online learning development 2021 as skill refresh solution for Shell's gas stations employees during the covid-19 pandemic?

RESEARCH OBJECTIVE

The objective of this research is to discover about the implementation of online learning development 2021 as skill refresh solution for Shell's gas stations employees during the covid-19 pandemic.

LITERATURE REVIEW

A. Human Resources Management

Human resources management generally aims to obtain the highest level of employee development, harmonious relationship between employees, effective and efficient integration and cooperation of human resources in hope for improvements in work productivities, Sunyoto (2015).[13]

Human resources management can be defined through personnel management definitions. According to Flippo (1990) in Sunyoto (2015), "personnel management is acts of planning, organizing, controlling, and supervising activities of procurements, developments, integrations, maintenances, and disengagements of human resources in order to achieve various organization and community goals".[14]

Hasibuan (2008) stated that "human resources management is a management area which is specifically learns about relationships and roles of human in company's organization".[15] Kasmir (2016) said that "human resources management is process to manage human through planning, recruitments, selections, trainings, developments, to administer compensations, career, safety and health, and also to maintain industrial relation or work termination in order to achieve the goals of the company and the improvements of stakeholder welfares".[16]

Based on the descriptions above, it can be concluded that human resources management has a definition as a process of recruitments, selections, developments, maintenances, and utilizations of human resources effectively and efficiently in order to achieve the goals of organization and stakeholders in an integrated manner.

B. Job Training

Training is an effort to improve the knowledge and ability of employees in carrying out their job effectively and efficiently. Training programs are a series of program designed to improve the knowledge and ability of employees in relation to their jobs.

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[13] Sunyoto, Danang. 2015. *Manajemen dan Pengembangan Sumber Daya Manusia* (Cetakan Pertama). Yogyakarta: CAPS (Center for Academic Publishing Service), 1

[14] *Ibid.*

[15] Hasibuan, Malayu. 2008. *Manajemen Dasar, Pengertian, Dan Masalah*. (Jakarta: PT Bumi Aksara), 10.

[16] Kasmir. 2016. *Analisis Laporan Keuangan*. (Jakarta: Raja Grafindo Persada), 6.

Training program effectiveness is a term to make sure if the training programs are being executed effectively to achieve certain designated targets.[17]

The followings are the definitions of job training based of various reference books:[18]

1. According to Sulistiyani and Rosidah (2010), job training is a systematic process to change the behaviour of employees in a direction in order to improve organisational goals with the purpose of maintaining, keeping, fostering the employees and at the same time improving their skill to improve their performances;

2. According to Widodo (2015), job training is a series of individual activities in systematically improving skills and knowledge to having professional performance. Training is a learning process that allows the employees to carry out their current job in accordance to the standard;

3. According to Rachmawati (2008), job training is an environmental container for employees, where they can get or learn specific attitudes, abilities, expertises, knowledge, and behaviours related to their jobs;

4. According to Rivai and Sagala (2011), job training is systematic process to change employees' behaviour to achieve organisational goals. The training related to the expertise and ability to carry out current jobs;

5. According to Bangun (2012), job training is a process to maintain or improve the skills of the employees in order to produce effective jobs;

6. According to Simamora (1997), job training is a learning process that involves acquisition of skills, concepts, rules, or attitudes to improve the performance of employees;

7. According to Mangkuprawira (2004), job training is a process to teach knowledge, expertise, and attitude so that the employees can be more skilful and able to carry out their responsibilities better, in accordance to the standard.[19]

C. Job Training Objectives

According to Widodo (2015), the objective of job training is to improve productivity, quality, and support in human resources planning, improve morals of employees, indirectly give compensations, improve health and safety in the jobs, prevent ability and knowledge expiration of personnel, and improve ability and expertise development of personnel.[20]

According to Law No. 13 of 2003 concerning Manpower, job training is organized and directed to equip capabilities, productivities, and welfares. According to Simamora (1997), the objectives of job training are as follow:[21]

1. Improving performances. Employees who work unsatisfactory due to lack of skills are the main candidates of the training;

[17] Wahyuningsih, S. (2019). *Pengaruh Pelatihan dalam Meningkatkan Produktivitas Kerja Karyawan*. Warta Dharmawangsa, 13(2).

[18] Deguci, E. E. (2013). Pengaruh Pendidikan Dan Pelatihan Prajabatan Terhadap Motivasi Kerja Peserta Pendidikan Dan Pelatihan Prajabatan (Studi Kasus Badan Kepegawaian Daerah Kota Padang). *Jurnal KBP*, 1(3), 360-378.

[19] *Ibid.*

[20] Widodo, S. E. (2015). *Manajemen pengembangan sumber daya manusia*.

[21] Undang-undang No.13 Tahun 2003 tentang Ketenagakerjaan, *Op. Cit.*

2. Updating the skills of employees in line with technological advances. Through the training, trainers make sure that employees can apply new technologies effectively;

3. Reducing learning time for new employees to be competent in their jobs. A new employee usually doesn't master the skills and capabilities needed to be job competent; namely able to achieve expected goals and quality standards;

4. Helping to solve operational problems. The managers must achieve their goals in both the scarcity and abundance of resources such as the lack of financial and human resources, and the abundance of financial, human, and technological problems;

5. Preparing the employees towards promotions. One way to attract, keep, and motivate employees is through a systematic career development program. The development of employees' promotional abilities is consistent with the internal human resources policy for promotion. Training is the key element in the career development system.

METHODS

This research employed qualitative research methodology or what is also called natural research. According to Bogdan and Taylor, qualitative research is one of research procedures that produce descriptive data in form of speech, writing, and behaviour of the observed people. The qualitative approach is expected to produce in-depth descriptions regarding speech, writing, and observable behaviour of a certain individual, group, community, or organization that are studied from an integral, comprehensive, and holistic point of view (Tersiana, 2018).[22]

On the other hand, this research employed the descriptive research methodology that is to discover the value of each variable; whether it is singular variable or more, the nature is independent without making relation or comparison between these variables (Tersiana, 2018). This research tries to discover the description regarding the implementation of Online Learning Development 2021 as skill refresh solution for Shell's gas stations employees during the covid-19 pandemic.[23]

To determine respondent as data source this research employed purposive technique sampling; a data source sampling technique with certain considerations. This considerations meaning that the chosen subjects are the most important ones and have knowledge about the topic, or maybe the subjects are the local authorities, so that they will ease the researcher to explore the social situation researched (Sugiyono, 2012).[24]

Data used in this research consist of primary and secondary data. The data collection techniques used to answer the research problems are observations, questionnaires, interviews, and documentations. Data analysis is a process to systematically find and construct the data obtained from interviews, field notes, and other materials so that it can be easily understood and the findings can be informed to the others (Sugiyono: 2021). The data

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[22] Tersiana, A. (2018). *Metode Penelitian. Yogyakarta*. Start Up.
[23] Ibid.
[24] Sugiyono. (2012) *Metode Penelitian Pendidikan*. (Bandung: Alfabeta), 65.

analysis techniques used in this research are data reduction, data display, data conclusion and verification.[25]

RESULT AND DISCUSSION

A. Shell's Online Learning Development 2021

It is a job training program held by PT. Shell which aimed to improve the skill of gas stations competent operators and to keep the safety and at the same time to suppress accident rate of the gas stations. There were lots of new things to obtain in this training, starting from how to handle customer complaints, how to give satisfactory services to the customers, great customer service principles, usage techniques of APAR for early fire extinguishing in gas stations, and the usage of dispensers and nozzles. The technical knowledge related to equipments in gas stations was explained by the team of PPSDM Migas. This training was held regularly every year. But due to the Covid-19 pandemic situations, the training was held online via Microsoft Team software.

B. The Stages of Shell's Online Learning Development 2021

1. Planning

The process of participant registration/selection was basically the same as the classical practice of training process. The event started with the delivery of information regarding the training execution plans to the stakeholders or the call for participant in the classical trainings. Next was every cluster gave information regarding participants of Online Learning Development to the Shell's Representatives. The participants involved in the training are as follow:

a. Shift Manager;
b. Forecourt Service Champion (FSC);
c. Select Service Champion (SSC);
d. Mechanic.
e.

2. Timing

The implementation of Online Learning Development was held for one full year in 2021. It was held once every month. The timing was as follow:

No	Date	Time	Theme
1	17th February 2021	09:00 - 12:00 WIB	Unbeatable Campaign Training
2	29th March 2021	09:00 - 12:00 WIB	Standar Operasional Prosedure Training; handling employees exposed to Covid-19
3	27th April 2021	09:00 - 12:00 WIB	Refresh Training; HSSE
4	23rd Mei 2021	09:00 - 12:00 WIB	Refresh Training; Usage of APAR
5	29th June 2021	09:00 - 12:00 WIB	Refresh Training; service standards
6	30th July 2021	09:00 - 12:00 WIB	Five safe steps in the Forecourt Training
7	24th Augusts 2021	09:00 - 12:00 WIB	Refresh Training; Emergency Fire Response Procedures in gas stations

[25] *Ibid.*

8	23rd September 2021	09:00 - 12:00 WIB	Refresh Training; handling customer complaints
9	25th October 2021	09:00 - 12:00 WIB	Refresh Training; Live Saving Rules
10	20th November 2021	09:00 - 12:00 WIB	Training Shell Go+

Table 1.1
The Time Table of Online Learning Development

3. Execution

Online Learning Development was held with the involvement of all Shell site representatives in Indonesia. The program held online via Microsoft Teams Software. Microsoft Teams is an application or platform from Microsoft that allowed you and your team to communicate, cooperate, and do all activities from one place. In the Teams, you and other team member can access files live from one place (Hub), join or hold meeting, call, video call, and use its many other features.

This software was already integrated with Office in Microsoft 365, so you can easily manage schedules or what files to be sent. Usually, the company already had subscriptions for Office with business features. This allowed the employees to gain access to Word, PowerPoint, Excel, OneDrive, and also Teams. Because of the employees already utilized the online based trainings, it is vital for the company to understand how to utilize existing technology to make the training more effective and efficient, for example is the utilization of CMS (Course Management System) technology. The following is a picture of implementation of Online Learning Development using Microsoft Teams:

Picture 1.1
The Implementation of Online Learning Development using Microsoft Teams

The training process was not where a trainer delivers his material and the participants just take notes of it. More than that, the learning process should be improvised in order to make learning easier to understand by the participants. When the trainer finished delivering his material, the participants was given several assignments via an Android app called WorkJam. This Android app WorkJam, developed by WorkJam Inc, was categorized in business category. The current version is 2021.12.17. It was released in 21st November 2021. According to Google Play, WorkJam reached more than 353.000 installations with the rating of 4.000 and the average rating was 4.6.

The following is the details regarding the assignment given in the training:

Picture 2.1
Online Learning Development task details

C. **Online Learning Development 2021 as Skill Refresh Solution for Shell's Gas Stations Employees during the Covid-19 Pandemic**

In the pandemic, almost all activities were done online, so were employee trainings. To improve the qualities of human resources and maximize existing potential, training is one of the solutions. The trainings usually held face-to-face, but in this pandemic situation, in order to avoid crowds of people, it should go online.

Health and work safety became Shell's focus in running operational activities in its gas stations. Most of the causes of incidents at gas stations are human errors. It could be unsafe consumer behaviours when refuelling, or it was a disobedience to the Standard Operating Procedures. To improve knowledge and skill in managing the risks in the gas stations, Shell gave trainings to its employee about Health, Safety, Security and Environment (HSSE), and also fire fighting methods.

The vital goals of Online Learning Development during Covid-19 pandemic were as follow:

a. First, it was expected that the employees obtain appropriate knowledge to help them in their daily jobs. It was expected also that the employees can produce new innovations;

b. Second, with the knowledge gained from the training, it was expected that the employees can apply it to improve their current skills. And it can be apply to carry out tasks when they are placed in the designated process;

c. Third, the employees were expected to have motivating attitudes in improving their knowledge and apply it in daily jobs. This, in turn, can improve their productivities in tasks at hand.

The limited mobility in the pandemic situation made almost all activities was done online, so were employee trainings. To improve the qualities of human resources and maximize existing potential, training is one of the solutions.

Online training is a right solution because the employees can easily access the app being provided by the company. The training process can take place anywhere without the need to go face-to-face. So it was no wonder that the online training was being a favourite and was judged to be able to support the learning processes. Shell was very perceptive about this and held the Online Learning Development program.

An employee training and human resources development will produce benefits, not only for the employee but also for the company and its managers. The benefits of Online Learning Development are as follow. Benefits for the company: (1) Improving the work productivities; (2) Improving the efficiency and effectiveness of work; (3) Improving quality of works, sales and profits; and (4) Reducing costs that incurred by wasting time due to mistakes. Benefits for the employee: (1) Giving new

innovations to help the company stay productive in the pandemic situation; and (2) Sharpening the acquired skills.

Considering the risks at gas stations are still big, and the commitment in work safety and health, and also service quality, the training of human resources is something not to be ignored in order to sharpen the employee skills. Shell dealt with these situations by organizing a training, which is Online Learning Development, via Microsoft Team software. The training was held for one full year in 2021, once every month. After taking part in this training program, it was expected that the participants can be role models in their respective workplace.

CONCLUSIONS

This research found that the Online Learning Development 2021 was an online work training held by PT. Shell. The purpose of the training is to develop the skills of competent gas station operators and to maintain the safety and also to decrease the rate of accidents at the gas stations. The participants that were involved in the training program are (1) Shift Managers; (2) Forecourt Service Champions (FSC); (3) Select Service Champions (SSC); and (4) mechanics.

The Online Learning Development was implemented for a full year in 2021. The training materials were relevant to the current challenge, which is how to handle customer complaints, how to give satisfactory services to customers, good customer service principles, the usage technique of APAR for early fire extinguishing in gas stations, and the usage of dispensers and nozzles. Considering the risks at gas stations are still big, and the commitment in work safety and health, and also service quality, the training of human resources is something not to be ignored in order to sharpen the employee skills.

ACKNOWLEDGEMENT

The author's suggestions from the results of the training research can be considered by PT Shell in implementing Online Learning Development as a Solution to Refresh Employee Skills during the pandemic, namely:

In the implementation of online training, PT Shell needs to try other classroom learning media such as google classroom, so that the condition of participants remains aware and the level of interaction of participants is maintained;

1. PT Shell can also provide supporting facilities such as internet quota for training participants as a motivation for participants to take part in the training;
2. he rundown of training implementation activities is more varied so that participants do not get bored easily in the implementation of online training.

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