

Triple Helix Model to Optimize Performance in the Coal Contractor Company PT. XYZ (Human Resources Management Review)

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ABSTRACT

Knowing and analyzing the Triple Helix model can optimize the performance of the coal contractor company PT. XYZ. The population of this research is all employees at PT. XYZ. Data collection used survey and questionnaire interview methods. The data analysis technique uses AHP (Analytical Hierarchy Process) with six criteria built on existing theories, namely: Ability and Expertise, Work Design, Motivation, Leadership, Organizational Culture, and Commitment. The results obtained are that the answers from respondents have met the consistency requirements and the model built has been proven to be good in terms of sensitivity or stability. The Triple Helix Model in this research shows that it can improve the performance of PT. XYZ

INTRODUCTION

One thing that needs to be considered in the process of running a business is that companies also need to pay attention to the policies implemented by the company. Regarding improving employee company performance, one thing that needs to be considered is the policy for managing employee capabilities. By having good competencies, employees will be able to work optimally. I W. Bagia (2015: 176) states that capabilities influence worker performance. Employee performance will increase in proportion to the level of ability and expertise possessed by the employee and by job requirements.

Through the triple helix model which is played by each policyholder, namely from the development team which is the function that is tasked with holding and implementing policies to increase employee competency, superiors are tasked with making and implementing policies implemented by superiors as employers to employees to provide work design and through the leadership style applied to employees as well as company management who are tasked with providing policies for the company that can be implemented through the organizational cultures formed in company regulations. According to Akbar (2018) Factors that influence employee performance are 1) Attitude and mentality (work motivation, work discipline, and work ethics), 2) Education, 3) Skills, 4) Leadership management, 5) Income level, 6) Salary and health, 7) Social security, 8) Work climate, 9) Facilities and infrastructure, 10) Technology, 11) Opportunity for achievement, and 12) Work environment. These factors can improve employees in achieving the performance desired by the company

Based on the results of interviews with the performance and development team at PT. XYZ. Supporting factors that have an impact on performance are the leadership style or superior role of the leaders at XYZ and also the importance of having skills or abilities in carrying out work. Apart from that, the existence of a good work environment and organizational culture is an important factor in supporting the performance of XYZ employees. These factors exist in the company and cannot be separated from the rules and policies made by each function both within the scope of the company, the role of superiors, and the development programs provided to employees.

Through several existing policies and programs provided by the company, this has made PT. XYZ has quite dynamic performance assessment results for its employees from every position level and assessment category every year.

Table.1 Company Performance Data for the 2021 - 2022 Period

Category Performance	Level	Percentage	
		2021	2022
Below	Level 2	1,8%	1,7%
	Level 3	0,5%	0,4%
	Level 4	0,1%	0,1%
	Level 5	0,0%	0,0%
	Level 6	0,0%	0,0%
Meet	Level 2	25,4%	21,7%

	Level 3	12,4%	11,5%
	Level 4	5,8%	5,1%
	Level 5	1,4%	1,4%
	Level 6	0,5%	0,3%
	Level 2	41,0%	47,8%
	Level 3	6,3%	5,8%
Above	Level 4	3,3%	3,1%
	Level 5	1,4%	0,9%
	Level 6	0,2%	0,3%

Based on this data, it can be seen that in 2 years there has been a decline in employee performance at PT XYZ, especially in the above category. This is of course influenced by several factors, both in terms of policies and employee conditions. One of the important aspects of performance appraisal at PT XYZ is how an employee can have abilities that exceed the standards or expectations of superiors to support their work. Often the relationship between employee abilities and expectations from superiors becomes a big challenge for both employees and the company to continue to provide the best contribution to the company. One of the efforts made by the company is through development programs and is also carried out through the implementation of existing policies to continue to optimize the company's performance, namely by having policies created by the development team to continue to improve employee capabilities and expertise. By having good abilities to support the work of employees at XYZ, of course, you need to have good abilities.

According to Mangkunegara (2002), a person's abilities which include both potential abilities and actual abilities (knowledge and skills) are one of the things that influence how well they work. This can be achieved through an employee development program for XYZ employees. Based on the above phenomenon, researchers want to conduct deeper research on how the application of the triple helix model can optimize the performance of coal contracting companies at PT XYZ through reviewing human resources, namely where each policy is implemented through performance supporting factors.

LITERATURE REVIEW

Performance

Understanding Performance According to Anwar Prabu Mangkunegara (2000:164) performance is defined as "The quality and quantity of work results achieved by an employee in carrying out his duties by the responsibilities given to him." Meanwhile, according to Nawawi. H. Hadari (1997: 89), what is meant by performance is) "The results of carrying out a job, both physical/mental and non-physical/non-mental." The definition of performance by Mukhlis (2005: 27) is the result of performance according to the quality, quantity, efficiency, and effectiveness achieved by an employee in carrying out his duties according to the responsibilities given to him.

Factors Affecting Performance

According to Kasmir (2019:189–93) several factors influence performance, namely ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and discipline Work.

- **Abilities and Skills:** Abilities are an individual's capacity to perform a specific task, while skills include the knowledge and skills a person possesses in the context of their work. These two factors are the basis for doing work effectively.
- **Knowledge:** Knowledge is the information, facts, and concepts that employees have related to their work. Employees who have relevant knowledge can make better decisions and work more efficiently.
- **Job Design:** Good job design involves organizing employee tasks and responsibilities. This includes task organization, resource allocation, and work process planning.
- **Personality:** An individual's personality can influence employee interactions, communication, and ability to work in a team.
- **Work Motivation:** Motivation is the internal drive that drives employees to achieve their goals. Motivated employees have higher levels of performance.
- **Leadership and Leadership Style:** Effective leadership can provide direction and support to employees. A leadership style that suits the situation can influence productivity and job satisfaction.
- **Organizational Culture:** Organizational culture reflects the values, norms, and behaviors accepted within the organization. A culture that supports hard work, innovation, and high performance tends to increase productivity.
- **Job Satisfaction:** Is a feeling that arises from workers in the form of feelings of happiness and joy or vice versa, namely dissatisfaction and dissatisfaction which can affect employee work results
- **Work Environment:** Namely in the form of space, layout, facilities and infrastructure as well as relationships with fellow workers.
- **Loyalty:** This is employee loyalty to continue working and defending the company where they work. Loyalty will continue to build so that you continue to work better by feeling that the company is like your own.
- **Commitment:** This is employee compliance to carry out company policies or regulations at work and can also be interpreted as employee compliance with the promises they have made.
- **Work Discipline:** This is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, namely arriving on time, being disciplined in doing what he is ordered to do according to the orders that must be done.

Triple Helix

The triple helix is a metaphor for the special interactions between universities, industry, and government where each maintains its independent identity but can take opportunities (roles) from the others. The triple helix is an interaction between academia, industry or business, and government which was developed in the 1990s by Etzkowitz and Leydesdorff, this concept has become a general strategy used by governments in developing policy innovations.

Purpose of the Triple Helix Concept

The goal of the triple helix concept is sustainable economic development based on science and innovation. From this synergy, it is hoped that there will be a circulation of knowledge that will lead to innovation and of course, this will help to support the performance of a company, namely one that has economic potential, or the capitalization of knowledge (knowledge capital). The triple helix as the main actor must always move so that a consensus space is formed, a space of agreement where these three actors begin to make agreements and commitments on something which will ultimately lead to the formation of innovation space, innovation that can be packaged into innovative products with economic value. It is hoped that the triple helix concept will provide an impetus to find fault between the institutional dimension of regulation and the social functions it carries out. The friction between the two layers, namely knowledge and institutions, between the three domains (academics, industry, and government) will provide an opportunity to jointly solve problems and improve performance.

Based on the description above, the main objective of applying the triple helix concept is economic development for a region by encouraging the performance of a company for sustainable economic development based on knowledge and maximum performance of a company in the region. Its implementation is often expressed in the form of policies to protect IPRs, subsidies for the development of high-tech companies, or the creation of special entities to support technology transfer and interaction between relevant actors, innovations here are those that have economic potential.

Application of the Triple Helix

Nowadays, the Triple Helix concept has become increasingly prevalent in developed nations for advancing science and technology through collaboration between universities, industry, and government to address developmental challenges. This Triple Helix model has been extensively implemented in the United States, Europe, India, Japan, and China, leading to swift and sustained advancements in building capacities in the fields of science and technology which are applied in the industrial world and government administration.

If studied more deeply, the evolution of this Triple Helix model in advanced economies is driven by three key factors:

1. Universities as repositories of science and technology have human resources capable of producing innovations in various fields that can be applied in the industrial world,
2. Governments actively support universities by providing research funding and other resources to produce high-quality outcomes, while also regulating the protection and utilization of intellectual property rights , and
3. Industries offer backing to universities in research and development initiatives, as well as in the ongoing application of research outputs

Human Resources Management

According to (Hasibuan & Bahri, 2018), human resource management is a field of management that specifically studies the relationships and roles of human management in corporate organizations. Furthermore, according to Hamali (2018:2), human resource management is a strategic approach to skills, motivation, development, and management of organizing resources

Hypothesis Development

To test this research the author has several hypotheses as follows:

- H1: Company management policies can optimize the performance of the coal contractor company PT. XYZ
- H2: Direct superior policies can optimize the performance of the coal contractor company PT. XYZ
- H3: The development team policy can optimize the performance of the coal contractor company PT. XYZ



Figure 1. Research Model

METHODOLOGY

Population and Sample

In this research, the population is all permanent employees at the coal contractor company PT XYZ. The sample or what is called the resource person in this research is the Project Manager or Site Leader who has the highest decision-making authority at the site.

Method of Collecting Data

The method used in this research is to use a survey method using questionnaires and interviews.

Data Analysis Method

The information gathered from the study will be examined using the AHP technique, which is a method applicable in numerous numerical investigations, such as making choices, predicting, assessing, charting, planning, distributing resources, and more (Rusydia and Jarkasih, 2010: 14).

Analytical Hierarchy Process

AHP is an approach designed to systematically structure information and diverse choices logically to select the most favored option (Mutiara, 2016).

AHP is frequently utilized as a problem-solving technique over other methods due to the following reasons:

- a. It employs a hierarchical framework, extending from the main criteria to the most detailed sub-criteria.
- b. It considers the validity up to an acceptable threshold of inconsistencies across different criteria and alternatives selected by decision-makers.
- c. It accounts for the robustness of decision-making through sensitivity analysis results.

The steps taken in using AHP are as follows:

1. Define the problem and determine the desired solution. In this stage, objectives are determined in the form of ensuring that the triple helix model can optimize performance at PT XYZ
2. Create a hierarchical structure starting with the main goal. After arranging the main objective as the top level, a hierarchical level will be arranged below it, namely the criteria that are suitable for considering or assessing the alternatives we provide and determining these alternatives. The hierarchical structure of the AHP model in this research



Figure.2 Hierarchical Model of AHP Model

Construct a pairwise evaluation table that illustrates the comparative impact or influence of each component on the objectives or standards at the higher level. The table employed is straightforward, maintains a solid foundation for a consistency structure, gathers additional data that may be necessary through all potential comparisons, and is capable of assessing the overall responsiveness of priorities to shifts in factors.

3. Define pairwise evaluations such that the overall quantity of judgments is $n \times [(n-1)/2]$, where n represents the number of components being evaluated. The evaluation outcomes for each component will be a value from 1 to 9, indicating the comparison of the significance level of a component. If a component is compared to itself within the matrix, the evaluation result is assigned a value of 1. The 9-point scale has been validated as suitable and can distinguish the intensity of differences between components. This phase was executed using a survey distributed to participants for the weighting of alternative criteria and approaches. Below is the comparison chart utilized

Table.2 Assessment Categories Processed by Researchers

Intensitas Kepentingan	Definisi	Keterangan
1	Kedua elemen sama pentingnya	Dua unsur memiliki dampak yang seimbang
3	Elemen yang satu sedikit lebih penting daripada elemen yang Lainnya	Pengalaman dan pertimbangan agak mendukung satu unsur.
5	Elemen yang satu lebih penting daripada yang lainnya	Pengalaman serta evaluasi secara tegas mendukung satu unsur dibandingkan unsur yang lain.
7	Satu elemen jelas lebih mutlak penting daripada elemen lainnya	Satu unsur yang tangguh didukung dan mendominasi tampak dalam realitas
9	Satu elemen mutlak penting daripada elemen lainnya	Evidensi yang mendukung satu komponen terhadap komponen lainnya memiliki level keyakinan tertinggi yang memperkokoh
2,4,6,8	Nilai-nilai antara dua nilai pertimbangan-pertimbangan yang berdekatan	Angka ini diberikan jika terdapat dua elemen di antara dua opsi.
Kebalikan	$a_{ij} = 1/a_{ji}$	Apabila untuk kegiatan ke-i diperoleh suatu bilangan saat dibandingkan dengan kegiatan ke-j, maka j memiliki angka terbalik ketika dibandingkan dengan i.

4. Calculate eigenvalues and test their consistency. If it is inconsistent then data collection is repeated. Repeat steps 3, 4, and 5 for all levels of the hierarchy. Calculate the eigenvectors of each pairwise comparison matrix which is the weight of each element for determining the priority of elements at the lowest hierarchical level to achieve the goal. Calculations are carried out by adding up the values of each column of the matrix, dividing each value of the column by the total of the column in question to obtain a normalized matrix, and adding up the values of each row and dividing it by the number of elements to obtain the average.
5. Checking the uniformity of the structure. In AHP, the focus is on assessing the consistency ratio by examining the consistency index. The ideal outcome is a consistency that approaches flawlessness to yield conclusions that are nearly accurate. While attaining absolute perfection is challenging, the consistency ratio should ideally be 10% or lower.

When using AHP software, the answers from each respondent are calculated using the geometric mean as has been done by previous researchers (Ascarya, 2015). The geometric mean is calculated using the following formula (Roefeldt, 2018; Saaty & Vargas, 2006; Tanjung et al., 2019):

$$GMean = \sqrt[n]{R_1 \times R_2 \times R_3 \times \dots \times R_n}$$

- GMean = Geometric Mean
 Rn = Value of respondents questionnaire n
 n = Number of respondent

In general, the geometric mean is preferred when looking at data that is not normally distributed (skewed data), scaled data, or average ratios. Several general applications are suitable for using the geometric mean, such as growth data, compound interest, census data, and time series data (Roefeldt, 2018).

RESEARCH RESULT

One of the requirements for the AHP calculation is to obtain a consistency ratio (CR) value of less than 0.1 or it could be said that the hierarchy is consistent as a whole (Saaty, 2004a, 2004b; Saaty & Vargas, 2006). In this way the hierarchy can be accepted and the final decision taken can be relied upon.

Table.3 Consistency Test of Respondents' Answers

Pair - Wise Comparison (With Respect To/WRT)	Inconsistency *)	Keterangan
WRT Optimalisasi Kinerja	0.01959	Jawaban Konsisten
WRT 1 Kemampuan dan Keahlian (K-1)	0.01759	Jawaban Konsisten
WRT 2 Rancangan Kerja (K-2)	0.01759	Jawaban Konsisten

WRT 3 Motivasi (K-3)	0.00885	Jawaban Konsisten
WRT 4 Kepemimpinan (K-4)	0.00885	Jawaban Konsisten
WRT 5 Budaya Organisasi (K-5)	0.00885	Jawaban Konsisten
WRT 6 Komitmen (K-6)	0.00885	Jawaban Konsisten
<p style="text-align: right;">*) Nilai cut off inconsistensi = 0.1 Inkonsistensi > 0,1 jawaban dari responden dianggap tidak konsisten Inkonsistensi < 0,1 jawaban dari responden konsisten WRT = Whith Respect To</p>		

It can be seen from the results displayed in Table 3. (Consistency Test of Respondents' Answers) that the inconsistency value for the pairwise comparison of Performance Optimization (Goal) was obtained, where this value was <0.1, which indicates that the respondent's answer was consistent. Likewise, inconsistencies in answers from pairwise comparisons of WRT 1 Abilities and Skills (K-1), WRT 2 Work Design (K-2), WRT 3 Motivation (K-3), WRT 4 Leadership (K-4), WRT 5 Organizational Culture (K-5), WRT 6 Commitment (K-6) all inconsistency values were less than 0.1, indicating that the respondent's answers were consistent.

AHP Sensitivity Analysis (Model Stability Test)

In creating a model using the Analytic Hierarchy Process (AHP), sensitivity analysis is an important step in determining whether the solution is implementable and robust (saaty & Vargas, 2013a). Sensitivity analysis using AHP software was carried out to test the stability of the model built in a study. For the analysis in this research, the x value can be changed so that the priority of other variables will change proportionally. The vertical axis shows the priority of the node being observed. The priorities analyzed are the priorities for each Policy at point 0.5. At this point, the priority of each policy gets a different value and will also move when the value of x is changed to x = 0.0948 then the best choice as a priority changes to another policy.

By using the ANP Super Decision software version 3.2.0, an overview of the sensitivity is presented in Table 4.

Table.4 Model Stability Test Results

Uji Sensitivitas	Angka X	Hasil	Hasil Kedua
Kebijakan Manajemen Perusahaan	0,5	72%	
Kebijakan Atasan Langsung	0,5	73,5	
Kebijakan Tim developmen	0,5	69,20%	
Kebijakan Manajemen Perusahaan	0,0948	55,30%	Kebijakan Atasan Langsung

Kebijakan Atasan Langsung	0,0974	50,90%	Kebijakan Manajemen Perusahaan
Kebijakan Tim developmen	0,0948	45%	Kebijakan Atasan Langsung

Priority Scale Calculation

In this research, after calculating priorities using the ANP Super Decision software version 3.2.0. Using the Computation-Priorities menu, the priority scale for all dimensions is obtained as presented in Table 5 below

Table.5 Priority Scale Calculation Results

Cluster	Name	Limiting
Criteria	Kemampuan & Keahlian	0.125201
	Rancangan Kerja	0.021406
	Motivasi	0.050315
	Kepemimpinan	0.079790
	Budaya Organisasi	0.032039
	Komitmen	0.191249
Alternative	Kebijakan Manajemen Perusahaan	0.181236
	Kebijakan Atasan Langsung	0.218384
	Kebijakan Tim development	0.100380

From Table 5 above, it can be seen that in the alternative cluster that appears as the first priority is the Direct Supervisor Policy with a priority value of 0.218384, the second priority is the Company Management Policy with a priority value of 0.181236 and the third priority is the Development Team Policy with a priority value equal to 0.100380. Meanwhile, in the cluster of criteria that is seen as the priority is Commitment with a priority value of 0.191249, the second priority is Ability & Skills with a priority value of 0.125201, the third priority is Leadership with a priority value of 0.079790, the fourth priority is Motivation with a priority value of 0.050315, The fifth priority is Organizational Culture with a priority value of 0.032039, and the sixth priority is Work Design with a priority value of 0.021406. From these data, it can be seen that in the alternative cluster, the Development Team Policy is the final priority with the lowest priority value. In the cluster criteria, the Work Plan is the last priority because it has the lowest priority value.

Overall Synthesized Priorities

Based on the results of data processing in this research, the overall priority synthesis of alternatives is generated from the ANP Upper Decision software version 3.2.0. with the Computation - synthesis menu shown in Figure 3 below.

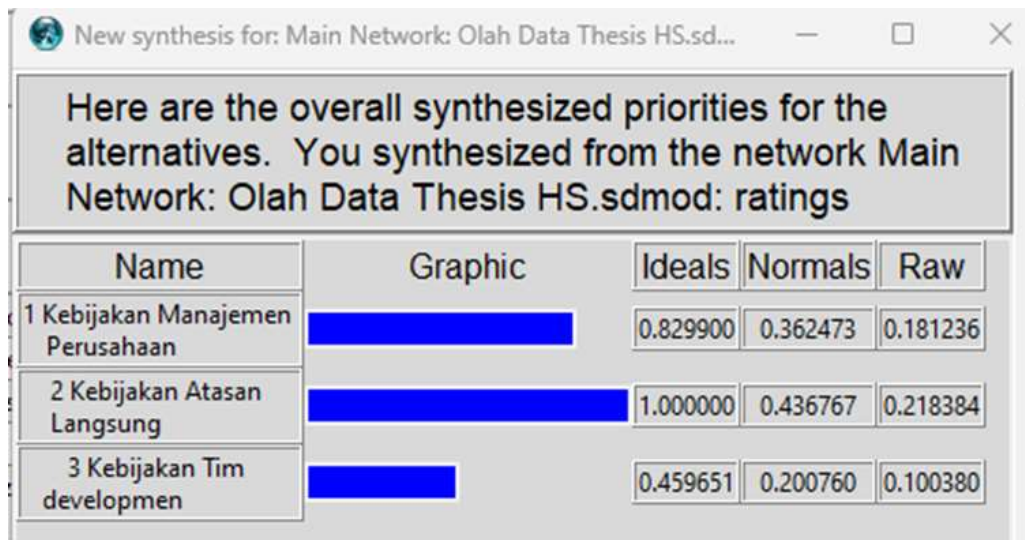


Figure.3 Overall Synthesis of Priorities

As shown in Figure 3, the highest priority scale is the Direct Supervisor Policy with a priority value (normalized) of 0.436767, while the second priority is Company Management Policy with a priority value (normalized) of 0.362473 followed in third place by Policy Development Team with a priority value (normalized) of 0.200760.

DISCUSSION

The Effect of Compensation on Motivation

The hypothesis test results indicate that H1 is accepted, meaning compensation positively and significantly impacts motivation. From this information, it means that compensation is a variable that influences work motivation among employees at PT Bluebird Group Pool XX. This indicates that employees are motivated when the compensation aligns with their workload and desires. This supports previous research by Anik Hermingsih and Desti Purwanti (2023), which found that compensation positively and significantly impacts employee motivation.

The Effect of Compensation on Job Satisfaction

The hypothesis test results show that H2 is rejected, indicating that compensation does not impact job satisfaction. Therefore, compensation has no effect on job satisfaction for employees at PT Bluebird Group Pool XX. This can happen because other factors are more dominant in influencing job satisfaction. From the results of in-depth interviews with employees, several employees stated that although the compensation they received was adequate, they valued support from superiors, a good work environment and opportunities for career development. This aligns with the study by Pernanda Wulandari (2022), which found that compensation has an insignificant negative impact on employee job satisfaction.

The Effect of Compensation on Job Satisfaction through Motivation

The hypothesis test results indicate that H3 is supported, confirming that compensation positively and significantly influences job satisfaction through motivation. This indicates that motivation effectively mediates the impact of compensation on job satisfaction for PT Bluebird Group employees. Empirical evidence shows that the company's compensation can boost motivation, leading to higher employee satisfaction. In other words, higher compensation positively influences work motivation, which in turn enhances job satisfaction. This aligns with research by Hasmiah, Saban Echdar, and Maryadi (2020), which found that compensation significantly affects job satisfaction through employee motivation.

The Effect of Workload on Motivation

The hypothesis test results indicate that H4 is rejected, concluding that workload does not impact motivation. Therefore, workload is not a factor influencing the motivation of PT Bluebird Group Pool XX employees. From the results of in-depth interviews, several employees stated that even though their workload was high, they remained motivated because they felt their work had meaning and received appreciation from the company. This shows that employees have adjusted to their workload and there is appreciation from their superiors. This aligns with a study by Hutabarat et al. (2023), which found that workload negatively and insignificantly affects motivation.

The Effect of Workload on Job Satisfaction

The hypothesis test shows that H5 is rejected, suggesting workload has no effect on job satisfaction. Therefore, workload has no effect on the job satisfaction of PT Bluebird Group Pool XX employees. From the results of in-depth interviews, several employees stated that factors such as the work environment and relationships between employees played a greater role in determining their level of satisfaction. This also shows that workload is a normal part of their job and does not link it directly to job satisfaction. Thus, it shows that the level of workload experienced by employees has no influence on the level of job satisfaction. This aligns with Agung Aditya Saputra's (2022) study, which found that workload has a minimal and negative impact on job satisfaction.

The Effect of Workload on Job Satisfaction through Motivation

The hypothesis test shows that H6 is rejected, suggesting that workload does not affect job satisfaction via motivation. This suggests that workload does not affect job satisfaction via the motivation variable for PT Bluebird Group Pool XX employees. From the results of in-depth interviews, several employees stated that even though they sometimes have quite a high workload, they are still satisfied with their work because of the support they receive from colleagues and superiors, as well as opportunities for personal development. Thus, It indicates that employee workload does not affect job satisfaction through motivation. This aligns with the study by Kusuma Chandra Kirana, Ambar Lukitaningsih, and Dorce Marchiliya Londin (2021), which also found no motivational impact on the link between workload and job satisfaction.

The Influence of Motivation on Job Satisfaction

The hypothesis test results indicate that H7 is accepted, confirming that motivation significantly impacts job satisfaction. This suggests that work motivation plays a key role in influencing employee satisfaction at PT Bluebird Group Pool XX. So, it can be said that motivation is an internal factor that encourages employees to act or work. When employees feel motivated, they typically show a more positive outlook on their work and experience higher satisfaction with their tasks and results. This supports a study by Ni Kadek Sari Jayanti Dhani and Ida Bagus Ketut Surya (2023), which found that compensation greatly enhances job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

From this research the following conclusions can be drawn:

1. Answering the hypothesis in this research, namely:
 - a. Company management policies can optimize the performance of the coal contractor company PT. XYZ
 - b. Direct superior policies can optimize the performance of the coal contractor company PT. XYZ
 - c. The development team's policies can optimize the performance of the coal contractor company PT. XYZ
2. Based on the results obtained from the analysis with the help of ANP Super Decision version 3.2.0, the Direct Supervisor's Policy in optimizing the performance of the XYZ coal contractor company is the first priority where the direct superior has a very large role in carrying out operational work activities by employees to be able achieve company targets
3. Company Management Policy is the second priority in optimizing performance where company management policy is the main legal basis in the process of running company business which must be carried out by employees and the implementation process is monitored by the direct superior
4. Team Development Policy is the third priority in optimizing performance, to ensure that the abilities possessed by each employee according to their work are in line with business needs
5. In accordance with the triple helix model where each element has a big role and contribution to improving company performance, namely:
 - a. Company management policy or in the triple helix model is referred to as government policy or the highest policy in a set of regulations that can optimize the performance of the coal contractor company PT. XYZ. In this research, company management policy is the second priority so in the process of making and implementing it is necessary to pay attention to how the rules are made so that they can support employee performance so that employees can obediently carry out the regulations made and can also be monitored by direct superiors who support and implement them. regulations directly to employees in the field.

- b. The policy of direct superiors or in the triple helix model is called employers, namely leaders who are directly related to employees to provide direction and implementation of work to employees directly so that they can directly ascertain how employees are performing in the field. In this research, the policy of the direct superior is the first priority in optimizing the performance of the coal contractor company PT. XYZ. So as a boss you need good competence to be able to lead your team members and also carry out their work well. As a leader who can be a role model and example for his team members and is supported through the right leadership style for each team member
 - c. The development team policy or in the triple helix model is an educational agency whose role is to provide education to employees and also contribute to optimizing the performance of the coal contractor company PT. XYZ. So in this case, as a development team, we need to pay attention in preparing policies and implementing them for employees so that the competencies that the company requires for employees can be completed through policies prepared by the Development Team.
6. For companies, the role of direct superiors is a very important thing. How direct superiors need to understand the needs required by the company to improve company performance and also pass it on to team members so they can provide their best performance through their abilities, existing motivation, leadership style used by superiors and commitment from employees. Because through policies made by superiors, the process of completing work will be clearer and more focused, both in terms of the provisions implemented and operational processes in the field.
- a. This research was only conducted in one company, namely PT Bukit Makmus Mandiri Utama (XYZ) Indonesia, so according to the researchers these results cannot be directly implemented in other companies. Therefore, further research can be carried out on the same topic by simultaneously involving several companies operating in fields similar to XYZ.
 - b. This research only uses the AHP method, which cannot measure the influence between variables. Therefore, in order to produce a stronger model in subsequent research, additional analytical tools such as Structural Equation Modeling (SEM) can be used.

ADVANCED RESEARCH

In this research, only one level of criteria was used to determine alternatives, in the future it can be further developed through more than one level of criteria

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