



THE ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPROVING ORGANIZATION PERFORMANCE (A LITERATURE REVIEW)

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Abstract

This study aims to explore the role of human resource management (HRM) in improving organizational performance. The main focus of this study includes proper recruitment management, employee development, HR planning, knowledge management, conflict management, and competitive compensation systems. The study's findings suggest that organizations can enhance their productivity and efficiency by implementing effective HRM practices, including selecting employees who align with their culture, providing pertinent training, and managing knowledge. Integrating HRM planning with organizational strategy also contributes to attaining long-term objectives and enhanced competitiveness. This study also emphasizes the importance of constructive conflict management and fair compensation systems in improving employee motivation and retention. In the midst of globalization, organizations that can adapt their HR to the demands of the global market will be superior in competition. In conclusion, this investigation substantiates the notion that effective human resource management (HRM) facilitates employee management and the formulation organizational strategies that facilitate long-term success.

Keywords: Human Resource Management, Organizational Performance, Employee Development, HR Planning.

INTRODUCTION

The quality and effectiveness of human resource (HR) management are highly correlated with organizational performance, which is why Human Resource Management (HRM) plays a critical strategic role in enhancing organizational performance. HRM encompasses a variety of activities that are designed to guarantee that the organization maintains a workforce that is motivated, productive, and competent. Recruitment, selection, training, development, performance appraisal, and compensation comprise several primary HRM activities. Each activity is crucial to the organization's success, supporting short-term and long-term objectives.

Recruitment and selection are the preliminary processes that ascertain the caliber of the workforce entering the organization. This procedure guarantees the chosen individuals possess the requisite skills and expertise to advance the organization's objectives. Moreover, employee training and development are crucial for ensuring that the current workforce evolves and adapts to changes in the organizational and industrial landscape. Proper training will improve employees' technical and non-technical skills, while development aims to prepare them for future challenges.

Performance appraisal also plays an important role in HR management. Performance appraisal conducted objectively and transparently allows organizations to know the extent to which employees achieve their stated goals (Hitt et al., 2023). The organization can provide constructive feedback and design more targeted development programs with this assessment. In addition, a fair and competitive compensation system greatly affects employee motivation and job satisfaction. Adequate compensation includes salary, benefits, and rewards for employee performance and contribution, which can increase the loyalty and retention of quality workers.

According to Supriyadi, Khamdari, and Susilowati (2020), HR is a method of managing human resources to achieve organizational goals optimally by developing human resources. Indicates that good HR management will contribute to increased productivity, operational effectiveness, and innovation in the organization. Organizations that can manage HR will be better prepared to face increasingly fierce competition in the global market and have the potential to create a healthy and sustainable organizational culture.

The role that human resources plays in enhancing the performance of an organization can be viewed from a number of different perspectives. In the first place, organizations can guarantee that the individuals they recruit possess the skills and qualifications that align with the organization's requirements by employing efficient recruitment and selection processes. The second benefit of employee training and development is that it helps employees improve their skills and knowledge, which leads to increased performance and efficiency at work. The third benefit of objective performance appraisals is that they enable organizations to pinpoint areas in which employees could improve and provide them with constructive feedback. In the fourth place, a compensation system that is both equitable and competitive has the potential to boost employee motivation and job satisfaction, which in turn has a positive effect on employee retention and performance.

Research by Supriyadi, Khamdari, and Susilowati (2020) shows that human resource management contributes significantly to the performance of construction companies in Indonesia. They found that entrepreneurial orientation mediates the relationship between strategic human resource management, company performance, and financial and employee performance. In addition, the role of HRM also includes managing employee relations and conflict management. Harmonious working relationships and effective conflict management can create a conducive work environment, ultimately improving organizational performance. According to Husaini (2017), HRM includes issues related to the development, use, and protection of human resources, both those in employment relationships and those who are self-employed.

In the context of globalization and increasingly tight business competition, the role of Human Resource Management (HRM) is becoming increasingly vital to the success of an organization. Organizations are now faced with a major challenge to have human resources that are competent, adaptive, innovative, and able to compete in a dynamic global market. Globalization demands rapid change, while increasingly intense competition forces companies to respond more efficiently and

creatively to market needs. Therefore, strategic human resource planning and management are the main keys to achieving competitive advantage and improving overall organizational performance.

The significance of human resource management in this scenario has been extensively discussed in earlier research. For instance, Suharnomo and Mas'ud (2017) researched the relationship between human resource management strategy and organizational performance, treating organizational strategy as a moderating variable in their investigation. Organizational strategy was found to play a significant role in moderating the relationship between HRM strategy and organizational performance, as demonstrated by the study's findings, which revealed a significant relationship between the two. Consequently, this demonstrates that a human resource management strategy that is in line with the objectives and strategies of the organization has the potential to generate profitable synergies, which, in the end, have a positive effect on the organization's overall performance. To put it another way, the organization will only realize its full potential if the HRM strategy and the organizational strategy are aligned with one another in its human resources.

Research by Hamid (2013) revealed that implementing strategic HR can significantly improve organizational performance. This study highlights the importance of synergy between human resources and the organization's strategic goals, which can improve operational effectiveness and efficiency. In organizations that implement HR strategically, every policy and practice aims to support achieving long-term and short-term goals. For example, through selective recruitment and continuous development, organizations can ensure that employees have the skills needed and are committed to the organization's strategic goals.

Furthermore, the role of leadership in implementing HR policies is critical to improving organizational performance. Visionary leadership can guide the team to align with organizational goals while creating an environment conducive to HR development. In this case, HR serves as an administrative and strategic instrument that aids organizational development toward a more competitive future.

Thus, effective and strategic HRM implementation has a much broader impact than simply improving the performance of a particular individual or department. Instead, good implementation will create an organization that is more agile, innovative, and able to survive in the face of evolving global challenges. Therefore, organizations that consider HRM an integral part of their business strategy will be better prepared to succeed in an increasingly competitive and rapidly changing world.

Another study by Supriyadi, Khamdari, and Susilowati (2020) highlighted the role of HR in improving the performance of construction companies in Indonesia. They found that entrepreneurial orientation mediates the relationship between strategic HR and company performance in terms of financial and employee performance. Research by Nurramadhania (2023) emphasized effective HR management's importance in improving organizational performance. This study highlights that HR functions, such as recruitment, training, and development, significantly impact business or

organizational performance. Thus, HR is crucial in improving organizational performance through its various functions and activities. Effective and efficient human resource management will help the organization achieve its goals and compete in a competitive market. Implementing effective and strategic HR plays an important role in improving organizational performance. Proper human resource management can help organizations achieve their goals and compete in a competitive market.

The following is a table of the main problems in human resource management (HRM) that can affect improving organizational performance, based on the latest literature:

Table 1 Research Problems

No.	Problem	Description	Source
1	Recruitment and selection are less effective	Recruitment that does not match the organization's needs results in a suboptimal workforce.	The New Year (2023)
2	Lack of employee development	Employee training and development should be more relevant to current organizational needs and technology.	Pahira & Rinaldy (2023)
3	Biased performance appraisal	The absence of objective standards in performance appraisal hinders individual and team development.	Muzammil, Harsasi, & Iriani (2023)
4	Unmotivating compensation system	Unfair or uncompetitive compensation can reduce employee motivation and retention.	Pahira & Rinaldy (2023)
5	Weak integration of HR strategy and organizational strategy	The synchronization between HR strategy and organizational vision helps achieve the goal effectively.	The New Year (2023)
6	Lack of adaptation to technological changes and globalization	HR must adapt to new technologies or global competition, stagnating productivity.	Pahira & Rinaldy (2023)
7	Poor conflict management in the workplace	Unmanaged conflicts between employees or management disrupt the work atmosphere and reduce productivity.	Muzammil, Harsasi, & Iriani (2023)

This study aims to analyze and understand the strategic role of human resource management (HRM) in improving organizational performance through a literature review approach. This study aims to identify HRM functions, such as recruitment, training, development, performance appraisal, and compensation systems, that significantly impact organizational productivity, efficiency, and effectiveness. In addition, this study also aims to explore how factors such as entrepreneurial orientation, organizational strategy, and labor relations management can mediate the relationship between HRM and organizational performance, as well as provide practical recommendations for optimal HRM implementation in facing the challenges of global competition.

LITERATURE REVIEW

Human Resource Management (HRM)

Human resource management (HRM) is a discipline that focuses on the management and development of employees in an organization to achieve common goals. According to Ulrich et al.

(2023), HRM plays an important role in creating competitive advantage by strategically managing human resources, which includes effective recruitment, competency development, and performance measurement. Additionally, Nurramadhania (2023) stated that the efficiency of human resource management can enhance an organization's overall performance. It can be accomplished by effectively managing employees who are both capable and have potential, allowing them to make the most of their opportunities to contribute to accomplishing larger organizational goals.

Strategic Planning in HR

Strategic planning in Human Resource Management (HRM) is an important element that emphasizes the importance of alignment between the organization's business strategy and human resource management. Pahira and Rinaldy (2023) explain that an organization's success is determined by strategic decisions in terms of products or markets and how human resources are managed to support these goals. In this planning, the organization must identify the skills and competencies needed to achieve long-term goals and ensure that employees have appropriate training and development.

Organizations can anticipate market changes and evolving industry dynamics through strategic HR planning. For instance, organizations capable of developing adaptive HR planning will have an easier time addressing internal and external challenges, such as technological advancements, globalization, and changes in work patterns. Pahira and Rinaldy (2023) underscore that effective HR planning encompasses recruitment and training and enhancing organizational culture and talent management to foster a productive and innovative work environment.

Conflict Management in Organizations

Organizational conflict management is important in creating a more productive and innovative work environment. When conflict is dealt with constructively, it can be an opportunity to stimulate creativity and better problem-solving. De Dreu et al. (2022) explain that effective conflict management involves a deep understanding of the causes of conflict and the ability to resolve them through constructive approaches and open dialogue. In a study conducted by Muzammil, Harsasi, and Iriani (2023), it was found that good conflict management can improve interpersonal relationships within a team, strengthen group dynamics, and increase overall work productivity.

METHOD

Types of research

This research employs a literature review approach and is classified as descriptive research. Descriptive research is designed to elucidate or describe the phenomena that transpire in human resource management (HRM) and its impact on organizational performance by utilizing data from

prior research. This type of research does not concentrate on hypothesis testing; rather, it analyzes and concludes pertinent findings from various existing literature sources. A literature review aims to recognize pre-existing theories and incorporate pertinent research findings into a more comprehensive framework of comprehension (Baumeister & Leary, 2021).

Data source

The data sources in this study come from journal articles, books, and previously published research reports on human resource management (HRM) and organizational performance. These data are taken from various international journals indexed in databases such as Google Scholar, Scopus, and JSTOR, as well as from related studies relevant to the topic. The data sources also include theories used in the field of HRM that are already known in academic literature.

Data collection technique

The data collection technique in this study uses the library study method or literature study. Researchers searched various relevant literature, including journal articles, books, reports, and other academic documents that discuss the influence of HR on organizational performance. This process is carried out by tracing and collecting data from credible primary and secondary sources.

Data Analysis Techniques

The data analysis technique used in this study is content analysis. In content analysis, researchers analyze texts obtained from literature to identify themes, concepts, and theories that are often used in discussions about human resource management and organizational performance. The collected data is then analyzed qualitatively by grouping information based on relevant topics, such as recruitment, training, development, compensation, and performance management.

Analysis Framework

The analytical framework in this study focuses on how theories and previous research findings can be applied to understand the influence of human resource management on organizational performance. The researcher will examine various models and approaches in HRM that have been proven to improve organizational performance, taking into account factors such as recruitment, training, career development, and compensation systems. This framework will also include relevant theories such as motivation, leadership, and conflict management theories, all of which are interrelated in improving organizational performance effectiveness.

The method used in this study allows researchers to identify trends and important findings from existing literature, which can help understand the role of HR in improving organizational performance. With this approach, a clearer relationship between good HR practices and optimal performance results can be found.

FINDINGS

Table 2 Research Findings

Author (Year)	Research purposes	Theoretical Framework	Method	Participant	Key Findings
The New Year (2023)	Assessing the effectiveness of HR in improving organizational performance.	HR theory and organizational performance.	Literature study	Not applicable (literature review).	Effective recruitment, employee development, and performance appraisal contribute greatly to organizational productivity.
Pahira & Rinaldy (2023)	We are assessing the importance of HR planning strategies for productivity.	Strategic management theory in HR.	Case study	Manufacturing sector organization in Indonesia.	Integrating HR strategy with organizational strategy increases efficiency and innovation.
Muzammil, Harsasi, & Iriani (2023)	Examining the relationship between HR and organizational performance through MK mediation.	Knowledge management as a mediating variable.	Quantitative (PLS-SEM).	250 employees of a technology company.	Effective HR practices enhance knowledge management, which ultimately drives organizational performance.
Pahira & Rinaldy (2023)	Analyzing the importance of human resource adaptation to globalization.	Organizational change theory and global competence.	Descriptive survey	150 multinational employees.	Employee competencies that are aligned with globalization increase the competitiveness of the organization.
The New Year (2023)	Assessing the impact of compensation systems on work motivation.	Herzberg's motivation theory and employee compensation.	Quantitative (survey).	300 service sector employees.	Competitive compensation systems increase employee motivation and retention.
Muzammil, Harsasi, & Iriani (2023)	We are analyzing the impact of conflict management on productivity.	Conflict resolution theory in HR.	Qualitative study	30 manufacturing company managers.	Good conflict management creates a harmonious work environment and increases productivity.
The New Year (2023)	Identifying the role of employee development in	Human resource development and	Literature study	Not applicable (literature review).	Employee development that is relevant to the organization's

Author (Year)	Research purposes	Theoretical Framework	Method	Participant	Key Findings
	the organization.	competency theory.			needs increases work productivity.

RESULTS AND DISCUSSION

Research result

1. Effectiveness of HR in Improving Organizational Performance

This study highlights the importance of the role of human resource management (HRM) in improving organizational performance. Effectively implemented HRM practices can have a positive impact on the productivity and operational efficiency of the organization. One of the key aspects of HRM is proper recruitment, where the selection of employees who match the organization's needs ensures optimal placement, which directly impacts long-term performance. Effective recruitment focuses not only on technical skills but also on the fit of the organizational culture that can accelerate the adaptation of new employees to the work environment (Nurramadhania, 2023).

In addition, employee development is an important aspect of HR that is no less crucial. Through training and development programs, employees can update their skills to stay relevant to the organization's changing needs. Employee development also increases their motivation and self-confidence, which in turn will encourage improved individual and group performance. Nurramadhania (2023) emphasized that sustainable human resource development will create a more competent workforce ready to face challenges, thus encouraging organizational goals more efficiently.

2. Human Resource Planning Strategy to Increase Productivity

This study emphasizes that HR planning integrated with organizational strategy has a major impact on the company's long-term success. Pahira and Rinaldy (2023) stated that organizational success is greatly influenced by the ability to design HR planning aligned with the company's strategic goals. With good integration, organizations can ensure that every element of human resources supports achieving business goals regarding operational efficiency and innovation. The right HR strategy will create synergy between workforce needs and the direction of organizational goals, increasing productivity and the company's competitiveness in the market.

In addition, effective HR planning also plays an important role in preparing organizations to face future challenges. Organizations that predict future workforce needs and adapt them to business developments will be better prepared to anticipate external and internal changes. Pahira and Rinaldy (2023) emphasize the importance of proactive HR management, where companies focus on meeting current workforce needs and develop policies that encourage HR readiness to

face global market dynamics and rapid technological advances. Thus, a good HR planning strategy will strengthen the organization's competitiveness in the future.

3. Relationship between HR and Organizational Performance Through Knowledge Management

This study suggests that effective HRM practices, such as skill development and focused training, can play a key role in improving knowledge management (KM) in organizations. Organizations can create an environment that supports more open information flow and more effective knowledge sharing by providing appropriate training and competency development. Muzammil, Harsasi, and Iriani (2023) suggest that organizations can strengthen collaboration capabilities between teams and create more effective innovation by improving KM.

Efficient knowledge management not only improves the flow of information between individuals but also helps create a stronger shared understanding within the organization. In this case, KM is a mediator that connects various HRM practices with better organizational performance. Organizations can leverage existing information and expertise with a structured KM system to respond quickly to changes and find creative solutions to problems. Thus, improving KM impacts productivity, organizations' sustainability, and competitive advantage in the global market.

4. Adaptation of Human Resources to Globalization and its Impact on Competitiveness

In the face of increasingly rapid globalization, organizations must ensure that their human resource (HR) competencies align with the demands of the ever-growing global market. This study found that employees with global competencies, such as the ability to adapt to changes in the international market, significantly impact the organization's competitiveness and success. Employees with the skills to understand global dynamics can significantly contribute to creating innovation, increasing efficiency, and expanding business opportunities. Pahira & Rinaldy (2023) stated that organizations with HR ready to adapt to globalization will better survive and thrive in the global market.

This global competency includes knowledge of the international market and the ability to work in multicultural teams, understand cultural differences, and establish effective business relationships across countries. Therefore, developing global competencies is key to supporting organizational growth and sustainability in this increasingly connected market. Organizations that can adapt their HR management policies to accommodate global challenges will have a stronger competitive advantage, making them better prepared to face tough competition at the international level.

5. Impact of Compensation System on Work Motivation

This study reveals that a competitive compensation system significantly impacts employee motivation and retention. Employees who feel valued through fair and appropriate compensation

tend to be more motivated. Proper compensation increases job satisfaction and fosters a strong sense of loyalty and commitment to the organization. It increases individual performance, positively impacting the organization's overall productivity. Nurramadhan (2023) states that fair and competitive compensation is important in creating a productive and stable work environment. Organizations can attract and retain the best talent with a good compensation system and encourage employees to make maximum contributions.

6. Conflict Management in HR and Its Impact on Productivity

This study shows that good conflict management can create a more harmonious work environment and increase productivity. Conflict that is not managed properly often creates tension and damages employee relationships, which can ultimately disrupt team and organizational performance. However, effective conflict management, which involves open communication and constructive problem-solving, can produce solutions that strengthen cooperation between team members. It improves team dynamics, work results, and overall organizational performance. According to Muzammil, Harsasi, & Iriani (2023), good conflict management allows organizations to utilize differences in perspective as a source of innovation, which supports achieving organizational goals.

7. The Role of Employee Development in Organizations

Employee development relevant to the organization's needs has proven to be very effective in increasing work productivity. Employees given appropriate training for their tasks and roles can work more efficiently and reduce errors. It improves individual performance and directly impacts the organization's overall performance. Employees can carry out their responsibilities better by improving relevant skills, producing higher output, and helping achieve organizational goals more effectively (Nurramadhan, 2023).

In addition, effective employee development also plays a vital role in helping organizations retain their best talent. Employees who feel they are allowed to grow and improve their skills are more loyal to the organization. In addition, employee development programs can help organizations adapt to rapid industry changes, thereby remaining competitive. Therefore, investing in employee development not only provides short-term benefits in terms of improved performance but also prepares organizations for future challenges.

The results of this study confirm that HR plays a very important role in improving organizational performance. Planned and effective HR practices, such as recruitment management, employee development, knowledge management, conflict management, and competitive compensation systems, are determining factors in achieving organizational goals. Organizations that can manage HR well are not only able to increase productivity but also can increase competitiveness and innovation in the global market.

DISCUSSION

The research results of various researchers above show that human resource management (HRM) is crucial in improving organizational performance. An organization's productivity and competitiveness can be increased by implementing human resource management practices, including proper recruitment, employee development, equitable compensation systems, and effective conflict management. In addition, the integration of human resource management strategy with organizational strategy demonstrates that human resource management is not only a resource that is managed, but it is also a strategic factor that can determine the path that the organization will take and the level of success it will achieve (Pahira & Rinaldy, 2023). In addition, employee competencies that are in line with the demands of globalization are also an important aspect that can increase the competitiveness of organizations in the global market (Pahira & Rinaldy, 2023). It is in line with research that reveals that organizations that can adapt human resources to changes in the global market can more easily adapt and survive in global competition. In terms of work motivation, a competitive compensation system has been shown to increase employee motivation and retention, improving performance (Nurramadhania, 2023). Employees who feel appreciated and compensated according to their contributions will be more enthusiastic about working and loyal to the organization.

On the other hand, effective knowledge management as part of HRM has also been shown to improve organizational performance. HRM practices that support knowledge management enable organizations to leverage employee information and skills to increase productivity and innovation (Muzammil et al., 2023).

The above studies confirm that good HR is focused on employee management and developing strategies that support organizational productivity and efficiency. Therefore, HR managers must deeply understand the factors that influence organizational performance and implement policies that support improving employee and overall organizational performance.

CONCLUSION

This study concludes that human resource management (HRM) significantly enhances organizational performance. Efficient HRM practices, including suitable recruitment, employee development, knowledge management, and conflict resolution, substantially enhance organizational productivity and efficiency. Recruitment aligned with organizational needs ensures optimal placement and accelerates employee adaptation to organizational culture. Employee development relevant to their tasks helps improve skills and motivation, which drives individual and overall organizational performance.

HR planning strategies integrated with organizational goals impact the company's productivity and competitiveness. Effective conflict management and competitive compensation systems also increase employee motivation, retention, and loyalty, leading to better performance. Enhancing the flow of information and collaboration between teams, accelerating the response to change, and driving

innovation are all outcomes that can be achieved through effective knowledge management. In this era of rapid globalization, businesses that can modify their human resource practices to accommodate the global market dynamics can compete on an international level successfully. As a result, effective human resource management is essential to accomplishing organizational objectives and preserving competitiveness in the international market.

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