



PROFESSIONAL ETHICS AND INTEGRITY IN HUMAN RESOURCE MANAGEMENT PRACTICES IN INDONESIAN NATIONAL COMPANIES

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Abstract

The objective of this investigation is to evaluate the effectiveness of human resource management (HRM) strategies in enhancing organizational performance within Indonesian organizations. The methodology employed is qualitative research with a descriptive approach, which entails in-depth interviews and observations of human resource staff and managers. The results show that digital-based HRM, a transparent compensation system, and employee competency improvement through continuous training are essential factors in achieving organizational effectiveness. In addition to productivity, the implemented strategies aim to foster a collaborative work culture and an environment that promotes employee well-being. The findings of this study reinforce the results of previous studies that highlight the role of digital HRM in enhancing operational efficiency and informing strategic decision-making. This research aims to help organizations develop HRM policies that are responsive to shifts in the business landscape and technological advancements.

Keywords: Human Resource Management, Organizational Performance, Digital Management, Work Culture, Organizational Effectiveness

INTRODUCTION

Human resource management, also known as HRM, is a crucial function within an organization. HRM encompasses the planning, organizing, implementing, and controlling of activities that are related to employees. These activities include recruitment and development, performance evaluation, rewards and recognition, and termination, among others. Human resource management (HRM) practices are more than just administrative in today's highly competitive business world. HRM is a strategic enabler that supports organizational goals by boosting employee performance (Indrayani et al., 2022).

This study examines the human resource management (HRM) practices of Indonesian national companies. More specifically, the research examines how these large national entities, which are companies, conduct their HR functions while considering two key aspects: professional ethics and integrity. In the absence of professional ethics and integrity, human resource management practices can lose their legitimacy and even pose a significant risk of power abuse, internal corruption, or employee demotivation. These factors are the most important variables. For example, systematic studies have shown that HRM can be a tool for preventing corruption when combined with an ethical orientation and integrity values (Fazriyani & Prahyawan, 2023).

Specifically, this research focused on state-owned enterprises or private national companies with a national reach, which were studied at Indonesian national companies. The selection of national companies is significant due to their larger institutional size, the more stringent regulations they are subject to, and the influence they have on the national HR climate. Within this framework, national companies provide an appropriate setting to observe the professional implementation of HR management practices and the enforcement, or lack thereof, of integrity as a value.

The application of values such as honesty, responsibility, objectivity, and behavior consistent with professional codes during the human resources function is what is meant by the term "professional ethics" within the context of the framework of factors that influence it. Integrity encompasses several key aspects, including transparency in human resource management processes, adherence to moral and regulatory standards, and consistency between stated values and actual actions. Numerous studies have shown that the quality of organizational function implementation is significantly influenced by integrity and professional ethics. However, in certain instances, integrity alone is insufficient without the support of appropriate systems and culture (Anjelita et al., 2025). For instance, it has been demonstrated that "ethical leadership" in HRM fosters trust and integrity in organizational procedures (Sofyan & Susanto, 2024).

Before conducting the primary research, a survey was conducted to gain a general overview of human resource management practices in national companies, the prevailing conditions of professional ethics and integrity, and the challenges encountered. However, the implementation of ethical aspects such as transparency in selection, fairness in promotions, and internal whistleblowing reporting remains weak. This preliminary survey targeted HR departments in several national companies and revealed several findings: many companies carry out HR functions such as recruitment, training, and performance appraisals; however, the implementation of these issues remains weak. In light of these preliminary findings, it can be concluded that the phenomenon under investigation is both pertinent and deserving of further investigation.

The increasing demands of stakeholders (government, society, and investors) for good corporate governance and honest human resources are among the phenomena that serve as the foundation for this research. Nevertheless, in practice, numerous national companies continue to encounter challenges, including a lack of internal oversight systems that safeguard human resource integrity, neglect of ethical competency development programs, and nepotism in recruitment and promotions. For example, Sari & Amrullah (2023) showed that "tone at the top" and a reward-punishment system effectively foster a culture of honesty and ethics in Indonesian companies (Amrullah & Sari, 2023). It suggests that even if a company has a human resource management policy, there is still a high level of ethical risks if the company does not establish a culture of integrity and ethics.

The issues present in the human resource management practices of Indonesian national companies can be categorized as follows: Firstly, there is a lack of transparency and fairness in the

recruitment and promotion processes. Many workers have the impression that the selection process is not transparent and is influenced by personal networks. The second issue is the inadequate development of training that emphasizes ethics and integrity. Despite the existence of technical training, professional ethics modules have not been consistently integrated into the curriculum. Third, the absence of a reporting system and protection for unethical behavior, such as whistleblowing, complicates the identification and prosecution of integrity violations. Fourth, the organizational culture does not promote the principles of integrity and ethics for instance, leaders who fail to set a positive example, or inconsistent rewards and penalties. Fifth, the HR function, which serves as a support, is more administrative than strategic; consequently, it has not been able to influence the organization's ethical culture.

Indonesian national companies have the potential to enhance their human resource management practices by incorporating professional ethics and integrity. HRM is not solely concerned with efficiency and effectiveness within the context of strategic HRM theory; it also pertains to the organization's social legitimacy and reputation. As stated by Rismayadi (2024), the implementation of HRM from a good governance perspective involves a transparent selection process, continuous training, and fair performance evaluation, all of which enhance the quality of human resources and the integrity of the organization. Therefore, this study aims to answer the following questions: How do professional ethics and integrity influence HRM practices in Indonesian national companies? What is the current situation, and what are the main issues that need to be addressed? Through empirical surveys and analysis, this study aims to provide recommendations for national companies to enhance their HRM functions, ensuring they are not only efficient but also ethical and based on integrity.

Several studies have established a robust theoretical foundation for the significance of professional ethics and integrity in human resource management (HRM) practices. Research by Indrayani et al. (2022) confirms that effective HRM practices have a positive impact on employee performance; however, this success is highly dependent on the implementation of ethical values and an organizational culture that supports transparency. More specifically, Sofyan and Susanto (2024) suggest that ethical leadership in HRM serves as the foundation for building trust and strengthening organizational integrity, especially in stressful and highly competitive business environments. Furthermore, Fazriyani and Prahyanan (2023) note that HRM also plays a crucial role in preventing corruption when implemented with a moral value orientation and integrity-based oversight. Another study by Rismayadi (2024) adds that the implementation of HRM based on sound governance principles is crucial for achieving organizational transparency and accountability in Indonesia. The findings of these four studies demonstrate that professional ethics and integrity not only influence the behavior of individuals working within an organization but also impact the overall effectiveness and reputation of the institution as a whole.

However, the current literature still contains a substantial research gap. While the majority of prior research has concentrated on the public sector or government institutions, there is a scarcity of comprehensive studies on ethics and integrity practices within the context of Indonesian national companies. For example, Fazriyani and Prahyanan (2023) emphasize the role of HRM in general corruption prevention, rather than the implementation of professional ethical values in national private companies. Similarly, Sofyan and Susanto (2024) highlight ethical leadership without thoroughly explaining the mechanisms for integrating ethics and integrity into daily HRM policies, such as recruitment, promotion, or performance evaluation. While Rismayadi (2024) examines the perspective of good governance, this study has not empirically addressed how ethics and integrity are implemented within national companies with complex HR structures. As a result, a gap remains in research regarding the role of professional ethics and integrity as key variables in human resource management practices within Indonesian national companies. These companies have different dynamics, cultures, and market pressures compared to the public sector.

This study is unique in that it attempts to analyze strategic HR management practices in Indonesian national companies using two fundamental value dimensions: professional ethics and integrity. The purpose of this research is to make new contributions to the development of moral value-based human resource management theory and to provide an implementable model that can be applied to enhance public trust and the competitiveness of Indonesian companies on a global level. This research will be conducted with a contextual empirical approach to national companies.

LITERATURE REVIEW

Professional Ethics

The term "professional ethics" refers to a collection of moral values and principles that serve as a guide for individuals as they carry out their responsibilities in a responsible manner. According to Riyanto (2022), an individual's dedication to the moral standards of their organization and profession is reflected in their professional ethics. In the context of HR management, professional ethics serve as the foundation for establishing equitable and transparent conduct that upholds the rights of employees. Meanwhile, Setyawan (2023) emphasized that the implementation of professional ethics can improve a company's reputation and public trust, thereby fostering a healthy work culture that is focused on sustainable excellence.

Integrity in Organizations

In the context of an organization, integrity refers to honesty, consistency, and the congruence between an individual's words and actions. Rahmawati (2021) states that integrity is key to successful HR management because it fosters a culture of trust in the workplace. Employees with high integrity tend to have a strong sense of moral responsibility towards their tasks and the organization. Furthermore, according to Hidayat (2024), integrity has a positive impact on increased productivity

and work loyalty, as it helps cultivate an open and accountable work environment. This environment ensures that the principles of honesty and responsibility are upheld throughout the entire decision-making process.

Human Resource Management Practices

The overarching goal of human resource management is to maximize the contribution of each employee in the service of the organization's stated objectives. According to Suryani and Widodo (2020), effective HR practices encompass recruitment, training, compensation, and performance appraisals that are based on meritocracy and fairness. Aligns with Prasetyo's (2023) opinion, which states that the success of human resource management practices is strongly influenced by the ethical values and integrity that are inherent in every company policy. The reason behind this is that it ensures a harmonious coexistence of productivity, health, and business longevity.

METHOD

Research Approaches and Types

The objective of this research is to thoroughly understand how professional ethics and integrity are implemented in the human resource management practices of Indonesian national companies, using a descriptive qualitative approach. The researchers opted for a qualitative approach because it allows them to explore the meanings, values, and perceptions underlying individual behavior and organizational policies. According to Sugiyono (2022), Qualitative research is employed to investigate phenomena that cannot be accounted for numerically, but rather through narratives that are rich in context. Consequently, the objective of this research is to present social reality as it currently exists, through the direct experiences of HR management practitioners.

Research Location and Subjects

This study focused on numerous domestic Indonesian businesses operating in the manufacturing, service, and financial sectors of the economy. The locations were chosen with a specific purpose in mind: businesses that have well-organized human resource management systems, as well as transparent ethics and governance policies. The research subjects consisted of HR managers, HR staff, and employees with at least three years of experience in their respective roles. According to Moleong (2021), the selection of informants in qualitative research must take into account the relevance of their experiences to the research focus to guarantee that the data obtained is of high quality and meaningful depth.

Data collection technique

In-depth interviews, direct observation, and documentary studies were employed as data collection methods in this research. The interviews were conducted with the assistance of a semi-structured interview guide, which allowed for flexibility in exploring the informants' responses in an open and in-depth manner. The use of observations allowed us to witness firsthand how the company's employees carried out their duties with the utmost professionalism and honesty. Documentation studies were conducted by reviewing documents such as codes of ethics, guidelines of conduct, and HR management reports. According to Creswell (2023), Researchers will be able to triangulate information sources through the combination of these techniques, which will significantly enhance the validity of the data.

Data Analysis Techniques

The Miles and Huberman model, which consists of three primary stages, data reduction, data presentation, and conclusion drawing, was employed in the data analysis process. During the data reduction stage, the researchers selected information pertinent to the research focus, which was professional ethics practices and integrity. Data presentation was carried out in the form of a thematic narrative to illustrate the relationship between ethical values, managerial behavior, and organizational policies. Conclusions were drawn through an interpretive process that took into account the social and cultural context of the organization. According to Miles, Huberman, and Saldaña (2020), qualitative data analysis is an iterative process in which the collection and analysis of data coincide until the data reach a saturation point.

Data Validity

A total of four primary criteria were used to evaluate the validity of the data: credibility, transferability, dependability, and confirmability. An increase in credibility was achieved through the use of source and time triangulation, in addition to member checking with informants to ensure accurate data interpretation. Transferability was maintained by providing detailed contextual descriptions, enabling the application of research results to similar situations. Dependability was assessed through an audit trail of the entire research process, while confirmability was ensured by verifying the consistency between the data and analysis results. According to Gunawan (2023), implementing these principles is essential to ensure the objectivity and integrity of qualitative research.

RESEARCH RESULTS AND DISCUSSION

Research result

As a result of this research, several significant discoveries have been made regarding the implementation of professional ethics and integrity in the human resource management practices of Indonesian national companies. As a result of conducting in-depth interviews with fifteen different

informants, including HR managers, HR staff, and employees, it was discovered that the implementation of ethical and integrity values has a direct impact on the quality of organizational policies and culture.

1. Implementation of Professional Ethics in HR Practices

Professional ethics in national companies are generally regulated through codes of conduct and employee behavioral guidelines. Observations revealed that most companies have written ethical standards, but their implementation is not always consistent across divisions. Several employees stated that there is still inequality in the application of sanctions for ethical violations, particularly at the middle management level. It indicates a gap between written policies and actual practice.

Table 1. Level of Implementation of Professional Ethics in the HR Division

No	Professional Ethics Indicators	Implementation Percentage	Information
1	Fairness in HR decisions	82%	Implemented quite well, but not evenly across all lines
2	Transparency of the recruitment process	78%	Digital systems are available, but personal closeness still has an influence.
3	Professional responsibility	85%	Employees understand work standards, but they are unable to report violations.

Source: Data from interviews and field observations (2025).

The data presented above demonstrate that Indonesian national companies have a solid foundation for implementing professional ethics, but consistency and ongoing oversight are still required. According to informants, some of the challenges stem from an organizational culture that still values personal relationships in decision-making.

2. Integrity as a Pillar of Organizational Culture

Integrity is a key factor in building trust and commitment in the workplace. Interviews found that companies with a culture of high integrity tend to have harmonious working relationships between management and employees. Employees with high integrity demonstrate stronger loyalty and moral responsibility in carrying out their duties.

Table 2. Employee Perceptions of Integrity Culture in the Company

No	Integrity Aspect	Average Rating (Scale 1–5)	Qualitative Assessment
1	Honesty in work reports	4.6	Very high
2	Consistency of leadership behavior	4.1	High enough
3	Compliance with organizational rules	4.4	Tall

Source: Results of processing interview data and HR policy documents (2025).

The result is consistent with Rahmawati's (2021) theory, which posits that an organization's moral foundation is integrity, which in turn cultivates an ethical and productive work environment. Nevertheless, the persistence of conflicts of interest at the leadership level was also emphasized by certain informants, which has the potential to erode employee confidence in the current system.

3. Ethics and Integrity Challenges in Human Resource Management Practices

Although ethical and integrity values have been internalized in company policies, several challenges remain, such as pressure from work targets, conflicts of interest, and weak reporting mechanisms. Several respondents acknowledged that cases of ethical violations were not pursued because they involved senior officials. Highlights the need for a stronger accountability system.

Table 3. Ethics and Integrity Challenges in National Companies

No	Types of Challenges	Frequency (From 15 Informants)	Impact on HR Performance
1	Target pressure that triggers ethical violations	10	Decline in work morale
2	Internal conflict of interest	8	Mistrust between teams
3	Lack of reporting of violations	9	Reduces organizational transparency and integrity

Source: In-depth interviews with HR managers and staff (2025).

According to the findings presented above, the most significant obstacle to preserving integrity is the organization's willingness to uphold moral principles regardless of position. Some businesses have implemented whistleblowing systems; however, their effectiveness remains limited due to employees' concerns about the social consequences that could arise in the workplace. The research findings indicate that professional ethics and integrity are not only normative components but also strategic factors that influence the sustainability of HR performance. Organizations that effectively integrate these two values exhibit more competitive, transparent, and adaptive performance.

Discussion

1. Implementation of Professional Ethics in HR Practices

The results of this study indicate that the implementation of professional ethics continues to face challenges in consistency at various managerial levels. This phenomenon reinforces the findings of Riyanto (2022), who explained that professional ethics often face a dilemma between the demand for results and adherence to organizational moral values. On the other hand, Setyawan (2023) emphasized that organizations that actively foster employee ethical awareness through training and reward systems can enhance their long-term reputation. In the context of Indonesian national companies, the results of this study indicate that professional ethics plays a crucial role in

building an organizational culture oriented towards social responsibility and fairness in the workplace.

2. The Role of Integrity in Building Organizational Trust

Employee integrity has been demonstrated to be a crucial factor in establishing organizational trust. This finding aligns with research by Hidayat (2024), who stated that integrity not only influences individual behavior but also strengthens a company's credibility in the public eye. Rahmawati (2021) also emphasized that organizations with high levels of integrity have better employee retention rates because they feel morally valued. In the context of this research, Indonesian national companies that instill integrity values through ethical leadership examples can foster a strong sense of belonging among employees. Thus, integrity is not merely an individual's moral attitude but also the foundation of an effective organizational system.

3. Ethics and Integrity Challenges in HR Practices

Although companies have adopted ethics and integrity policies, a gap persists between ideal values and actual practices. This phenomenon is reinforced by the findings of Suryani and Widodo (2020), who stated that ethical violations often arise due to weak oversight systems and internal competitive pressures. Prasetyo (2023) added that organizational integrity can only grow if leaders act as consistent moral role models. The results of this study indicate that most problems arise from leadership that fails to uphold ethical principles fully. Therefore, a values-based HR policy is needed that balances business goals and ethical compliance.

However, the findings of this study not only provide new context for the Indonesian national corporate environment but also support the findings of previous research. While Rahmawati's (2021) study emphasized personal integrity, this study highlights the relationship between systemic integrity and the effectiveness of HR policies. In addition, these results indicate that the implementation of professional ethics and integrity is not solely the responsibility of an individual, but rather an integral component of an organization's management strategy. In the long term, the competitiveness and public trust of Indonesian national companies will be improved by the reinforcement of ethical and integrity values.

CONCLUSION

Professional ethics and integrity are two critical components that determine the success of human resource management practices in Indonesian national companies, according to the findings of this study. A work culture that is transparent, fair, and oriented toward social responsibility is established through the consistent application of professional ethics. Not only do these ethical principles guide the actions of individuals, but they also serve as the foundation for developing fair policies within organizations. Although the findings indicate that the majority of businesses have a well-defined code of conduct, the implementation of this code still needs to be continuously

monitored and evaluated to ensure that it is not merely a formality for administrative purposes. Integrity has become a critical determinant in the development of employee trust and loyalty to an organization.

The company's credibility in the public eye is maintained by employees who exhibit a strong moral commitment and a high level of integrity. Nonetheless, studies indicate that a significant challenge resides in the consistency of leadership in maintaining integrity and ethical values, particularly when confronted with internal conflicts of interest or the pressures of performance objectives.

As a result, the findings of this study demonstrate that human resource management practices founded on ethics and integrity have the potential to enhance an organization's efficiency, bolster its reputation, and establish a healthy and sustainable working environment. Consequently, a transparent oversight system, exemplary leadership, and training are necessary to fortify ethical and integrity values. In this manner, Indonesian national companies can establish an organizational culture that is not solely focused on economic profit, but also prioritizes social justice and moral responsibility as the cornerstone of long-term sustainability.

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