

THE IMPORTANCE OF THE ROLE OF HUMAN RESOURCE MANAGEMENT IN AN ORGANIZATION

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Abstrak

Dapat kita ketahui bahwa peran pengelolaan sumber daya manusia sangat memberikan pengaruh terhadap suatu organisasi. Menurut P sondang (2022) bahwa organisasi merupakan suatu persekutuan yang terdiri dari dua orang atau lebih. Organisasi kerap kita temui dalam bidang politik, bisnis, profesi dan sosial. Tidak hanya ditemui dalam bidang-bidang tersebut tetapi juga dalam bidang pendidikan. Seperti organisasi yang ada pada instansi-instansi sangat membantu mahasiswa dalam mengasah keterampilan dan juga critical thinking mereka. Organisasi dibentuk agar tercapainya tujuan pada setiap tim. Melalui studi ini akan memfokuskan strategi dalam mengelola sumber daya manusia dalam berorganisasi. Hasil analisis menunjukkan strategi dapat memberikan dampak baik bagi tim pada organisasi. Adapun strategi dalam pengelolaan sumber daya manusia pada suatu organisasi seperti kemampuan dalam memahami dan menginterpretasikan keinginan atasan, memiliki pemikiran yang kreatif dan berpandangan luas kedepan, dengan ini dapat meningkatkan perusahaan tersendiri. Metode penelitian ini menggunakan metode deskripsi melalui jurnal-jurnal yang dipublikasikan. Mudah mengatur dalam dunia perusahaan sangat dibutuhkan tingkatan jumlah anggota tim yang cukup, dengan ini perusahaan juga dapat bekerja sama antar perusahaan lainnya.

Kata Kunci: Organisasi, Strategi, Mengelola

Abstract

We know that the role of human resource management greatly influences an organization. According to Pson dang (2022) that an organization is an association consisting of two or more people. We often encounter organizations in the political, business, professional, and social fields. Not only found in these fields but also in the field of education. Like the organizations that exist in agencies, it really helps students in honing their skills and also their critical thinking. The organization was formed in order to achieve the goals of each team. This study will focus on strategies for managing human resources in organizations. The results of the analysis show that strategies can have a good impact on teams in organizations. As for strategies in managing human resources in an organization such as the ability to understand and interpret the wishes of superiors, have creative thinking, and have a broad outlook, this can improve the company itself. This research method uses a description method through published journals. Easy to manage in the corporate world, a sufficient level of team members is needed, with this the company can also work together with other companies.

Keywords: Organization, Strategies, Manage

1. INTRODUCTION

Nowadays, we live in an increasingly sophisticated technological era, especially in organizations. Organizations today can be designed in virtual or online settings, meaning that both formal and non-formal events can be held. This development requires sufficient human resources. Taken from a book published by IPDN Press Digimedia that organizations consist of various elements such as human resources.

Human Resources (HR) in the organization must be carried out as well as possible because this affects the development of an agency. To meet human resources in the organization, a good strategy is needed. Yostan AL said in an article (2019) Human Resource Development (HRD) is something that must be used as a strategic and comprehensive approach to effectively manage the surrounding environment.

Factors that exist today are the lack of interest in joining organizations in themselves, especially among students. One of the factors is that they think that the existence of organizations can hinder their academics. In fact, joining the organization greatly impacts future changes in getting used to cooperation between members of the organization. The existence of factors certainly requires a strategy by changing their mindset can create quality human resources because by familiarizing students in improving social skills, learning time management can provide changes to themselves effectively.

Organizations must have their own strategy in structuring human resource management by looking at suggestions in advance whether to add or reduce team personnel. because through this strategy the organization can predict for the achievement of their goals. Then with the preparation of strategic goals and planning in the organization is very important with the aim of focusing attention on the interests of prospective team members. And finally by paying attention to the strategy of implementing work programs and evaluation greatly affects performance on the team. With this, the method used by the author is descriptive and the author wants to conduct a literature study which requires collecting data and reading through the selection of library data sources from journals that have been published. The selection of these literature data sources is related to HR management strategies in an organization.

2. METHOD

The descriptive analysis method is the method used in this literature study journal. By providing definitions, examples, strategies in managing human resources in organizations. The first step, the author collects literature on the idea of the author's topic through books, articles and also scientific journals that have been published. The second step, the author reads, records information related to the relevant discussion in the literature that has been obtained. According to Cut Medika (2018) said in his article that descriptive research is a research method that seeks to describe the object or subject under study objectively, and aims to describe the facts systematically and the characteristics of the object and frequency studied precisely.

The main purpose in writing this journal is to provide knowledge and views to readers regarding the issues being discussed. In addition to providing knowledge and views, the use of this method also aims to explain how important human resources are in an organization. According to Samsuni (2023), Human Resources (HR) is a population that is ready, willing and able to contribute to efforts to achieve organizational goals. With this descriptive analysis approach, the author hopes that readers will fully understand this topic in the form of information conveyed by the author.

3. RESULT AND DISCUSSION

Human Resource Management (HRM)

Management is taken from English, namely to manage which means to take care of. And resources according to Sonny S (2003) provide a definition of HR is a goal of carrying out the production process through the energy or effort given. And according to Norton and Kaplan in Handoyo, Indriani (2014) that there are 3 components that are one of the keys to the success of an organization or company, the most important key is Human Resources (HR).

According to Fahmiah (2020) HRM is one of the fields of general management. And the definition according to Hall T. Douglas and Goodale G. James of human resource management is "the process through which optimal fit is achieved among the employee, job organization, and environment so that employees reach their desired level of satisfaction and performance and the organization meets its goals" which means human resource management is a process through which optimal fit is obtained among employees, organizational jobs, and the environment so that employees reach their desired level of satisfaction and performance and the organization meets its goals. With this HRM includes several functions that can be a reference in HR management;

1. Planning

According to Kahar and Nahirin (2008) that planning is a process which aims to determine the goals or objectives to be achieved. And according to Desi (2015) the purpose of planning is to improve and maintain the organization's ability to achieve common goals or objectives. In HRM planning has its own meaning, namely providing an effective workforce to achieve goals in an organization.

The function of HRM planning is to ensure the number of organizational teams and also the areas of expertise in each HR. In HRM planning, it is necessary to analyze positions, team candidates, and division of tasks. The importance of analyzing these things is to create a quality team. The following is an explanation of the things that must be analyzed in HRM planning;

2. Position Analysis

A position is a position or role position and is also responsible for the respective duties carried out by its own human resources. With this, team members are seen from certain characteristics and requirements in order to get the appropriate position in an organization. The purpose of holding a position analysis in planning as a reference for organizational management is so that there are no mistakes in giving positions to someone because this error can harm the team and the agency. The following is an example of the position structure of UKM Himpala Esa Unggul campus for the 2017-2018 period.

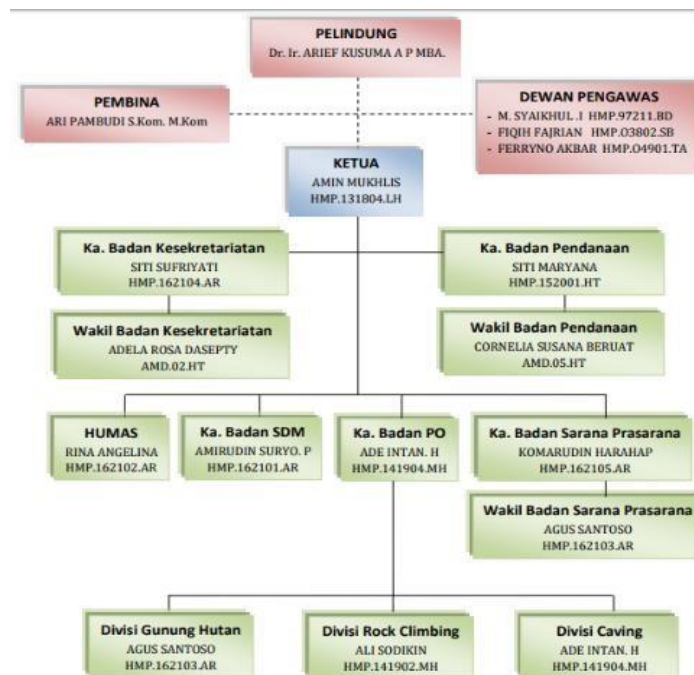


Figure 1. Example of Position Structure of UKM Himpala Esa Unggul campus for the period 2017-2018.

3. Team Candidate Analysis

Analyzing team candidates in the organization is very important. Because of that, the prospective team of its own organization must be strictly selected by the leadership because a good prospective team in terms of behavior, thoughts, talents and so on will have a good impact on the organization, otherwise if it is not strictly selected it will cause its own losses for the organization in the future.

4. Analysis of the Division of Tasks in the Team

After selecting team candidates, the distribution of tasks on the team is also very important, because this is the foundation of the goals of each team member in order to achieve a common goal. Leaders in organizations or superiors can assign tasks to them according to the fields that exist in themselves. The tasks given must be appropriate because this greatly affects the performance of team members in an organization.

5. Recruitment and Dismissal of Organization Team Members

The explanation above is very continuous with this discussion, HRM is responsible for everything that has been done in the planning at the beginning. According to Hadi Samanto (2015) that human resource planning is a guide for organizational leaders and a series of recruitment plans change. Grabara (2016) also explains that recruitment is the activity of attracting a group of candidates to fill vacant positions by looking at the abilities and skills in candidates or prospective organizational teams. With the recruitment of the team, there is a dismissal of team members. Organizations recruit to get team members who are qualified and in accordance with the goals of the organization.

The dismissal of a team member of a separate organization can see several factors in it such as team members dying or expiring contracts. According to article 61 of Law 13/2003 jo. Law 11/2021, the employment agreement can end, or meaning that the employment relationship ends, if the worker dies, second, the term of the employment contract has

expired. Then third, the completion of a certain job. Fourth, there is a court decision or stipulation of an industrial relations dispute settlement institution that has permanent legal force and fifth, there are certain circumstances or events included in the employment agreement, company regulations, or collective labor agreement that can cause the end of the employment relationship.

6. Performance Appraisal and Team Member Development

Managing performance appraisal and team member development also requires the commitment of a leader who is able and willing to understand and work within the limitations of the organizational environment. Suradinata argues that a leader is a person who leads a group of two or more people, both organizations and families. It can be concluded that a leader is a person who has the task of leading in carrying out the work programs of an organization and others. According to Zahra et al (2023) that the role of the leader is very important in the organization. And according to Endang S (2020) that commitment greatly affects the performance of team members. For the creation of good commitment, good leader characteristics are needed. According to Gayla Hodge (2009) the characteristics that must be possessed by the leader are in the figure below; Have a vision, Have a focus on achieving the goal, Know how to work, Can naturally utilize power, be yourself, melts people with various natural effectiveness traits, attract others, sensitive to the environment, able to make decisions, being a role model, being loyal to one's word. With these characteristics in each soul, leaders can set a good example for team members. The following is a detailed explanation of the characteristics mentioned by Gayla Hodge;

7. Have a Vision

According to Yusuf Hamdan (2001), the existence of a vision in an organization is very important in order to reveal the reason for the formation of the organization. The function of vision itself is one of the references in the organization in order to carry out a program properly, structured and on time. With this vision, it is very much needed in both formal and non-formal organizations. One example in formal organizations among students is the BEM organization and examples of non-formal are futsal teams, social gatherings and so on.

8. Have a Focus to Achieve Goals

Focus on achieving goals is an effort that must exist in the soul of the leader. Leaders who focus on organizational goals make team members also think more critically about the needs to achieve these goals. According to Goleman (2015), there are three focuses that must be instilled by leaders, namely focusing inward, outward and a broader context.

9. Know How to Work

The foundation of work is knowing what to do in the organization. Every team member has rights and obligations in duty, both leaders and members must get their own tasks, and tasks carried out in a good and correct way will produce good results for the organization.

10. Know How to Strengthen

According to Euis (2008), organizational development is a planned change activity that includes a systematic diagnosis of the organization. With this, each organization also has its own goals and strengths within the organization. Both leaders and team members must know the strengths contained in the organization from small to large. With these strengths, an organization can achieve the goals or vision they create.

11. Be Your Self

Leaders must have principles so that they do not just follow or become someone else. Principles are important for both individuals and organizations. A leader must have strong principles. According to Amiroh A and Susilo T (2018) in the era of the current generation, especially for students, it is commonplace to use technology, with this technology it can combine online and offline organizations as well, this also has a good and bad impact on them, so it requires strong principles in using current technological tools. Individual leaders can provide training through technology. For example, such as holding online socialization of organizational team members so that members can also be monitored by leaders so that the organization is better managed with leaders who have strong principles.

12. Searching for People with Various Nature Effectiveness Traits

MF Bormasa writes in his book entitled Leadership and Work Effectiveness that realistic goal setting is to consider the existence of stakeholders (external and internal). It is concluded that it is the leader who must recruit people according to the needs of the organization. This is important because it greatly provides a significant change in the organization, if the team members are effective then the organization will carry out the task happily and feel easy because it is in accordance with its own passion then on the contrary if it is not effective it will result in the task being twice as hard.

13. Attract Others

Every organization has a leader and several members in it. A leader himself must be able to attract others through careful interaction well. Because if a leader cannot interact well then there will be no organization in it. This is very important in order to increase human resources in the organization. With good HR management, it will meet the needs of the organization in achieving its goals.

14. Developing Strength

Leaders certainly have a high value in themselves. Unconsciously this value is created from their own strengths. When becoming a leader in an organization, they must see the strengths within themselves in order to develop them in leading an organization.

15. Sensitive to the Environment

Each individual certainly has a different level of sensitivity. When leaders feel less sensitive to their environment, there are several things that can make their sense of sensitivity increase, for example, leaders must be more of a good listener as well as intelligent and hone situational awareness with this leaders have more sensitivity to their environment.

16. Able to Make Decisions

Work programs are held in organizations to match what the organization is aiming for. To implement the work program must be with a joint decision between the leader and team members. In making decisions, of course the leader's decision is the final decision in a determination. Therefore, the leader must be able to make decisions wisely and not take sides.

17. Being a Role Model

According to Fridayana (2013) that with 5 powers, namely expertise power, legitimacy power, reference power, appreciation power and coercion power, with these 5 powers the leader can influence the behavior of his subordinates. Therefore, exemplary leadership is needed in the soul of a leader to become an example reference for organizational team members. Team members see the behavior, speech and performance of the leader so that they can also do what the leader does. If the leader does things that should not be done, team members will also feel lazy in duty and reluctant to join the organization.

18. Behave and Be Faithful to His Promise

Attitude and loyalty are two things that must be instilled in a leader. When starting to build a structure, every leader must have made promises to team members when they took over as leader in an organization. Being faithful to their own promises becomes a view for team members in seeing performance in a leader. In managing performance appraisal and team member development, the characteristics of a leader that have been described above are needed so that they become a reference in management. With this the author hopes that the organization will be better with the characteristics of a good leader in leading an organization.

19. Training and Capacity Building of Team Members

Once the organization has a good leader and members have been selected. Not only good leaders in the organization but team members also need training and development in order to help with the tasks in the organization. The problem of low performance in organizational teams is due to various factors, one of which is the lack of talent management in fostering members (Kibui et al, 2014). With this, HRM is needed in talent management. Below is an overview of the matters of talent management.



Figure 3. Talent Management

HRM also has a function in this training and development framework through the talents of each team member. Talent is the ability that exists in team members. According to Michael (2001), talent is a person's ability which includes fundamental strengths, skills, knowledge, experience, intelligence, decision-making, attitude, character, drive, and the ability to learn and develop. Ria and Feti said in the journal (2020) that the biggest challenge in human resource management is to excel in talent competence. Ria and Feti also said (2020) with this we can need a process in this talent management. The first thing to do is to determine the talents that will be created in the organization. After determining these talents, the effort made is to determine the talent management model.

According to Canon et al (2007), talent management is the process by which an organization identifies, manages and develops its people now and for the future. And according to Pella and Inayati (2011), talent management is a series of integrated organizational HR processes designed to develop, motivate and retain productive, involved members. Meanwhile, according to Ria and Feti, the following talent management methods are determined, namely the Boston Consulting Group, the Accenture Model, and the General Electric Model. Below is an explanation of the talent management method;

20. Metode Boston Consulting Group

According to Sulasih (2020) the Boston Consulting Group method is a leading consultant who developed and also popularized the share matrix in the growth market. Organizations use this method to determine the competitive position between one organization and another in one particular field.

21. Metode Accenture Model

This method illustrates the concept of talent management with an organizational scope environment, namely with a strategy turnaround cycle. Through the strategy turnaround cycle on talented members starting with define, discover, develop and deploy can provide significant changes in results. This cycle aims to produce the output of talented members.

22. General Electric Model

This method is the member's defense in joining the organization. It begins with the leader's efforts in selecting talented members, then developing the organization according to the needs and aspirations of the voice of the leader and team members. This makes the creation of prestatative performance between leaders and team members in an organization. All the methods described have the same perception of the identification process. According to Davis (2009), maintaining the talent owned by the organization is an identification process in organizational management. After doing talent management, it is necessary to train team members. By training members in talent development, the organization runs the work program tasks smoothly. According to research conducted by Ni Kadek and I Komang (2020) the success of an organization can be determined by the performance of its members, with the hope of achieving the organization's goals.

Training is conducted based on the tasks they perform. Training will develop the talents of each member. To get this development, of course, it goes through stages. According to Jones (2016), there are 4 development stages, namely forming, storming, norming and performing. These stages can realize the integrity of team members in carrying out organizational tasks. Good achievement by each organization can usher in good communication between leaders and team members and organizations with other organizations. It is not easy to manage an organization well, but if there is a willingness in each self in the leader and team members. Henry Ford gave a quote that "Coming together is the beginning, togetherness is the goal, and working together is success" seeing the quote from Henry opens the view on every organization they create. After training and developing skills in the team, the last step requires managing the relationship between HR and the organization. Below is a description of the relationship between the two.

23. Managing the Relationship between Human Resources and the Organization

Relationship comes from the word *hubungan* which means connected (one to another). According to Hartana et al (2022) the importance of building relationships because it can maintain communication in HR and the organization itself. This Human Resources (HR) greatly affects the organization in general. According to Siregar and Nasution (2010) say that the success of the organization in developing human resources to produce quality performance must be supported by harmonious and synergistic human relations. And according to Siregar (2019) that HR management is an activity that is carried out and has the aim that the human resources contained in the organization can be empowered effectively, efficiently and also provide benefits to the organization continuously.

24. Performance between People and Organization

According to Immanuel (2019) performance is a real effort resulting from the behavior carried out. Quality and quantity work results are achieved by the performance of these human resources and organizations in carrying out tasks in accordance with their assigned responsibilities. With this, it is necessary to improve efforts on systems that are truly strategic to HR first. An example of a truly strategic system is the information provided is relevant information and communication between leaders and team members or members with fellow members is in good condition because communication can make it easier for HR to do their

job. Regarding communication is very important because communication is a very important role in a social interaction (Sutrisno, 2010).

25. HR Morale towards The Current Organization

According to Muh Alwi et al (2016) The effectiveness of the organization is largely determined by the teamwork spirit that exists in the organization concerned. To carry out the tasks given by HR requires enthusiasm in itself. Because with enthusiasm, HR does not feel boredom in the organization but there is a sense of love contained in oneself. What makes the spirit is only the respective HR, as for some of the motivation provided by the motivator so that it adds to his enthusiasm in doing the task. The spirit given by the motivator will not make an impression on HR if it is not given a strong push within itself

26. Leadership In the Organization

Leadership in the organization greatly affects the performance of human resources in it. According to Samsuni (2023) problems in leadership can be very broad and involve a very broad field as well and can play an important role in the organizational field. Leadership characteristics are very important in the selection of organizational leaders with this must pay more attention to the delivery of the vision, mission and previous performance in the organization. The three key relationships in HRM activities become a reference for each separate HR in carrying out each task. With the functions and explanations provide understanding to the reader.

Human Resource Management Objectives

It is not easy to make a goal because there are so many considerations that are faced with fear of any accidental similarities when making goals. But it should be underlined that there will be no formation of an organization without a purpose because the organization is created so that the work programs in the organization are carried out. According to Ganis et al (2021) that an organization can be formed through the process of grouping and also dividing activities in the hope of achieving organizational goals. With this, for the formation of an effective team, a separate goal must be made in the organization. The existence of human resource management today has an influence on the future. HRM currently has a general goal of ensuring the organization gets and retains the skilled, committed and highly motivated team members it needs. Here are some other objectives outlined in published journals. According to Hasriany Huzain (2021) the purpose of Human Resource Management (HRM) is to increase the productive contribution of a person or member to the organization in a strategic, ethical and socially responsible manner. According to Samsuni (2023) the existence of Human Resource Management provides learning starting from planning, organizing, implementing and controlling HR in the organization to create good cooperation between the two and succeed in achieving organizational goals efficiently and effectively. According to Fauzan Ahmad (2021) HRM makes effective communication and direct coordination so that it can improve performance. According to Rezky Naim (2021) the existence of MSDM fulfills responsibilities and also tries to create employment opportunities. According to Eri Susan (2019) MSDM provides a lot of insight into the field of knowledge systematically, trying to understand why and how people work together to achieve common goals.

Manfaat Manajemen Sumber Daya Manusia

In doing activities, of course, there are consequences in itself. Seeing the goals that exist in HRM can have a changing effect on the team, organization and also around. Not only does HRM have goals, it also has benefits for team members, the organization and the surrounding environment. The following benefits of human resource management are traced in certain published journals;

According to Chyntia (2021), it can understand an approach in an organization, namely with objective and subjective approaches. According to Ading Sunarto (2020), human resource management can develop and release skills. According to Eri Susan (2019) getting special skills in achieving achievements because this management is a science, art and profession. According to Samsuni (2023) that from human resource management benefits a policy and practice that a person needs in carrying out HR aspects. According to Hasriany (2021), the basic principles in the organization are found when carrying out training and developing the abilities of team members. There are so many benefits in human resource management, readers are also expected to see the benefits that will be obtained in themselves when participating in organizational activities.

4. CONCLUSION

Based on descriptive analysis research on the management of Human Resources (HR) it can be concluded that understanding Human Resource Management (HRM) is very important because it affects specifically in an organization. Human Resources is an important role that must exist in the organization. According to Hasriany (2021) human resources are all humans involved in an organization in seeking the realization of the organization's goals. If there is already HR, Human Resource Management (HRM) is needed in the organization.

And according to Hasriany also (2021), HRM is a science or a way of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the goals of the company, employees and society are maximized. The existence of HRM is very helpful in forming a structured organization. There are 5 reference functions in HRM, namely;

1. Planning
2. Recruitment and dismissal of organizational team members
3. Performance appraisal and development of team members
4. Training and capacity building of team members
5. Managing the relationship between human resources and the organization

Penulis berharap besar dengan pembaca, untuk memperhatikan dan mengelola MSDM ini karena dengan adanya tujuan MSDM tersendiri juga dapat memberikan manfaat-manfaat terhadap sumber daya manusia pada organisasi tersebut. Memang tidak mudah dalam mengelola suatu urusan, tetapi jika ada minat dan kemauan untuk mengelola dengan baik maka akan terbujuk sendiri dalam hati nya, karena melihat adanya acuan-acuan dasar pada manajemen sumber daya manusia pada sebuah organisasi. Oleh karena itu, kelola lah sebaik-baik mungkin Manajemen Sumber Daya Manusia ini karena pengelolaan ini berkaitan antara Sumber Daya Manusia dengan Organisasi tersebut.

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