
Human Resource Development Strategy in an Effort to Increase Employee Performance at PT. Pas Global Teknologi

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Accepted: March 21, 2024

Published: April 26, 2024

ABSTRAK

Penelitian ini bertujuan untuk mengetahui Pengembangan Sumber Daya Manusia dalam meningkatkan kinerja karyawan pada PT Pas Global Teknologi. Jenis penelitian kualitatif digunakan sebagai metode dalam penelitian ini. Narasumber dalam penelitian ini adalah 5 pegawai. Adapun data yang dikumpulkan melalui teknik wawancara, pengamatan dan penyusunan dokumentasi. Atau dilakukan dengan teknik triangulasi yaitu penggabungan dari berbagai teknik dan semua sumber data yang ada. Penelitian mengerucut dengan hasil bahwa kegiatan pelatihan dan pengembangan sumber daya manusia di PT Pas Global Teknologi dilaksanakan sesuai kebutuhan kerja masing-masing individu. Hasil penelitiannya adalah (1) PT Pas Global Teknologi sudah melakukan Upaya dalam pengembangan Sumber Daya Manusia guna meningkatkan kinerja para karyawan. Adapun pengembangan sumber daya manusia yang dilakukan PT Pas Global Teknologi seperti pelatihan, bimbingan dan sosialisasi antar karyawan yang dilakukan untuk evaluasi secara informal yaitu dengan sharing session terkait karyawan dan kepala tim perusahaan. (2) Kinerja karyawan PT Pas Global Teknologi sudah baik hal ini dapat dilihat dari pegawai yang sudah memahami serta menjalankan tugas dan tanggung jawabnya dalam bekerja. Ada beberapa faktor untuk meningkatkan kinerja karyawan adalah gaji atau insentif yang sesuai, adanya pemberian motivasi dari pimpinan, kesehatan jasmani dan rohani karyawan, serta adanya hubungan yang baik antar sesama karyawan.

Kata Kunci: *Pengembangan Sumber Daya Manusia, Kinerja Pegawai*

ABSTRACT

This research aims to determine Human Resource Development in improving employee performance at PT Pas Global Teknologi. This type of qualitative research is used as a method in this research. The resource persons in this research were 5 employees. The data was collected through interview techniques, observation and preparation of documentation. Or it can be done using triangulation techniques, namely combining various techniques and all existing data sources. The research concluded with the result that training and human resource development activities at PT Pas Global Teknologi were carried out according to the work needs of each individual. The results of the research are (1) PT Pas Global Teknologi has made efforts to develop Human Resources to improve employee performance. The human resource development carried out by PT Pas Global Teknologi includes training, guidance and socialization between employees which is carried out for informal evaluation, namely by sharing sessions regarding employees and company team heads. (2) The performance of PT Pas Global Teknologi employees is good, this can be seen from employees who understand and carry out their duties and responsibilities at work. There are several factors to improve employee performance, namely appropriate salary or incentives, providing motivation from leaders, physical and spiritual health of employees, and good relationships between employees.

Keywords: *Human Resources Development, Employee Performance*

INTRODUCTION

Rapid changes in the field of technology require engineering-based companies to continue to develop continuously. This change is caused by various aspects, including changes in knowledge, which progresses every time so that humans as the driving wheels of business have more planned knowledge.

Competition between companies continues to become sharp, therefore, the industry needs a strategy on how to compete fairly, and be able to raise the company's name in the business world. All of these things will be regulated by people who have the authority to hold this power, led by managers. Human resource development strategies really need to be implemented, especially in the current digital era. Organizations that have a good reputation will progress and organizations that have a bad reputation will weaken. Organizational demands for quality human resources are

absolutely necessary to be able to win the competition, in fact many organizations compete with each other to get quality workers. Organizations that can achieve success are organizations that understand the importance of human resource development strategies and know what efforts must be taken to improve human resource development. The relationship between an employee and the head of an organization is not only tied to a work relationship, but as a human being, the two of them should also interact with each other. Human resource development can be used as a form of appreciation from an organizational leader towards employees in a humanist aspect.

Hasibuan (2018) believes that development is an effort to improve employees' technical, theoretical, conceptual and moral abilities in accordance with job/position requirements through education and training. Human resource development (HR development) can be understood as the preparation of individual employees to assume different or higher responsibilities within the organization. Sikula in Priansa (2018) states that: Human resource development is a long-term learning process using systematic and organized procedures where managers learn conceptual and theoretical knowledge, which is then implemented in human resource development.

According to Nurul Khurotin (2018) in a daily paper written by, Nurul Khurotin and Tri Wulida Afrianty entitled "Training Analysis and Human Resources Development of PT. Beon Intermedia Malang Branch" quoted the word "Training" for Mathis and Jackson. Training is a process that an employee goes through to gain and develop new skills to carry out a job and improve specific skills. Employee orientation development is not only intended for new employees, but also for all employees in the company to participate and follow the process provided by the company to understand and master the work they will experience in the future. The development procedures that have been implemented by the company definitely need to be measured whether they are good or not. Procedures for developing human resources (HR) are said to be good if they have achieved the target of increasing the quality of employees in carrying out work and achieving the desired goals.

In the current era of data technology developments, companies have a large dependence on technology. Almost all operational, monitoring, creation and various other activities are carried out using information technology.

PT Pas Global Teknologi (PGT) is an industry whose core business is in the field of information technology. PT Pas Global Teknologi provides total information technology solutions to support the development of civilization. With technology, there are many benefits that a person can obtain. Through digitalization, PT Pas Global Teknologi is able to actively provide solutions in various fields: learning, industry, agriculture, manufacturing, government, cooperatives, micro, small and medium enterprises, and other similar organizations.

However, the large number of employees with general backgrounds compared to employees with Information Technology education makes the company less efficient.

One way to increase a company's productivity is by utilizing technology. Because in this digital era, a lot of technology is developing very rapidly, so employee training and development in accessing this technology can help employees catch up with these technological developments. Because increased productivity also occurs when employees become more skilled at their work so they can find new ways to complete the work they usually do in a more effective and efficient way. A development program is a type of concrete plan because it includes targets, policies, procedures, budget and implementation time. In order for this development to achieve good results with relatively small costs, a development program should first be established (Hasibuan, 2018). Clearly employee development needs to be carried out so that employees better understand technical skills, human skills, conceptual skills and managerial skills, so that work morale and work performance increases.

The most important methods or strategies in human resource development explained by Priansa (2018), include education methods and training methods. Education is provided to managerial employees, while training is provided to employees at a more operational level.

1. Educational methods (education)

Education is one of the most important things in human resource development. The results of education can be seen from changes in behavior. This means that education essentially aims to change employee behavior. The new behavior (result of change) is formulated in an educational objective. Basically, educational objectives are a description of the knowledge, attitudes, actions, appearance, and so on, which are expected to have educational goals in a certain period. Educational institutions, especially formal education, basically provide output in

the form of changes in attitudes and behavior. Educational output needs to be formulated first in terms of educational goals, namely important formulations of attitudes and behavior. Education methods are usually a development method for managerial employees. Managerial personnel are those who have authority over other people. The methods used are different from the methods for operational employees. This is because the personality characteristics of managers are different from operational employees.

2. Training methods (training)

Training methods are selected based on needs analysis originating from organizational interests and employee needs. Matters related to training include implementation time, costs, number of participants, education level, employee background, and several other things related to employees. The scope of training is narrower than education. Training is basically seen as the application of occupational skills and abilities, therefore training focuses on learning how to carry out specific tasks within a certain time. Training is an ongoing function that is adapted to the employee's scope of work (Priansa, 2018).

METHODS

In this research, the methodology used is qualitative with a descriptive analytical approach, where data is collected through observation, interviews and documentation. Data analysis was carried out until this research was declared complete. The focus of this research is to understand the reasons and methods for implementing human resource development activities carried out by PT Pas Global Teknologi. Qualitative methods were chosen because of their holistic nature and emphasis on process, making them suitable for field research that involves observing and participating directly in the object of study.

This research uses existing theories as a basis and aims to produce new theories based on the data collected. According to Sugiyono, qualitative research is a method carried out in natural conditions, with the researcher as the key instrument, and data is collected through triangulation techniques. Yusuf stated that qualitative research strategies emphasize the search for meaning and deep understanding of phenomena or situations in a natural and comprehensive manner.

The research location is PT Pas Global Teknologi in Jakarta, with research lasting one year from December 2022 to November 2023. Research is carried out in stages according to needs, starting from submitting a proposal to preparing a thesis and trial. The research instruments used include questionnaires, tests, and observation sheets, with data collected through observation, interviews, and documentation.

The unit of analysis in this research is employees of PT Pas Global Teknologi, especially those involved in HR development. Data collection procedures include observation of activities taking place in the company, in-depth interviews with leaders and staff, as well as documentation methods to collect related data. Data analysis is carried out continuously, starting from data reduction, data presentation, to drawing conclusions that will help in understanding human resource development and improving employee performance in the company.

This research also ensures the validity of the data through techniques such as extended observations, increased persistence, triangulation, and discussions with colleagues. The entire research process is audited to ensure dependability and confirmability, ensuring that research findings are the result of a credible and trustworthy research process.

RESULTS AND DISCUSSION

1. Strategy Development Source Power Man In Efforts to Improve Employee Performance at PT Pas Global Teknologi Observations and interviews were carried out by researchers at PT Pas Global

Technology to resource persons who have employee status at PT Pas Global Teknologi. Researchers will ask questions about the resource person's knowledge about HR development at PT Pas Global Teknologi.

Human resources are the most important tools in an organization because as the driving force of the organization, Human Resource Management is a science or method of managing the relationships and roles of resources owned by individuals optimally so that a goal is achieved. PT Pas Global Teknologi applies human resource management as a form of human management

process to regulate the relationships and roles of the workforce so that they are active and efficient. Human resource development is very important to improve employee performance at PT Pas Global Teknologi. Regarding what field PT Pas Global Teknologi operates in, as said by Mr. Fazza Fakhri Rabbany, which was studied in the form of an interview transcript as follows:

"PT Pas Global Teknologi operates in the field of IT solutions or you could say providing services and services in the field of Information Technology." (20 October 2023).

Agreeing with the above, Mrs. Nurazizah also gave an answer regarding what field PT Pas Global Teknologi operates in, which was studied in the form of an interview transcript as follows:

"In the field of procurement of technology, making softwear or applications that are needed by clients." (20 October 2023).

According to employees of PT Pas Global Teknologi, whether or not an educational background is not appropriate to their field of work is important. Based on the opinion expressed by Mr. Fazza Fakhri Rabbany as Chief Information Technology Officer which was studied in the form of an interview transcript as follows: "No, especially when talking about the IT sector, a background is not needed. Skills that need to be proven because skills can be honed continuously." (October 20, 2023).

Agreeing with the answer above, Mrs. Taniya Fatimah Bacik as Head of Project added what was studied in the form of an interview transcript as follows: "In my opinion, it is not that important, what is important is having hard and soft skills with a willingness to continue learning and upgrading yourself with knowledge and insight. And according to Mrs. Revina Dwi Utami as UX Designer, she gave a statement which was reviewed in the form of an interview transcript as follows: "It's not that important because the current job is different from my educational background and I learn by self-taught or with the help of friends who understand more about learning new things outside. my background." (20 October 2023).

Meanwhile, according to Mrs. Nurazizah as Human Resources Development, she gave a statement as examined in the form of an interview transcript as follows: "Important but not necessary. Education, both formal and informal, that is appropriate to the field of work is very important because it provides a good basic skill set." (20 October 2023).

Agreeing with the answer above, Lega Adila as UX/UI Research also added as reviewed in the form of an interview transcript as follows: "In my opinion, it is quite important because when we get a job that is relevant to the major we are pursuing personally, we can be more familiar with the terms commonly used, so it can quickly adapt to the existing work system." (20 October 2023).

Based on the data and several interview quotes above, it can be concluded that an educational background that is not in accordance with the current field of work according to PT Pas Global Teknologi employees is not that important because it can be done by developing Human Resources. According to employees of PT Pas Global Teknologi, there is an effective way to develop employees so that employees are better at carrying out their work, as stated by Mr. Fazza Fakhri Rabbany, which was studied in the form of an interview transcript as follows: "If children need to upgrade their skills, I welcome them or they can also learn from me, because we are here open to discussion." (20 October 2023).

In agreement with Mr. Fazza Fakhri Rabbany, Mrs. Revina Dwi Utami gave the following statement which was reviewed in the form of an interview transcript: "Because in this office we are free to express our opinions, it is also a reference for us as employees to develop, because in this office the system is transparent, we are free to have opinions and discuss because of That's also where we as employees can learn." (20 October 2023).

Mrs. Nurazizah also added her opinion as presented in the form of an interview transcript as follows: "if employees here need bothcamps, training, seminars and the costs are within the company's budget, we will accept it." (20 October 2023).

According to Mrs. Taniya Fatimah Bacik, she gave her opinion which was presented in the form of an interview transcript as follows: "In my opinion, the effective way for employees is to do more workshops, training both in terms of soft skills and hard skills. For employees here, I think there is more self-teaching." (20 October 2023).

Based on the data and interview quotes above, it can be concluded that PT Pas Global Teknologi has made efforts to develop human resources to improve the performance of its employees.

The human resource development carried out at PT Pas Global Teknologi includes training, guidance and discussions among employees with the aim of increasing employee knowledge and skills in completing their work tasks and responsibilities.

Even though there are some employees whose educational background does not match their field of work, employees can learn to develop themselves so that all work tasks carried out by employees are in line with the work plan and division of tasks based on each employee's position so that this encourages work to be optimal, efficient and effective.

2. Employee Performance at PT Pas Global Teknologi

Based on the results of observations and interviews conducted by researchers at PT Pas Global Teknologi with five sources, including employees at PT Pas Global Technology, the researchers asked several questions to the sources about the performance of employees at PT Pas Global Technology.

In an organizational context, performance is a description of the level of achievement of organizational goals or objectives as a description of the organization's vision, mission and strategy which indicates the level of success and failure in implementing activities in accordance with established programs and policies.

Good employee performance or performance will be directly proportional to good results in the development of the Company's business. Conversely, poor performance will also have a negative impact on the company. The results of employee performance can be seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the company.

In carrying out their respective duties and responsibilities, there are times when PT Pas Global Teknologi employees experience boredom and decline in performance. As said by Mr. Fazza Fakhri Rabbany as presented in the form of an interview transcript as follows: "I think it's natural, but having a motivation is still important even though progress will gradually become a hill." (20 October 2023).

Mrs. Nurazizah also gave a similar answer as presented in the form of an interview transcript as follows: "This is normal, because everyone has limits to their abilities. If I see employees who are bored, I can invite them to discuss it so sharing knowledge is just like a diversion." (20 October 2023).

Mrs. Taniya Fatimah Bacik also has an opinion as presented in the form of an interview transcript as follows: "Depending on the cause of each personal boredom, we can recharge positive energy by providing free time with entertainment,

playing social media or just joking and chatting with other employees." (20 October 2023).

In agreement with Mrs. Taniya Fatimah Bacik, Mrs. Revina Dwi Utami also gave her opinion as presented in the form of an interview transcript as follows: "Every time I experience boredom, I tend to take a break to look for something else to divert. This could be taking a break from sleep or activities outside the office desk, at least it helps. Get back to focus"

Mrs. Lega Adila also expressed her opinion in the form of an interview transcript as follows: "That's a definite thing in my opinion, but the important thing that must be ensured is that even if employees experience boredom or a decline in performance, their work results must remain good." (20 October 2023).

Every company definitely expects and demands optimal performance from its employees. Moreover, a large part of a company's ability to achieve its goals depends on the level of productivity and performance of the employees concerned.

There are several factors that can improve employee performance, one of which is motivation from the leadership. This is what Mrs. Revina Dwi Utami said in the form of an interview transcript as follows:

"One of the things that improves employee performance is salary or bonuses because that is also a reward for employees. Another factor that improves employee performance is also motivation from the leadership." (20 October 2023).

In agreement with Mrs. Revina Dwi Utami, Mr. Fazza Fakhri Rabbany also gave an opinion which was presented in the form of an interview transcript as follows: "To improve performance, of course the first thing is to be healthy, the atmosphere in the office is comfortable and more importantly, of course, income." (20 October 2023).

Mrs. Nurazizah also has an opinion which is presented in the form of an interview transcript as follows: "One of the factors in improving performance is that we mingle, greet other employees because a comfortable environment can improve the quality of performance." (20 October 2023).

In agreement with Mrs. Nurazizah, Mrs. Lega Adila also gave an opinion which was presented in the form of an interview transcript as follows: "Internal and external factors, internal in terms of rules and managing Human Resources, external factors such as friendship links, ice breaking, entertainment such as social media". (20 October 2023).

Based on the conclusions of the interview results obtained by researchers, there are several factors that can improve employee performance, namely providing appropriate salaries or incentives, motivation from leaders, physical and spiritual health of employees, and good relationships between fellow employees.

DISCUSSION

The results of the data from research obtained in Human Resources research at PT Pas Global Teknologi are in the form of research interviews conducted by direct interviews. The results of the interviews were recorded using a cellphone voice recorder and the remaining researchers obtained data in the form of photo documentation. This research uses qualitative research methods with the data analysis process including 3 parts consisting of data reduction, data presentation and drawing conclusions.

First, data reduction is a stage of qualitative data analysis techniques. Data reduction is the simplification, classification and disposal of unnecessary data in such a way that the data can produce meaningful information and make it easier to draw conclusions. This reduction stage is carried out to select data that is relevant or not to the final goal.

Second, data presentation is also a qualitative data analysis technique. Data presentation is an activity when data is arranged systematically and easily accessible, thereby providing the possibility of producing conclusions.

The form of presenting qualitative data can be in the form of narrative text (in the form of field notes) through presenting the data, the data will then be organized and arranged in a relationship pattern so that it is easy to reach.

Third, drawing conclusions and leveraging data is the final stage in qualitative data analysis which is carried out by looking at the results of data reduction while still referring to the analysis objectives to be achieved. This stage aims to find the meaning of the data collected by looking for similarities or differences to draw conclusions as answers to existing problems.

The human resource management research at PT Pas Global Teknologi includes:

1. Human Resource Development in Improving Employee Performance at PT Pas Global Teknologi

Human resource development basically aims to improve the quality and work ability of employees in carrying out the tasks given by the company in accordance with the position filled by the employee and effective human resource development will increase employee work productivity through a series of education and training activities. Based on data and interview quotes, it can be concluded that PT Pas Global Teknologi has made efforts to develop Human Resources to improve employee performance. The Human Resources development carried out at PT Pas Global Teknologi includes training, guidance and discussions between employees with the aim of increasing employee knowledge and skills in order to improve performance. All work tasks carried out by employees are in line with the work plan and the distribution of tasks based on the employee's position.

2. Employee Performance at PT Pas Global Teknologi

The ability of employee performance in carrying out each job is really expected by every organization to achieve the goals that have been set. One factor that can improve employee performance is salary or compensation. Apart from that, the atmosphere in the work environment needs to be considered to support employee comfort, providing work motivation can improve employee performance. With the compensation provided by the company to employees, it can increase employee enthusiasm, willingness and thoroughness when working. Employee motivation and hope to receive appropriate compensation makes employees work optimally in order to achieve high performance for employees. An employee who has high performance and quality can support the achievement of the goals and objectives set by the company. Human resources are a very important asset for a company to achieve its goals. The success of an organization or company depends on the existence of its human resources. Quality human resources will produce good performance for individuals and make a positive contribution to the company's progress.

Based on the data and several interview quotes above, it can be concluded that the performance of PT Pas Global Teknologi employees is good. This can be seen from employees who understand and carry out their duties and responsibilities at work.

CONCLUSION

Based on the results of research conducted at PT Pas Global Teknologi, researchers succeeded in concluding several important things related to the development of Human Resources (HR) and employee performance at the company. First, PT Pas Global Teknologi has made various efforts in developing human resources aimed at improving employee performance. These efforts include training, guidance and discussions between employees, all of which are directed at expanding knowledge and improving employees' skills in completing their tasks and responsibilities. Work environment factors such as an open office layout also make it easier for employees to discuss, which contributes to increased communication and collaboration between them.

Second, although employee performance at PT Pas Global Teknologi is already at a good level, there is still room for further improvement and improvement. This can be seen from the good understanding and implementation of tasks by employees, but needs to be improved through supporting factors such as a conducive work environment, work motivation provided by the leadership, as well as other aspects such as adequate salary adjustments, and maintaining physical health. and employee spirituality. Thus, PT Pas Global Teknologi is expected to continue to develop and implement effective strategies to support and strengthen existing human resource capacity, in order to achieve sustainable employee performance improvements.

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