

Role of Management Human Resources in Build Culture Positive Work

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ABSTRACT

A positive work culture is an important foundation for increasing employee productivity, engagement, and loyalty within an organization. However, the formation of a healthy work culture cannot occur naturally without the strategic role of human resource management (HRM) as the manager of work values, systems, and behaviors. This study aims to analyze the role of HRM in designing and implementing policies that support the creation of a positive work culture. This study uses a qualitative approach with descriptive methods, involving data collection techniques such as in-depth interviews, direct observation, and documentation analysis of work units within the organization. The results show that HRM contributes significantly through value internalization training, two-way communication forums, and a positive behavior-based reward system. A total of 84% of employees participated in work culture training, 81% expressed satisfaction with the work environment, and there was an 18% decrease in turnover in the past year. However, there were differences in the application of values between units, mainly due to differences in leadership styles and suboptimal monitoring by the HRM team. The conclusion of this study confirms that the success of building a work culture is highly dependent on consistency, involvement of line leaders, and strengthening the strategic function of HRM as a facilitator of organizational culture.

INTRODUCTION

In the highly competitive and dynamic world of modern organizations, human resources (HR) play a crucial role in determining a company's success and sustainability. Employees are not merely task implementers; they are the driving force behind realizing an organization's vision and mission. Therefore, strategic and structured HR management is crucial for establishing a work culture that supports performance and productivity (Islamiyati & Banin, 2022).

Across various sectors, we witness a variety of phenomena that demonstrate the critical influence of the work environment on employee morale and loyalty. Negative work cultures, such as minimal collaboration, lack of open communication, and a lack of appreciation for employee contributions, often have a domino effect, resulting in increased stress levels, internal conflict, and high turnover. Such situations not only harm individuals but also threaten the stability and performance of the organization as a whole (Zaky, 2021).

According to data from Gallup (2023), only around 23% of employees globally who feel truly involved in work they, show that majority power work in the world still experience disconnection emotional and psychological with tasks carried out. Temporary that, as many as 18% of employees reported feel No own attachment The same once, which means they undergo work without a sense of ownership or strong motivation, and even Can become obstacle in achievement objective organization. Conditions This No only happen globally, but is also reflected in Indonesia, where a 2022 Korn Ferry survey showed that level involvement employee Still is at a relative figure low, namely around 36%.

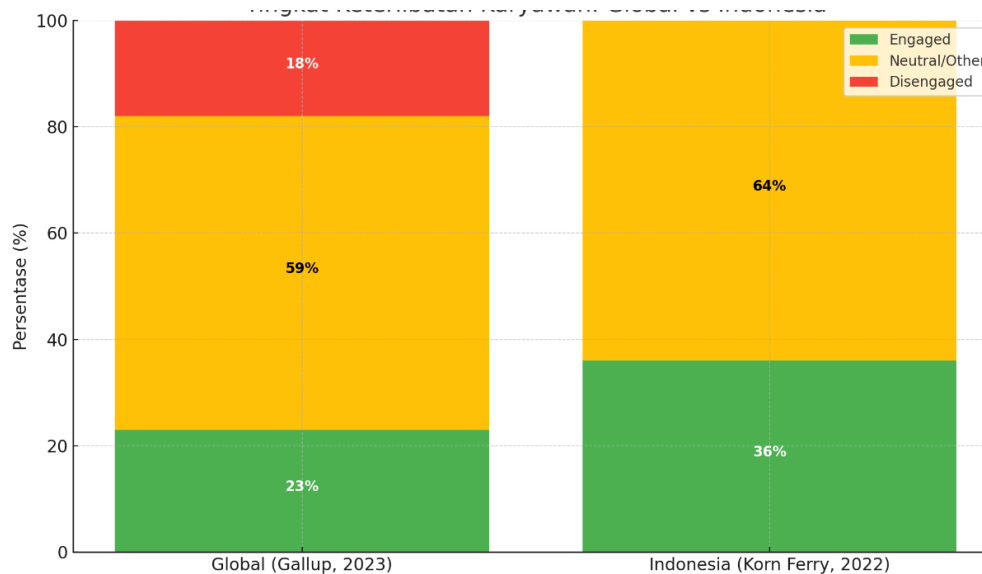


Figure 1. Level of Engagement Employee Globally and in Indonesia
 Source : Gallup (2023), Korn Ferry (2022)

A positive work culture is an essential foundation for creating a healthy and competitive organization. This culture is typically reflected in collective values such as honesty, responsibility, openness, mutual respect, and a spirit of cooperation. Work culture is not just a slogan on the office wall; it must be lived out in daily practices, interpersonal relationships, and the policies and systems implemented by the organization. In this regard, the role of human resource

management is vital in designing and managing a culture strategy that aligns with the organization's direction (Andriyanti & Fitriani, 2018) .

Robbins and Judge (2017) define organizational culture as a system of shared meaning held by organizational members that distinguishes one organization from another. This system of meaning encompasses values, norms, and work practices formed through social interactions within the organization. In other words, work culture cannot be formed instantly; it develops through a long process involving various policies and consistent managerial interventions, particularly in human resource management.

Human resource management plays a key role in instilling organizational values into employee attitudes and behaviors. Through a selective recruitment process, values-based training, transparent performance appraisals, and a fair reward system, HR can shape employee mindsets and work ethics that align with the desired organizational culture. This is where HR's strength lies, not merely as an administrative manager, but as a culture-shaping agent (Sewang, Umar, SM, 2024) .

Unfortunately, in many organizations, the role of HR is still viewed narrowly. The focus is often limited to administrative matters such as payroll and employee data archiving, while strategic aspects are neglected. This results in the positive values the organization seeks to build being ineffectively communicated to all employees. The absence of a strategic approach in HR often means that efforts to build a work culture stall at the surface.

Furthermore, organizational culture change often faces internal obstacles such as employee resistance, unsupportive leadership, and deeply entrenched legacy cultures. To address these challenges, HR must act as a bridge connecting management and employee interests through a communicative, inclusive approach that promotes gradual behavioral change.

The HR transformation theory put forward by Dave Ulrich (1997) introduces four main roles that must be carried out by HR management: as a strategic partner, administrative expert, employee champion, and change agent. These four roles complement each other in creating a work environment that is not only business-productive but also psychologically and socially healthy for employees (Saimin, Noor Salim, Enny Ariyanto, 2023) .

While previous research has discussed the importance of the relationship between work culture and organizational performance, few have explicitly highlighted how HR can play a key role in shaping that culture. Yet, a strategic and integrated HR approach can be key to overcoming various internal challenges and strengthening organizational competitiveness amidst global economic uncertainty (Saimin, Noor Salim, Enny Ariyanto, 2023) .

Based on these issues, this research aims to examine in more depth the role of human resource management in building and developing a positive work culture. The study focuses on HRM practices that support a healthy work climate, the challenges faced in this process, and their impact on individual and organizational performance.

By comprehensively understanding how HR can play a strategic role in shaping work culture, it is hoped that the results of this study will be able to provide theoretical contributions in the development of management science as

well as practical recommendations for organizations that want to improve their internal effectiveness through a positive and sustainable work culture.

LITERATURE REVIEW

A. Human Resource Management Concept

Human Resource Management (HRM) is a strategic and coherent approach to managing human assets, which are the source of an organization's competitive advantage. According to Mondy and Noe (2016), HRM involves a series of processes such as workforce planning, recruitment, training, development, performance appraisal, and compensation aimed at creating high-performing and competitive employees. The function of HRM is not only administrative but also strategic because it contributes directly to the achievement of organizational goals. In the context of modern organizations, the role of HRM is evolving to be more proactive and integrated with business strategy by strengthening organizational culture, empowering employees, and creating a work climate that supports collaboration and innovation. (Abdillah & Nugraha, 2019).

B. Work Culture in the Organization

Organizational work culture is a system of values, norms, beliefs, and habits that develop and are embraced by all members of the organization in carrying out their work activities. Robbins and Judge (2017) state that organizational culture creates an identity and behavioral direction that guides decision-making and influences employee job satisfaction, loyalty, and productivity. A positive work culture is reflected in a conducive work atmosphere, harmonious interpersonal relationships, and the existence of values such as honesty, responsibility, and openness. In such an environment, employees feel valued, motivated, and enthusiastic about making their best contributions, thus directly impacting improved organizational performance (Darmayani et al., 2023).

C. The Strategic Role of HR in Building a Work Culture

The strategic role of HR in building a positive work culture lies in its ability to align organizational values with individual behavior through consistent policies and practices. Ulrich (1997) suggests that HR professionals must play the role of strategic partner and agent of change, where they not only manage the personnel system, but also become drivers of cultural change. Through a values-based recruitment process, training that emphasizes soft skills and work ethics, as well as a fair and transparent reward system, HR can shape mindsets and work attitudes that reflect the desired organizational culture (Pahira & Rinaldy, 2023). Thus, HR not only creates an efficient work structure but also a supportive, inclusive, and constructive work environment.

D. Relationship between Work Culture and Organizational Performance

A positive work culture is strongly correlated with improved organizational performance because it creates an environment where employees feel engaged, have a clear sense of purpose, and are motivated to contribute

optimally. A study by Cameron and Quinn (2011) shows that organizations with a strong work culture aligned with the company's vision tend to have high productivity, low absenteeism, and better employee loyalty. A healthy culture strengthens internal communication, accelerates decision-making, and encourages innovation by creating a sense of security and mutual trust between individuals. Therefore, building a positive work culture through HRM interventions is not only a psychological need for employees but also a crucial strategy for enhancing an organization's competitive advantage amidst global challenges (Widiastuti, 2020) .

METHODOLOGY

This study used a quantitative approach with an associative method This research uses a qualitative approach with the aim of in-depth understanding of the role of human resource management (HRM) in building a positive work culture within an organization. A qualitative approach was chosen because it can capture subjective meanings, perceptions, and experiences that cannot be explained quantitatively. This research does not focus on numerical or statistical measurements, but rather on a narrative and descriptive understanding of the processes, dynamics, and strategies implemented by HRM in shaping organizational values. Through this approach, researchers can obtain a more comprehensive and contextual picture of managerial practices, social interactions in the workplace, and employee perceptions of the organizational culture being developed (Sugiyono, 2021) .

The strategy used in this research is a case study , which allows researchers to intensively and in-depth explore one or more organizations that serve as research subjects. Case studies were chosen because they align with the research objective of exploring in detail how HR policies influence the formation of work culture, including the process of internalizing values, organizational communication, and employee responses to implemented programs. By using this approach, researchers can directly observe the implemented HR practices and analyze their relationship to the conditions of the work culture that is formed. Furthermore, case studies also provide opportunities for researchers to capture unique dynamics that may not be apparent on the surface, but significantly influence the quality of the work environment.

depth interviews. interviews), participant observation , and documentation studies. Semi-structured interviews were conducted with key informants such as the head of HRD, line managers, and several employees from various job levels. Interview questions were designed to explore their perceptions, experiences, and views regarding the role of HRD in shaping work culture in the organization. Observations were made of daily activities, work meetings, interactions between employees, and the general work atmosphere, to understand the values that are lived and implemented in real practice. Meanwhile, documentation was used to supplement the data through analysis of documents such as HR policies, work ethics guidelines, meeting minutes, and annual performance reports related to the development of organizational culture (Rukminingsih, 2020) .

The data analysis process in this study was carried out inductively using thematic analysis techniques . analysis). Data obtained from interviews,

observations, and documentation were analyzed through a process of data reduction, categorization, pattern identification, and the extraction of main themes that reflect the strategic role of HR in shaping a positive work culture. In this process, researchers repeatedly read interview transcripts and field notes to find the deeper meaning of each narrative provided by informants. Data validity was maintained through triangulation techniques, including source triangulation (comparing data from various informants), method triangulation (combining interviews, observations, and documents), and time triangulation (collecting data at different times to ensure consistency of information).

The research locations will be selected purposively, namely organizations that are deemed to have a clear commitment and policy in building a positive work culture through the active role of HRD. The location selection criteria include the existence of an organized HR management structure, the existence of a work culture development program, and the organization's openness to collaborate on research. The results of this study are expected to provide theoretical contributions to the development of HRD and organizational culture studies, as well as serve as a practical reference for HR managers in designing effective, inclusive, and sustainable work culture strategies.

RESEARCH RESULT

The research findings show that the role of human resource management (HRM) in building a positive work culture is reflected in the active involvement of management in designing and implementing value-based policies. A positive work culture, in this context, is not only understood as a comfortable working atmosphere, but also as a condition that supports the personal and professional growth of employees, which is realized through open communication, mutual respect, and strong collaboration between divisions. The role of HRM is crucial because their policies directly touch on aspects that influence work behavior and motivation, such as value training, recruitment patterns, reward systems, and performance evaluations based on ethics and work behavior.

In general, the organization where this research was conducted has demonstrated concrete efforts to foster a positive work culture. This is evident in increased employee participation in internal activities, strengthened two-way communication between superiors and subordinates, and a decrease in workplace conflicts reported by the HR department. Values-based training programs and rewards for positive attitudes are two key steps taken by HR management to strengthen the work culture. However, the implementation of these programs has not been uniform across all work units, resulting in differences in perceptions and implementation of work culture between different departments.

Condition the show that success build culture Work No only determined by the formulation policies at the level center, but also greatly influenced by the role of as well as unit leader in translate values organization to in practice Work daily. Several work units are led by managers or supervisor with style leadership participatory tend more fast experience change culture, marked with increasing openness communication, enthusiasm collaboration, and mutual respect respect among member team.

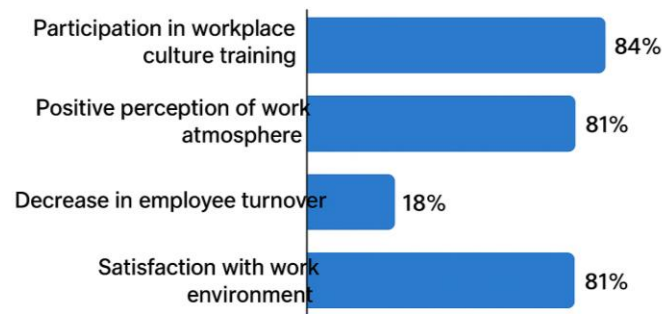


Figure 2. Employee Perception of Workplace Culture Initiatives
Source: Processed Research Data, 2025

Figure 2 illustrates the impact of human resource management efforts in shaping a positive workplace culture, based on key indicators identified during the study. The data shows that 84% of employees participated in workplace culture training, while 81% expressed satisfaction with the overall work environment. Furthermore, 81% reported a positive perception of the daily work atmosphere, and a notable 18% reduction in employee turnover was recorded. These results suggest that consistent HR initiatives—such as value-based training, recognition programs, and open communication forums—have significantly contributed to enhancing employee engagement, comfort, and loyalty within the organization.

In-depth interviews were conducted with the head of HR, three supervisors, and five employees from different work units. One supervisor reported that changes in work culture have been noticeable over the past two years. He said, "*Communication is now more two-way. Employees are more willing to share suggestions, and we are given training on how to respond with a constructive approach.*" This was reinforced by the testimony of an employee with more than five years of experience, who stated, "*I used to feel like work was just about completing tasks. But now I feel valued, because even small ideas are appreciated.*" From this data, it is clear that the role of HR is not only to shape the system but also to influence the psychological atmosphere within the work environment.

Documentation-wise, it was found that by 2023, 84% of employees had participated in work culture internalization training facilitated by the HR department. In the annual evaluation reports analyzed by researchers, satisfaction with the work environment increased from 71% to 81% in the past year. Furthermore, employee turnover decreased by 18%, which, according to the HR manager, "*is likely due to employees now feeling more valued and having a place to grow.*" This data indicates that management interventions to strengthen work culture have a direct impact on employee loyalty and job satisfaction.

Field observations were conducted over two weeks in various work units. The results indicated that the work atmosphere in most units was quite positive. Employees appeared to be actively discussing, working in teams, and helping each other complete tasks. In the morning briefings observed, team leaders publicly recognized employees who demonstrated initiative or a positive work

attitude. One moment noted by the researchers was when a superior said, *"Today we begin by appreciating Rina for willingly working overtime to complete a report without being asked. This is an example of extraordinary work ethic."* These interactions demonstrate that the values of the work culture are not only formally socialized but also demonstrated in daily practice.

However, the interview results also indicated that there are still cultural gaps between units. An administrative staff member stated, *"My department still feels stiff. If we have an idea, we sometimes hesitate to speak up for fear of being perceived as contradicting our superiors."* Another employee expressed a similar sentiment, stating, *"I see an open culture that is more effective in units that are frequently involved in training, but not everyone feels it in our place."* These findings suggest that the role of HR needs to be strengthened in terms of monitoring and direct mentoring, so that the process of internalizing work culture values can reach all levels of the organization fairly and comprehensively.

DISCUSSION

Mentoring programs have been shown to significantly impact the Research shows that human resource management (HRM) plays a crucial role in creating and maintaining a positive work culture within an organization. Active HRM involvement is evident through value-based training programs, behavioral reward systems, and two-way communication policies between superiors and subordinates. Changing the work atmosphere to a more open, collaborative, and appreciative atmosphere demonstrates that a strategic and targeted HRM approach can have a tangible impact on the quality of the work environment. Increased job satisfaction and decreased turnover rates are early indicators of the success of this process (Saimin, Noor Salim, Enny Ariyanto, 2023).

However, the implementation of a positive work culture still faces a number of challenges, especially inconsistency. between work units and the limited internalization of values at certain levels. This indicates that despite a well-designed policy framework, the success of a work culture remains highly dependent on mentoring, leadership training, and ongoing monitoring by HR. Therefore, an adaptive and collaborative approach is needed to ensure all units within the organization can move in unison to build a strong, inclusive, and sustainable work culture.

A. Strengthening Work Culture through Strategic HR Policies

Human Resource Management plays a central role in shaping work culture through strategic and comprehensive policies. This role extends beyond administrative functions such as payroll or recruitment, but also encompasses the formation of work values that serve as the foundation for collective employee behavior. As modern organizational dynamics evolve, the role of HR has shifted to that of a strategic partner, helping align work culture with the organization's vision and mission. Internalization training, open communication, and reward systems for behaviors that reflect the desired work culture are key pillars in the process of organizational culture transformation.

According to Edgar Schein (2010), organizational culture is a pattern of basic assumptions created, discovered, or developed by a group of people as a

way to address the challenges of external adaptation and internal integration. In this context, the role of HR is highly relevant because they are responsible for designing systems that can systematically instill values and norms throughout the organization. Research has shown that value internalization training has increased employee awareness of the meaning of work culture and its application in daily activities. This reinforces Schein's view that culture can be instilled and internalized through a consistent socialization process.

Ulrich's (1997) theory on *HR Business Partner* also supports this finding, where he states that HR professionals must take on the role of *change agents* and *employees Champion*. This means that HR is responsible for managing organizational change culturally and emotionally, including ensuring that every employee feels involved and valued. In practice, implementing two-way communication forums and behavior-based rewards are strategic HR tools to create a sense of ownership and encourage employee engagement with the company's core values. This aligns with the increased employee participation seen in research findings, where employees are more active in providing suggestions and demonstrating HR initiatives.

Thus, it can be concluded that the success of HR in fostering a positive work culture depends largely on the extent to which they are able to fulfill a strategic, rather than merely administrative, role. When HR acts as a cultural facilitator, they foster the formation of a strong, shared identity within the organization. Work values such as integrity, collaboration, and innovation become more than slogans, but are lived out in the daily behavior of employees. This demonstrates that a positive work culture is not a spontaneous outcome, but rather the product of consciously designed, structured, and continuously developed HR policies tailored to the organizational context.

B. The Impact of Positive Work Culture on Employee Loyalty and Satisfaction

A positive work culture significantly contributes to employee psychological well-being. A work environment characterized by mutual respect, open communication, and fair treatment fosters a sense of emotional safety. In this environment, employees are better able to express themselves, share their opinions, and take an active role in the team without fear or pressure. This sense of safety then develops into a sense of comfort and a strong attachment to the workplace, which forms the foundation for long-term loyalty. This research reinforces the view that a healthy organizational culture is a crucial factor in shaping intrinsic motivation and job satisfaction.

Field data shows that 81% of employees are satisfied with the work environment, reflecting the organization's success in creating a supportive work culture. Furthermore, the 18% decrease in turnover is a significant indicator that more employees are choosing to remain with the organization. This aligns with *Psychological Theory. The contract*, proposed by Rousseau (1995), states that when employees' emotional and social expectations are met—such as feeling valued and treated fairly—long-term commitment will emerge. In this case, the organization's success in meeting employees' psychological needs has resulted in increased retention.

The role of non-material reward systems has also been shown to be a key driver of work motivation. Recognition of contributions, expressions of gratitude, or open appreciation in work forums have been shown to have a powerful psychological impact. Employees who feel morally recognized are more motivated to maintain or even improve their performance. Supportive communication between leaders and staff also creates a more humane and open working relationship. This culture reduces rigid hierarchies and fosters a sense of shared ownership of the organization's goals, ultimately strengthening the emotional attachment between individuals and their workplace.

Thus, a positive work culture not only produces technical output but also creates an internal climate that strengthens the organization's foundation. When employees feel psychologically comfortable and emotionally connected to work values, productivity naturally grows, not due to pressure, but rather due to an inner commitment. Therefore, human resource management needs to continuously develop strategies for strengthening a work culture that are not only based on formal rules but also address the psychological and emotional aspects that shape the daily work experience.

C. Implementation Gaps between Units and Consistency Challenges

Although human resource management policies have been formulated with a comprehensive, values-based approach, the reality on the ground shows that the implementation of work culture remains uneven. Some work units have shown progress by creating an open, participatory, and mutually supportive atmosphere. However, on the other hand, there are still divisions that have not experienced significant change, where communication remains one-way, and employees tend to be passive in expressing ideas or criticism. This imbalance reflects the gap between policy formulation at the managerial level and actual practice at the operational level. Within the framework of *organizational theory culture gap*, this difference is an indicator that the values proclaimed by the organization have not been fully absorbed across all lines effectively.

One of the main causes of this mismatch is the variation in leadership styles across work units, as well as the suboptimal frequency and quality of training provided to line leaders. Inclusive and participatory leadership has been shown to be more effective in fostering a positive work culture than authoritarian or transactional leadership. Furthermore, the lack of oversight and mentoring from the HR team in underdeveloped units has resulted in uneven cultural transformation. Therefore, a sustainable approach is needed, including systematic monitoring, values-based leadership training, and the formation of change agents at the unit level to ensure that the process of cultural internalization does not stop at policy documents, but is truly lived and becomes a work habit that permeates down to the lowest levels of the organization.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, it can be concluded that human resource management plays a crucial and strategic role in fostering a positive work culture within an organization. Through value-based training, reward systems, and two-way communication forums, HR has successfully created a work climate that

fosters employee engagement, psychological well-being, and loyalty. Increased job satisfaction and decreased turnover rates demonstrate that a healthy work culture has a direct impact on individual behavior and motivation. However, the implementation of work culture values remains uneven across all units, demonstrating challenges in terms of consistent implementation and leadership effectiveness across various organizational levels.

Therefore, the recommendation is for human resource management to strengthen its monitoring and ongoing mentoring role in each work unit. Regular values-based leadership training, strengthening of non-material reward systems, and the formation of cultural agents in each division as internal drivers are needed. Furthermore, it is crucial for organizations to develop a work culture evaluation system that not only measures output but also assesses the quality of interactions, communications, and values lived by employees on a daily basis. With a comprehensive and consistent approach, a positive work culture will become more than just a formal symbol, but a real force in driving organizational performance and sustainability .

ADVANCED RESEARCH

Future research can explore the long-term impact of value-based human resource management practices on organizational performance across different industries and organizational sizes. A longitudinal study could provide deeper insights into how sustained initiatives such as leadership training, reward systems, and two-way communication influence employee engagement, retention, and productivity over time. Additionally, future studies could investigate how cultural differences, generational diversity, and remote work settings affect the implementation and consistency of organizational culture across various departments.

Another promising area for future research involves evaluating the effectiveness of internal cultural agents and values-based leadership programs in fostering behavioral alignment within teams. Research could also focus on developing and testing integrated assessment tools that go beyond output metrics to measure the quality of interpersonal relationships, value internalization, and daily workplace interactions. Such studies would contribute to a more holistic understanding of how intangible aspects of work culture translate into measurable organizational outcomes, offering practical recommendations for companies striving to embed culture as a strategic asset..

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