

Analysis of Human Resource Management in Building an Effective and Productive Work Culture

Feriandy^{1*}, Munir Azhari²
Mitra Bangsa University, Indonesia

Corresponding Author: Feriandy feriandy@umiba.ic.id

ARTICLE INFO

Keywords: Human Resource Management, Work Culture, Work Productivity, Employee Performance

Received : 23 November 2026

Revised : 25 December 2026

Accepted: 27 January 2026

©2026 Feriandy, Azhari : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Human resource management plays a crucial role in building an effective and productive work culture within an organization. Good human resource management can help organizations instill work values such as discipline, responsibility, cooperation, and commitment to work, thereby improving employee performance and productivity. However, in practice, organizations still face various challenges in building an optimal work culture, such as low work motivation, lack of discipline, and limitations in developing human resource competencies. This study aims to analyze the role of human resource management in building an effective and productive work culture within organizations. The research method used in this study is a qualitative method with a descriptive approach through a literature review from various sources such as books, scientific journals, and documents relevant to the research topic. Data analysis techniques are carried out by reviewing, comparing, and interpreting various research findings related to human resource management and work culture within organizations. The results of the study indicate that the implementation of good human resource management can improve employee work quality through various strategies such as competency development, discipline development, increasing work motivation, and creating a conducive work environment. Furthermore, human resource management plays a role in strengthening organizational communication and fostering strong teamwork, thereby increasing work effectiveness and productivity within the organization. Therefore, implementing effective human resource management is a crucial factor in building a positive work culture and sustainably improving organizational performance.

INTRODUCTION

Human resource management is a crucial aspect of an organization's success. Human resources are viewed not only as the workforce that carries out organizational tasks, but also as strategic assets that determine the organization's direction and sustainability. In an era of globalization and increasingly rapid technological development, organizations are required to manage human resources effectively and professionally to compete and achieve their stated goals (Kusumaryo, 2021). Therefore, human resource management plays a crucial role in organizing, directing, and developing the potential of each individual within an organization.

In general, human resource management can be defined as the process of planning, organizing, implementing, and supervising the workforce so that they can perform optimally in achieving organizational goals. Human resource management focuses not only on workforce management but also encompasses various aspects such as recruitment, training, development, performance appraisal, and employee motivation. With good management, organizations will be able to create a conducive work environment so that each individual can make their best contribution to the organization (Safira, Mulyaningsih, & Pancawati, 2024).

In management theory, human resources are the primary factor determining organizational success, compared to other resources such as capital, technology, and facilities. This is because human resources possess the ability to think, innovate, and make decisions that other resources lack. Therefore, organizations need to implement effective human resource management so that each individual's potential can develop to its full potential and positively impact organizational performance (Sumanti, 2024).

One important aspect of human resource management is developing an effective and productive work culture. Work culture is a set of values, norms, attitudes, and behaviors that serve as guidelines for each individual in carrying out their duties and responsibilities within an organization. A good work culture will foster a harmonious, disciplined, and responsible work environment, thereby improving employee performance and productivity. An effective and productive work culture is not formed instantly, but rather through a long process involving various factors, one of which is good human resource management (Musnaeni, 2022). Organizations that effectively manage their human resources will more easily instill work values such as discipline, cooperation, responsibility, and commitment to their work. Conversely, if human resource management is not effective, the resulting work culture will tend to be less than optimal.

LITERATURE REVIEW

Based on various studies, work culture has a close relationship with the level of employee productivity within an organization. Data from several employment reports shows that organizations with a strong work culture tend to have higher levels of productivity compared to those without a clear work culture. This indicates that work culture is a crucial factor in increasing work effectiveness and efficiency within an organization. This aligns with research

stating that a strong work culture can shape employee attitudes, behaviors, and commitment to carry out their tasks more optimally (Anggraeni, 2022). In addition, other research also shows that the implementation of positive work culture values in an organization can increase employee discipline, responsibility, and work enthusiasm, thus impacting work productivity (Muarsarsar, 2022). Further research also explains that organizations that are able to build a good work culture will find it easier to create a conducive work environment, so that employees can work effectively and efficiently in achieving organizational goals (Salsabilah Putri S, 2022).

However, in practice, many organizations still face various challenges in human resource management. These challenges include low work discipline, lack of employee motivation, weak communication within the organization, and inadequate human resource competency development. These conditions inevitably lead to low work productivity and less than optimal achievement of organizational goals. Another common phenomenon in many organizations is a lack of awareness of the importance of a positive work culture. Many employees still exhibit a lack of discipline, such as arriving late, procrastinating, and a lack of responsibility for assigned tasks. Furthermore, some organizations are still unable to create a conducive work environment, resulting in employees feeling less motivated.

Furthermore, the increasingly dynamic world of work also requires organizations to continuously adapt to various changes. Technological advances, global competition, and changing work patterns require organizations to have competent, creative, and effective human resources. Therefore, implementing sound human resource management is crucial in building a work culture that supports increased organizational productivity. In this context, human resource management plays a strategic role in shaping and developing a positive work culture. Through various programs such as training, coaching, motivation, and a fair reward system, organizations can encourage employees to work more effectively and productively. Thus, the resulting work culture not only impacts individual performance but also the overall success of the organization.

Issues related to an ineffective and unproductive work culture pose a challenge for every organization. If not addressed effectively, this condition can lead to decreased employee performance, increased levels of conflict within the organization, and a decline in the quality of service provided. Therefore, systematic and sustained efforts are needed to manage human resources to create a positive and productive work culture (Hoar, Kurniawan, & Herawati, 2021).

Based on the above description, this study aims to determine how human resource management can build an effective and productive work culture within an organization. Furthermore, this study also aims to provide an overview of the role of human resource management in creating a conducive work environment that can optimally improve employee performance and productivity. This research is expected to contribute to the development of human resource management studies, particularly those related to the formation of an effective and productive work culture.

METHODOLOGY

This study uses a qualitative approach with a descriptive approach. The qualitative approach was chosen because this study aims to gain a deeper understanding of human resource management in building an effective and productive work culture within an organization. Through this approach, researchers can obtain more comprehensive information regarding the human resource management process, the values of the work culture applied, and the various factors that influence the formation of work culture within an organization (Sugiyono, 2021).

The data sources in this study consist of primary and secondary data. Primary data was obtained directly from informants involved in organizational activities, such as leaders, human resource managers, and employees working within the organization (Rukminingsih, 2020). Meanwhile, secondary data was obtained from various documents, organizational reports, books, scientific journals, and other literature sources relevant to research on human resource management and work culture.

Data collection techniques in this study were conducted through several methods, namely observation, interviews, and documentation. Observations were conducted to directly observe work activities and the implementation of work culture within the organization. Interviews were conducted with informants deemed to have knowledge and experience related to human resource management within the organization. Documentation was used to supplement the research data through various documents related to organizational policies, human resource development programs, and other supporting data (Sugiyono, 2021).

The data analysis technique in this study uses an interactive analysis model that includes three stages: data reduction, data presentation, and conclusion drawing. Data reduction is carried out by selecting and simplifying data obtained from the field to create information relevant to the research focus. The data is then presented in descriptive form for easier understanding. The final stage is drawing conclusions systematically based on the results of the data analysis, providing a clear picture of human resource management in building an effective and productive work culture.

RESULTS AND DISCUSSION

The research results show that human resource management plays a crucial role in building an effective and productive work culture within an organization. Good human resource management can create a conducive work environment, enabling employees to optimally carry out their duties and responsibilities. In practice, human resource management focuses not only on workforce management but also encompasses fostering attitudes, behaviors, and work values that form the basis for the formation of a work culture within the organization.

Based on the results of studies and data analysis from various literature and previous research, it is known that the implementation of effective human resource management is carried out through several important aspects, namely human resource planning, employee competency development, discipline

development, and regular performance evaluations. Human resource planning is carried out to ensure that the organization has a workforce that meets its needs and has sufficient capabilities to carry out its duties. Furthermore, competency development through training and coaching is also a crucial step in improving the quality of human resources.

The research also shows that an effective and productive work culture can be formed if an organization is able to instill positive work values in all employees. These values include discipline, responsibility, cooperation, integrity, and commitment to work. These values serve as guidelines for each individual in carrying out their duties, thus creating a pattern of work behavior that is focused and aligned with organizational goals.

Furthermore, implementing good human resource management can also increase employee motivation. When employees feel appreciated, given opportunities for development, and receive support from the organization, they tend to have higher work morale. This will impact the quality of performance and productivity within the organization (Salsabilah Putri S, 2022). Thus, human resource management serves not only as a workforce management system, but also as a means of building employee morale and commitment. Through targeted management, organizations can create a conducive work environment so that employees feel comfortable in carrying out their duties and responsibilities. A positive work environment can also motivate employees to perform optimally, as they feel that their presence and contributions are valued by the organization.

With high work motivation, employees will more easily adapt to various challenges in their work and be able to continuously improve their performance. Employees with good work motivation tend to be more creative, innovative, and able to complete tasks effectively and efficiently. Therefore, organizations need to continuously develop human resource management strategies that can encourage increased employee work motivation so that an effective and productive work culture can be formed sustainably within the organization (Muwaffaq, Triyono, & Surakarta, 2024).

However, research also shows that various challenges remain in building an effective and productive work culture. One frequently encountered challenge is the low level of discipline and responsibility among employees in carrying out their duties. This condition can impact work productivity within the organization. Based on national employment data, the number of employed people in Indonesia will reach approximately 146.54 million by 2025, indicating the enormous potential of human resources in the workforce. However, this potential still faces various challenges in terms of improving work quality and workforce productivity.

On the other hand, several studies also show that challenges in the workplace are not only related to productivity, but also to employee engagement. A management study report stated that employee productivity in Indonesia remains at around 43.48%, while approximately 41.2% of workers experience presenteeism, meaning they are present at work but not performing optimally. This situation indicates persistent problems in work motivation, discipline, and human resource management, which impact employee effectiveness within organizations.

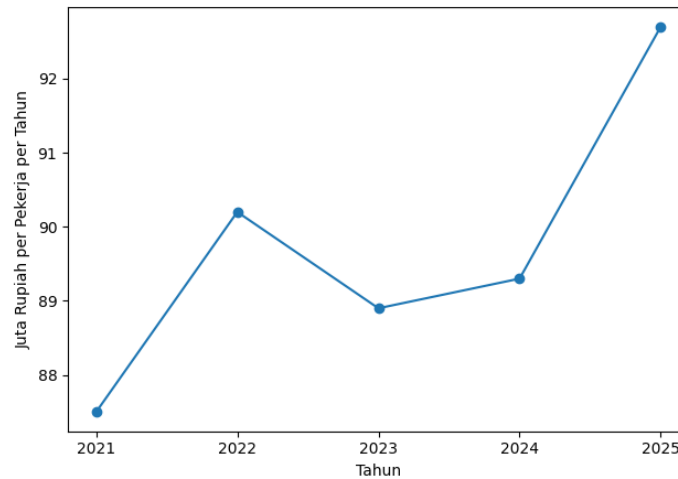


Figure 1. Development of Employee Performance Productivity in Indonesia

Based on the graph of labor productivity development in Indonesia, it can be seen that labor productivity fluctuates from year to year. In 2021, labor productivity was around 87.5 million rupiah per worker per year, then increased in 2022 to around 90.2 million rupiah per worker per year. However, in 2023, there was a slight decline to around 88.9 million rupiah per worker per year, indicating challenges in maintaining stable labor productivity. Furthermore, in 2024, productivity increased again to around 89.3 million rupiah per worker per year, and continued to increase significantly in 2025 to reach around 92.7 million rupiah per worker per year. These fluctuations indicate that labor productivity is strongly influenced by various factors, such as the quality of human resources, the level of work discipline, competency development, and the effectiveness of human resource management within the organization. Therefore, the implementation of good human resource management is essential to building an effective and productive work culture that can improve workforce performance sustainably (Nuraeni, Yuliasuti, Nasution, Saepul Muharam, & Iqbal, 2022).

Based on these data, it is clear that establishing an effective and productive work culture remains a significant challenge in human resource management. Therefore, organizations need to undertake various efforts, such as improving employee development, developing human resource competencies, and instilling the values of discipline and work responsibility, to ensure a sustainable positive work culture within the organization. Nevertheless, organizations generally continue to strive to improve the quality of human resource management through various development programs, such as training, employee coaching, and regular performance evaluations. These efforts aim to create professional human resources with a strong work ethic and the ability to work effectively and productively to achieve organizational goals. With good human resource management, it is hoped that a positive work culture can be formed and make a significant contribution to organizational success.

DISCUSSION

Human resource management is a crucial factor in determining the success of an organization. Good human resource management focuses not only

on workforce management but also on developing employees' potential, abilities, and work attitudes so they can perform optimally. In the context of modern organizations, human resources are viewed as a strategic asset that plays a significant role in achieving organizational goals. Therefore, organizations need to implement effective human resource management to create a competent, professional workforce with a strong work ethic.

Based on the research conducted, it is clear that the implementation of good human resource management is closely linked to the formation of an effective and productive work culture. A positive work culture can be created if an organization is able to instill work values such as discipline, responsibility, cooperation, and commitment to the job. These values will shape targeted work behavior patterns, thereby improving the quality of employee performance and overall organizational productivity.

1. The Role of Human Resource Management in Building Work Culture

Human resource management plays a crucial role in shaping the work culture within an organization. Work culture is a set of values, norms, and habits that develop within the work environment and serve as guidelines for employees in carrying out their duties and responsibilities. In the context of modern organizations, work culture is not only related to how employees perform their jobs, but also to their attitudes, commitments, and ways of thinking when facing various work challenges (Sumanti, 2024). Through good human resource management, organizations can instill positive work values in all employees, thereby creating work behaviors that align with the organization's vision, mission, and goals. Values such as discipline, responsibility, integrity, cooperation, and professionalism can be built through a planned and sustainable human resource management system. By implementing these values, employees work not only to fulfill their obligations but also have a sense of responsibility to make their best contribution to the organization.

In practice, developing a work culture cannot be done instantly, but rather through a continuous process that requires commitment from all parties involved in the organization. Organizations need to undertake various efforts such as employee development, providing work motivation, strengthening organizational values, and implementing clear and consistent work rules. This development process can be carried out through training, briefings, and work evaluations aimed at improving employee understanding of applicable work standards. With a continuous development process, employees will better understand the organization's expectations regarding their performance. Furthermore, they will also more easily align their work behavior with the values implemented within the organization, thus creating a positive and productive work culture.

Furthermore, organizational leaders also play a crucial role in fostering a positive work culture. Leaders not only serve as decision-makers or managers of the organization, but also as role models for employees in embodying positive work values. Leadership's exemplary behavior in terms of discipline, responsibility, honesty, and commitment to the work will significantly influence employee behavior. When leaders demonstrate positive work attitudes,

employees will more easily emulate and apply these values in their daily work activities. Therefore, good leadership is a crucial factor in creating an effective and productive work culture within an organization.

A positive work culture can also be fostered through effective communication between leaders and employees. Open and transparent communication fosters harmonious working relationships, allowing employees to feel valued and have the opportunity to express their opinions, suggestions, and ideas that can support organizational development. Good communication also helps reduce misunderstandings in task execution, enabling more effective work processes. Furthermore, effective communication can foster a sense of togetherness and cooperation among employees in completing various tasks within the organization.

In addition, organizations also need to establish clear work rules so that each employee understands their responsibilities and obligations in carrying out their duties. Consistently implemented work rules will help foster employee discipline, enabling them to work in a more focused and organized manner. These rules can cover various aspects such as working hours, task allocation, performance standards, and a work evaluation system that all employees must adhere to. With clear and consistent work rules, organizations can create an orderly work system, thereby fostering a more effective work culture.

Human resource management can also build a work culture through employee training and development programs. Training programs are one way organizations can improve the competency of their human resources to meet various job demands. Through training, employees not only acquire new knowledge and skills but also understand the importance of work values that must be applied in the workplace. Furthermore, training can increase employee confidence in carrying out their duties and encourage them to work more professionally. Therefore, employee training and development can be an important tool in strengthening a positive work culture within an organization.

With the implementation of sound human resource management, an effective and productive work culture can gradually develop within an organization. A positive work culture will encourage employees to work with greater discipline, responsibility, and a strong commitment to their work. Furthermore, a positive work culture can also improve the quality of employee work, enabling them to make a greater contribution to the organization's development. When a positive work culture is well-ingrained, the organization will more easily achieve its stated goals effectively and efficiently.

The results of this discussion are in line with research conducted by (Ancil Anggita & Okto Bernando, 2023) which states that human resource management plays a crucial role in building a disciplined and professional work culture within an organization. The study explains that implementing work values through ongoing coaching and supervision can improve employee performance. However, this study emphasizes more than just coaching, but also highlights the importance of organizational communication and the role of leadership in strengthening the implementation of an effective and productive work culture.

In addition, research conducted by (Mubarak, 2021) also shows that a positive work culture can improve employee motivation and performance within

an organization. This study emphasizes the importance of implementing a structured human resource management system in creating a conducive work environment. The difference with this study lies in the focus of the discussion, which places greater emphasis on the process of forming a work culture through various human resource management strategies such as training, coaching, and strengthening organizational values.

Another study conducted by (Rifa & Amanah, 2024) also explains that a strong organizational culture can influence employee work behavior and increase work effectiveness within the organization. However, in this study, the discussion does not only focus on the influence of organizational culture on employee performance but also emphasizes how human resource management plays an active role in building and developing a sustainable, effective and productive work culture. Thus, this study provides a more comprehensive perspective on the importance of human resource management in shaping a positive work culture within an organization.

2. Human Resource Management Strategy in Increasing Work Productivity

Work productivity is a key indicator in assessing an organization's success. A high level of productivity demonstrates that employees are able to utilize their time, energy, and available resources effectively and efficiently in completing various assigned tasks. Productivity is not only related to the quantity of work produced, but also relates to the quality of work, timeliness, and the employee's ability to achieve targets set by the organization. Therefore, organizations need to implement appropriate human resource management strategies to optimally increase employee productivity. Through good human resource management, organizations can create a focused, organized work system that can motivate employees to work optimally in achieving organizational goals.

One strategy for increasing work productivity is through improving human resource competency. Employee competency is a crucial factor in determining the success of work within an organization. Employees with strong competencies will more easily understand assigned tasks and be able to complete them effectively and efficiently. Therefore, organizations need to provide employees with opportunities to participate in various training and skills development programs. Through these training programs, employees can gain new knowledge, improve their job skills, and develop their abilities to adapt to increasingly complex work demands.

In addition to training, human resource competency development can also be achieved through ongoing coaching and mentoring. This coaching can be conducted by management or by the human resources management department, which oversees employee performance development. Through ongoing coaching, employees will more easily understand their weaknesses and receive clear guidance on how to improve their work quality. This will undoubtedly have a positive impact on increasing work productivity within the organization.

Furthermore, organizations need to create a conducive work environment so that employees can work comfortably and maintain high morale. A good work environment is not only related to the physical condition of the workplace, but

also to harmonious working relationships between employees and between employees and management. Good working relationships will create a pleasant work atmosphere, so employees feel more motivated to perform optimally. A conducive work environment will also help reduce work stress levels that can impact employee performance.

A conducive work environment can also be built through effective communication within an organization. Open communication between leaders and employees facilitates the dissemination of information and helps resolve various issues that arise in the workplace. When communication is effective, employees feel more valued and have the opportunity to express ideas and suggestions that can support organizational development. Therefore, effective communication can be a crucial factor in increasing employee productivity.

Providing awards and appreciation to employees is also a crucial strategy for increasing work productivity. Employees who feel appreciated for their performance will be more motivated to perform optimally. These awards can take the form of bonuses, promotions, or other forms of appreciation that can boost employee morale. Furthermore, awards can take the form of recognition for work achievements given by management to employees who demonstrate good performance. With these awards, employees will feel that their efforts and hard work are being recognized by the organization.

In addition to providing rewards, organizations also need to pay attention to employee well-being as a factor influencing work productivity. Employees who feel well-off will have higher levels of job satisfaction, enabling them to work with greater focus and responsibility. Therefore, organizations need to pay attention to various aspects of employee well-being, such as decent wages, adequate work facilities, and guaranteed safety and comfort at work (Widyaningsih, 2018).

Furthermore, implementing a performance evaluation system is also a crucial part of human resource management. Performance evaluations are conducted to determine the extent to which employees are able to carry out their duties and responsibilities in accordance with the standards established by the organization. Through performance evaluations, organizations can assess the strengths and weaknesses of each employee and determine the steps necessary to improve the quality of their work. Regular performance evaluations can also provide organizations with a means of providing feedback to employees so they can improve and enhance their performance.

Furthermore, organizations also need to build strong teamwork among employees. Solid teamwork will streamline the work process, enabling the organization to achieve its goals more effectively. Within a work team, each member has their own roles and responsibilities that complement each other. Therefore, strong teamwork will help improve work efficiency and expedite the process of completing tasks within the organization.

Teamwork can also foster a sense of togetherness and solidarity among employees. When employees have good working relationships, they are more likely to help each other overcome various work challenges. This creates a more harmonious work environment, allowing employees to work more comfortably

and productively. With strong teamwork, an organization will more easily achieve its stated goals.

By implementing various human resource management strategies, organizations can sustainably increase employee productivity. High productivity positively impacts organizational development and enhances competitiveness in facing future challenges. Furthermore, increased productivity will help organizations achieve their goals more effectively and efficiently, thereby ensuring their continued existence.

3. Challenges in Building an Effective and Productive Work Culture

Although human resource management plays a crucial role in building an effective and productive work culture, organizations face various challenges in practice. These challenges can stem from both internal and external factors that influence employee behavior within the organization. Internal factors typically relate to the quality of human resources, discipline, work motivation, and employee ability to carry out their duties and responsibilities. External factors, on the other hand, can include changes in the work environment, technological advancements, and increased competition between organizations, which demand continuous performance improvement. Therefore, organizations need an appropriate human resource management strategy to effectively address these challenges.

One of the challenges that frequently arises is the low level of discipline among some employees in carrying out their duties. Work discipline is a crucial element in establishing an effective and productive work culture. Employees with high levels of discipline will be able to carry out their work in accordance with the rules and work standards established by the organization. Conversely, low levels of discipline can hinder work processes and reduce overall organizational productivity. Therefore, organizations need to implement a consistent monitoring and coaching system so that employees understand the importance of discipline in their work.

Besides discipline, a lack of work motivation can also be a factor influencing the formation of a positive work culture. Work motivation is the drive that comes from within an individual to carry out their duties and responsibilities well. Employees with high work motivation tend to be more enthusiastic, creative, and have a strong commitment to their work. Conversely, employees with low work motivation tend to perform less optimally, resulting in less than optimal work results. Therefore, organizations need to focus on efforts to increase employee work motivation through various programs such as awards, welfare improvements, and career development opportunities.

Another common challenge in human resource management is the lack of employee competency development. In an era of globalization and rapid technological advancement, organizations are required to have qualified human resources capable of adapting to various changes. Without continuous competency development, employees will struggle to cope with increasingly complex work demands. Therefore, organizations need to provide various training and skills development programs to enable employees to improve their abilities and professionalism in their work.

Furthermore, ineffective communication between leaders and employees can also hinder the development of a positive work culture. Poor communication can lead to misunderstandings in task performance and hinder the flow of information within the organization. This can lead to decreased employee effectiveness because they lack clear direction regarding the work to be done. Therefore, organizations need to establish an open and transparent communication system to ensure a healthy working relationship between leaders and employees.

Differences in educational background, work experience, and individual character can also pose challenges to building a unified work culture within an organization. Each employee has a unique perspective, mindset, and work habits, requiring organizations to make adjustments to ensure the shared implementation of cultural values. This adjustment process requires time and a strong commitment from all members of the organization to foster a shared understanding of the work values that should be applied in the workplace.

The results of this discussion align with research conducted by Sutrisno (2022), which states that one of the main challenges in implementing human resource management is low levels of employee discipline and work motivation. This research indicates that organizations without a sound human resource management system tend to struggle to build an effective work culture. Therefore, ongoing coaching and supervision efforts are necessary to ensure employees carry out their duties with greater discipline and responsibility.

Another study conducted by (Sulaeman, 2025) Research also shows that a lack of human resource competency development is a contributing factor to low work productivity within organizations. The study emphasizes the importance of training and skills development programs for employees to enable them to adapt to increasingly dynamic work environments. Without adequate competency development, employees will struggle to improve their performance.

In addition, research conducted by (Saimin, Noor Salim, Enny Ariyanto, 2023) also explained that ineffective organizational communication can be an obstacle to building a positive work culture. Poor communication can lead to misunderstandings and conflict in the workplace, ultimately reducing organizational performance. Therefore, organizations need to establish an open communication system and provide employees with opportunities to express ideas and opinions that can support organizational development.

Facing these challenges, organizations need to continuously evaluate and improve their human resource management. Efforts such as enhancing employee development, strengthening work culture values, developing human resource competencies, and enhancing organizational communication are crucial steps in building a sustainable, effective and productive work culture. Through these efforts, organizations are expected to create a conducive work environment that enables employees to perform more optimally in achieving organizational goals.

CONCLUSION

Based on the research results and discussions conducted, it can be concluded that human resource management plays a crucial role in building an effective and productive work culture within an organization. Good human resource management can be achieved through various strategies, such as improving employee competency, fostering work discipline, creating a conducive work environment, and implementing a targeted performance evaluation system. Through the implementation of these strategies, organizations can instill positive work values in employees, thereby fostering disciplined, responsible work behavior, and a strong commitment to their work. A positive work culture will ultimately drive improved employee performance and overall organizational productivity.

Furthermore, this study also shows that in building an effective and productive work culture, there are still various challenges that organizations need to face, such as low levels of discipline among some employees, lack of work motivation, limited human resource competency development, and ineffective communication within the organization. Therefore, organizations need to continuously evaluate and develop human resource management in order to create a conducive work environment and support continuous employee performance improvement. With good human resource management, it is hoped that organizations can build a strong work culture that can increase work productivity and organizational competitiveness in facing various challenges in the future.

REFERENCES

- Ancil Anggita, S., & Okto Bernando, F. (2023). Strategi Pengembangan Sumber Daya Manusia Dalam Meningkatkan Kinerja Karyawan. *Jurnal Inovasi Global*, 1(2), 148–153. <https://doi.org/10.58344/jig.v1i2.23>
- Anggraeni, T. (2022). Human Resource Information System Solusi Pelaksanaan Rekrutmen Digital untuk Mendukung Green Business. *Applied Business and Administration Journal*, 1(2), 26–35. <https://doi.org/10.62201/ph5hzz94>
- Hoar, M. R., Kurniawan, I. S., & Herawati, J. (2021). Kinerja Karyawan: Peran Kualitas Sumber Daya Manusia, Lingkungan Kerja, dan Budaya Organisasi. *J-MAS (Jurnal Manajemen Dan Sains)*, 6(2), 475. <https://doi.org/10.33087/jmas.v6i2.260>
- Kusumaryo, P. (2021). *Manajemen Sumber Daya Manusia di Era Revolusi Industri 4.0*. Yogyakarta: CV. Budi Utama.
- Muarsarsar, S. (2022). Strategi Pengembangan Sumberdaya Manusia Dalam Meningkatkan Kinerja Aparatur Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kabupaten Sarmi. *Jurnal Kajian Pemerintah: Journal of Government, Social and Politics*, 8(1), 47–63. [https://doi.org/10.25299/jkp.2022.vol8\(1\).9447](https://doi.org/10.25299/jkp.2022.vol8(1).9447)
- Mubarok, R. (2021). Pengembangan Manajemen Sumber Daya Manusia di Lembaga Pendidikan Islam. *AL-FAHIM: Jurnal Manajemen Pendidikan Islam*, 3(2), 131–146. <https://doi.org/10.54396/alfahim.v3i2.183>

- MUSNAENI, M. (2022). Pentingnya Manajemen Strategi Dalam Meningkatkan Kualitas Pendidikan. *CENDEKIA: Jurnal Ilmu Pengetahuan*, 2(2), 98–104. <https://doi.org/10.51878/cendekia.v2i2.1168>
- Muwaffaq, S. R., Triyono, A., & Surakarta, U. M. (2024). Pengaruh Komunikasi Organisasi dan Motivasi Kerja terhadap Kinerja Dosen dan Tenaga Kependidikan Universitas Muhammadiyah Surakarta. *Jurnal Interaksi: Jurnal Ilmu Komunikasi*, 8(1), 85–104.
- Nuraeni, Y., Yuliasuti, A., Nasution, F. A., Saepul Muharam, A., & Iqbal, F. (2022). Peran Balai Latihan Kerja (BLK) Komunitas Dalam Menyediakan Tenaga Kerja Pada Dunia Usaha dan Industri. *Jurnal Ketenagakerjaan*, 17(1). <https://doi.org/10.47198/naker.v17i1.124>
- Rifa, M., & Amanah, S. (2024). Implementasi Supervisi Akademik Dalam Meningkatkan Profesionalisme Guru di Madrasah Aliyah Nurul Jadid. *Jmp-Dmt*, 5(1), 22–30.
- Rukminingsih. (2020). *Metode Penelitian Kuantitatif & Kualitatif*.
- Safira, A. D. A., Mulyaningsih, A., & Pancawati, J. (2024). Analisis Manajemen Rantai Pasok (Supply Chain Management) Pada Usaha Durian Jatohan Ajid. *Jurnal Ilmu Pertanian Tirtayasa*, 6(1), 337–351. <https://doi.org/10.33512/jipt.v6i1.26388>
- Saimin, Noor Salim, Enny Ariyanto, E. S. I. (2023). Peran Manajemen Sumber Daya Manusia Dalam Meningkatkan Produktivitas Kerja Karyawan Di Era Digitalisasi. *Journal of Economics and Business UBS*, 12(1), 260–268.
- Salsabilah Putri S, D. T. K. (2022). Strategi Pengembangan Sumber Daya Manusia Di Era Persaingan Industri Media. *Kurniawati, S P And Jki, D T Putri, Salsabillah*, 394(4), 394–406. Retrieved from <http://dx.doi.org/10.21776/jki.2022.01.4.03>.
- Sugiyono. (2021). *Metode penelitian kuantitatif, kualitatif, dan R&D* (cetakan ke). Bandung: Alfabeta.
- Sulaeman, M. M. (2025). Peran Strategi Integratif Optimalisasi Sistem Informasi Bisnis berbasis Teknologi Digital untuk Meningkatkan Produktivitas Karyawan melalui Pendekatan Manajemen Personalia Berkelanjutan. *Jurnal Minfo Polgan*, 14(1), 553–562. <https://doi.org/10.33395/jmp.v14i1.14783>
- Sumanti, N. A. (2024). Implementasi Sistem HRIS (Human Resource Information System) dalam Meningkatkan Efisiensi Operasional MSDM. *Integrative Perspectives of Social and Science Journal (IPSSJ)*, 1(1), 145–151.
- Widyaningsih, Y. E. (2018). Implementasi Akuntansi dalam Organisasi Nirlaba (Studi Kasus Masjid Al-Wahab Yogyakarta). *Equilibrium Jurnal Bisnis & Akuntansi*, XII(1), 51–63.