



The Role of HR Management in Creating an Effective Work Environment at PT Sinar Maju Indonesia

Dedi Muliadi ^{1*}

¹Institut Nalanda, Indonesia

dedimuliadi@nalanda.ac.id

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Abstract

This study aims to analyze the role of human resource management (HR) in creating an effective work environment at PT Sinar Maju Indonesia. The method used is a quantitative approach with data collection through questionnaires that are distributed to 60 employees from various divisions. The aspects examined include recruitment, training and development, reward systems, and internal communication. The results of the study show that HR management has a significant role in forming a conducive work environment. As many as 82% of respondents stated that regular training improves their competence and confidence. In addition, 75% of respondents think that a good internal communication system helps reduce conflict and improve collaboration between teams. Linear regression analysis showed that the HR management variable had a positive effect on the effectiveness of the work environment with a determination coefficient value (R^2) of 0.68. These findings confirm that a structured and sustainable HR strategy is essential in creating a productive and harmonious work climate. This study recommends strengthening employee development programs and increasing communication openness between organizational levels.



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INTRODUCTION

In the era of globalization and increasingly fierce business competition, every organization is required to have human resources (HR) who are not only competent, but also able to adapt quickly to changes (Khaeruman et al., 2023). Human resources are the main determining factor in achieving company goals, even more so than physical and technological assets. Therefore, effective human resource management is indispensable to create a work environment that supports employee productivity, creativity, and well-being (Tuwindar & Pendrian, 2024).

PT Sinar Maju Indonesia is one of the national companies engaged in the manufacturing and distribution of consumer products. The company has a large number of employees and is spread across several operational areas. Along with dynamic business growth, PT Sinar Maju Indonesia realizes that operational success and business sustainability are highly dependent on professional and structured human resource management (- et al., 2023). An effective work environment, characterized by open communication, harmonious relationships between employees, and a fair reward system, is a direct result of a targeted HR management strategy (Hadianto & Wahyuningtyas, 2025).

Nevertheless, companies also face challenges in creating an effective work environment. Some of the problems that often arise include poor communication between departments, high employee turn-over rates in certain divisions, and lack of employee participation in decision-making. This problem shows the need for a more in-depth study of how the role of human resources management in designing, implementing, and evaluating policies and programs that can support the formation of a conducive work environment (Sewang., Umar, S.M., 2024).

HR management is not only responsible for administrative processes such as recruitment and payroll, but also plays a strategic role in managing employee relationships, motivation, leadership, training, and development (Manajemen et al., 2021). A managerial approach based on understanding the needs and dynamics of employees can be a strong foundation in creating a healthy and productive work climate.

In the midst of high productivity demands, PT Sinar Maju Indonesia faces challenges in maintaining internal organizational stability, especially related to the work environment. Based on initial observations and informal discussions with some employees, there were complaints about ineffective internal communication, lack of training relevant to job needs, and inequities in the reward system. In addition, some divisions have experienced quite high employee turnover in recent years, which can be an indication of dissatisfaction with existing working conditions.

This phenomenon shows that there is a gap between employee expectations and actual conditions in the work environment. Therefore, it is important to identify the extent to which HR management's role in shaping ideal working conditions. An effective work environment is not the result of chance, but the result of planning and implementing HR policies that are integrated with the company's vision, mission, and values (Lingkungan et al., n.d.).

In contemporary management theories, there are several concepts that emphasize the importance of human capital. Elton Mayo's Human Relations Theory, for example, emphasizes that attention to the social and psychological needs of employees is just as important as efforts to increase productivity. Herzberg's Two-Factor Theory also shows that job satisfaction and motivation are not only influenced by external factors such as salary, but also by internal factors such as recognition and opportunities for growth. In other words, the effectiveness of the work environment depends heavily on how the organization treats human beings as subjects, not just as means of production (Putro et al., 2020).

HR management also plays a role in shaping organizational culture. An open, inclusive, and learning-oriented work culture will create an atmosphere that supports innovation and collaboration. On the other hand, hierarchical and rigid organizational cultures are often an obstacle to creativity and communication. Therefore, HR policies must be directed at the formation of values that support openness, trust, and collaboration between individuals in the organization (Ong & Mahazan, 2020).

In addition, the development of digital technology is also a new challenge and opportunity for HR management. In the era of industry 4.0, the digitization of work processes and the use of analytical data in HR decision-making have become a necessity (Adha, 2020). HR analytics allows management to understand employee behavior patterns, predict training needs, and evaluate the effectiveness of HR development programs. However, this digitalization must also be accompanied by the readiness of the organization to manage the change in culture and the skills needed.

In the context of PT Sinar Maju Indonesia, digital transformation in the field of human resources is still in its early stages. The use of HR information systems has begun to be implemented, but it has not been fully utilized for strategic decision-making. This opens up space for the evaluation and development of human resources policies that are more responsive to the needs of the times (Gusty et al., 2020).

Another challenge that companies also face is the diversity of the workforce. Currently, the workforce at PT Sinar Maju Indonesia consists of various generations, ranging from the baby boomers generation, generation X, Y (millennials), to generation Z. Each generation has different characteristics, values, and expectations of work and the work environment. These

differences need to be managed with an inclusive and adaptive HR approach. HR management is required to be able to build communication across generations, create appropriate development programs, and build a reward system that is relevant to the motivations of each age group (Sabrina, 2021).

Furthermore, work-life balance is also an important concern in the formation of an effective work environment. Employees who feel their needs are taken care of holistically will be more motivated and loyal to the organization. HR management needs to design policies that are flexible and support employee well-being without sacrificing the company's work targets.

Previous research has proven that there is a positive relationship between good HR management and an effective work environment. A study that states that employees tend to be more productive when they work in a psychologically, physically, and socially supportive environment. Other studies have also shown that organizational effectiveness increases when HR strategies align with business strategies and employee needs (Sukmajati & Suharnomo, 2022).

However, each company has different contexts and challenges. Therefore, it is important to conduct an empirical study of how HR policies and practices at PT Sinar Maju Indonesia are able (or not yet able) to create an effective work environment. This research will attempt to dig into data from employees as the main subjects in the work ecosystem, as well as assess HR management practices from a systemic perspective (Monalis et al., 2020).

Various previous studies have shown that an effective work environment can increase job satisfaction, reduce stress, increase employee loyalty, and have a direct impact on the achievement of company performance. However, each organization has unique characteristics, so it is important to conduct contextual research within PT Sinar Maju Indonesia to identify the most relevant and impactful HR management strategies and practices (Pitoyo & Handayani, 2022).

This research focuses on the analysis of the role of HR management in creating an effective work environment at PT Sinar Maju Indonesia. The researcher wanted to find out the extent to which HR policies and practices in this company have been able to create a supportive work environment, as well as what aspects need to be improved. With a better understanding of the relationship between HR management and the work environment, it is hoped that companies can take strategic improvement steps.

Thus, the background of this research is based on the need to understand the strategic role of HR management in creating an effective work environment at PT Sinar Maju Indonesia. The results of this study are expected not only to provide an overview of the actual conditions, but also to offer data-based strategic solutions and applicable management theories. This research will be an important contribution to the development of HR management science and managerial practices in national companies in facing the challenges of modernization and humanization of the workplace.

LITERATUR REVIEW

Human Resource Management (HR) is an organizational function related to the process of planning, organizing, directing, and controlling the workforce in a company. The goal is to utilize the workforce effectively and efficiently in order to achieve organizational goals. An effective work environment is characterized not only by adequate physical facilities, but also by the existence of harmonious interpersonal relationships, a clear work system, and fair and transparent management.

HR management roles include several important aspects such as recruitment, training and development, performance management, and industrial relations. If all these aspects are

managed well, then the organization will be able to create a healthy and productive work environment. An effective work environment is heavily influenced by how an organization treats its employees as strategic assets (Sarip & Mustangin, 2023).

Effective HR management should be based on a humanistic approach, where employees are seen not only as a means of production, but as individuals who have needs, expectations, and potential to grow. A positive work environment allows employees to channel creativity, increase loyalty, and feel valued. This has direct implications for increasing productivity and decreasing turnover rates.

Meanwhile, a healthy work environment is determined by several important variables such as transformational leadership, two-way communication, an open organizational culture, and the existence of a system of rewards and recognition for performance. In Herzberg's motivational theory, for example, driving factors such as recognition, achievement, and self-development are key to creating a pleasant work environment and spurring employee performance.

Furthermore, the role of HR managers is not only administrative, but also strategic, in the sense of being directly involved in the formulation of organizational policies related to human resource development. Strategic HR management contributes to creating a fair, transparent, and results-oriented work system. This will ultimately create a work environment that supports the growth of the organization as a whole.

In a global context, recent studies show that organizations that place HR as an integral part of their business strategy tend to perform better. For example, companies with a mature HR strategy experience a 25% higher productivity increase than companies that ignore the HR aspect.

Contextual Analysis: PT Sinar Maju Indonesia

This research was conducted to evaluate the role of HR management in creating an effective work environment at PT Sinar Maju Indonesia, a national manufacturing company engaged in the production and distribution of basic necessities. In recent years, the company has experienced rapid growth, but it has also faced internal challenges such as high turnover, fluctuating job satisfaction levels, and the emergence of horizontal conflicts among employees (Yesica et al., 2020).

Based on preliminary data from observations and interviews, PT Sinar Maju Indonesia already has a formal HR management structure, including a training and development division, employee relations unit, and an annual performance evaluation system. However, the implementation is considered not optimal by most employees. One of the main obstacles is the lack of involvement of line managers in the employee development process as well as low internal two-way communication (Miharti, 2022).

Through quantitative and qualitative descriptive approaches, this study analyzes several indicators of an effective work environment, namely:

1. Internal Communication: Is there a clear, open, and supportive flow of information for employees in decision-making.
2. Leadership: What is the role of leaders in providing direction, motivation, and example to their subordinates.
3. Employee Development: The extent to which the company provides opportunities for employees to improve their skills and competencies.
4. Performance Reward and Evaluation System: Is the system in place considered fair and motivating.
5. Interpersonal Relationships: The level of harmony and collaboration between employees and between divisions.

Preliminary findings show that communication and leadership factors are the dominant variables that affect employees' perception of the work environment. Employees who feel they are being cared for by their boss tend to be more motivated and show loyalty to their work. On the other hand, the non-transparent reward system is one of the sources of dissatisfaction that is quite high.

From a theoretical perspective, these findings reinforce the view that organizational effectiveness is determined by how well a company is able to build a supportive communication and leadership system. In addition, Herzberg's two-factor theory is also relevant here, where driving factors (such as self-development and recognition) have a greater role in creating job satisfaction than hygiene factors (such as salary and physical facilities).

Managerial Implications

The results of this study are expected to make a practical contribution to the management of PT Sinar Maju Indonesia in formulating a more strategic HR policy. Some initial recommendations include:

1. Improvement of Managerial Competence: There is a need for managerial training that focuses on soft skills such as communication, empathy, and conflict management.
2. Revitalization of Performance Evaluation Systems: A more objective performance evaluation system, based on measurable indicators, and directly linked to the reward system.
3. Strengthening Performance Culture: Companies need to build a work culture that is oriented towards collaboration and innovation, through programs to strengthen organizational values.
4. Feedback Mechanism: The implementation of a feedback loop system that allows employees to provide input on policies or work programs that are running.
5. Employee Wellbeing Program: Improvement of welfare programs both physically (such as work facilities) and mental (such as counseling and recreation).

HR management has a very significant role in shaping and maintaining an effective work environment. In the case of PT Sinar Maju Indonesia, the effectiveness of the work environment is largely determined by the quality of leadership, internal communication, and the human resources development system that is oriented towards employee progress. HR management is not enough to only carry out administrative functions, but must play an active role in creating an adaptive, participatory, and sustainable organizational strategy (Saimin, Noor Salim, Enny Ariyanto, 2023).

This research will further use survey instruments and in-depth interviews to measure employee perceptions quantitatively and in-depth. It is hoped that the final results of this research can be the basis for the formulation of HR management policies that not only increase work effectiveness, but also create a healthy, fair, and productive work environment for all elements of the company.

RESEARCH METHODS

Types of Research

This study uses a descriptive quantitative approach, which aims to systematically and factually describe the relationship between the role of human resource management (HR) and the effectiveness of the work environment at PT Sinar Maju Indonesia. This method allows researchers to measure the variables studied through numerical data collected from respondents using questionnaires that have been compiled based on theoretical indicators.

Research Population

The population in this study is all employees of PT Sinar Maju Indonesia who are actively working by 2025. Based on the company's internal data, the number of active

employees is 60 people, consisting of various divisions such as production, administration, logistics, and managerial.

Sample or Research Subject

Because the population is less than 100 people, this study uses a saturated sampling technique, where all members of the population are used as a sample. Thus, the number of respondents in this study was 60 people. This technique was chosen to make the data obtained more comprehensive and representative, and to allow for a more accurate analysis of actual conditions in the field.

Data Analysis Techniques

The data obtained from the questionnaire will be analyzed using two stages, namely descriptive statistical analysis and inferential statistical analysis. Descriptive analysis is used to describe the frequency, mean, and standard deviation distributions of each variable. Furthermore, an inferential analysis was carried out using the Pearson Product Moment correlation test to determine the level of relationship between the variables of HR management roles and an effective work environment. To find out the extent of the influence of the independent variable on the bound variable, simple linear regression analysis is used. The validity test is carried out by comparing the calculated r value with the r table, while the reliability test is carried out using Cronbach's Alpha. The entire data processing process is carried out with the help of the latest version of SPSS software, to ensure accuracy and efficiency in data analysis.

RESULTS AND DISCUSSION

This study aims to find out the extent to which the role of human resource management (HR) affects the creation of an effective work environment at PT Sinar Maju Indonesia. Data were obtained from the distribution of questionnaires to all employees (60 people) and analyzed using descriptive and inferential statistics.

1. Description of Respondent Perception

The results of the questionnaire recapitulation showed that most of the respondents gave positive responses to the role of HR management in creating an effective work environment. Some important indicators are outlined as follows:

Indicator	Percentage of Respondents Agree (%)
Regular training improves competence	82%
Internal communication systems reduce conflict	75%
The reward system is considered fair	63%
Boss provides clear support and direction	70%
Work culture encourages collaboration and openness	68%

As many as 82% of respondents stated that regular training provided by companies has increased their competence and confidence in completing tasks. This shows that employee development is one of the important elements in building a conducive work environment.

Meanwhile, 75% of respondents admitted that a good internal communication system is able to reduce conflict and increase teamwork. With open, two-way communication channels, work barriers can be minimized and teamwork effectiveness increased.

2. Results of Simple Linear Regression Analysis

To determine the influence of HR management on an effective work environment, a simple linear regression test was used. The results of data processing using SPSS show the following outputs:

Model	R	R ² (Coefficient of Determination)	Sig. (p-value)
Return Line	0,824	0,680	0,000

Interpretation:

1. The R² value = 0.68 indicates that 68% of the variables of an effective work environment can be explained by the variables of the HR management role, while the remaining 32% are influenced by other factors outside of this research model (e.g. leadership style, physical conditions of the work environment, and personal factors of employees).
2. A significance value (p-value) of 0.000 < 0.05 indicates that the relationship between HR management roles and an effective work environment is statistically significant.

3. Further Analysis

The results of this study show that human resource management which includes training and development, internal communication systems, and performance management have a strong influence on the creation of an effective work environment. The high value of the determination coefficient indicates that the role of HR management is the dominant factor in creating a work environment that supports productivity.

This support is also reflected in respondents' responses that show a high level of satisfaction with training programs and open communication. This reinforces the theory of the importance of social interaction and employee development as the foundation of a healthy and effective work environment (Edo et al., 2020).

4. Discussion of Research Results

The findings of this study show that there is a strong relationship between the role of HR management and the creation of an effective work environment. This is reflected in the value of the coefficient of determination (R²) of 0.68, which indicates that 68% of the variation in the effectiveness of the work environment can be explained by factors related to HR management, such as training, internal communication, reward systems, and leadership style.

One of the important findings is that 82% of respondents stated that regular training improves their competence and confidence. This shows that training has an impact not only on the improvement of technical skills, but also on psychological aspects such as confidence and work motivation. Employees who feel competent tend to be more confident in making decisions and completing tasks effectively. Thus, a structured and ongoing training program can be one of the company's key strategies in creating a productive work environment.

In addition, 75% of respondents stated that a good internal communication system helps reduce conflict and improve collaboration between teams. Effective internal communication allows for a clear and open flow of information between superiors and subordinates, as well as between co-workers. This supports the creation of healthy and harmonious working relationships, and minimizes misunderstandings that have the potential to trigger conflicts. Strong collaboration among teams also encourages synergy in the execution of collective tasks and the achievement of common goals.

In terms of leadership, as many as 70% of respondents stated that their superiors provide clear support and direction. This shows that the role of leadership is very important in creating a conducive work climate. Participatory and communicative leadership has been proven to foster good working relationships and increase employees' sense of ownership and responsibility for their work.

Meanwhile, 63% of respondents stated that the rewards system in the company has been running fairly, although there is still room for improvement. A sense of fairness in the system of compensation, promotion, and recognition is essential to maintain employee satisfaction and loyalty. Injustice in this case can trigger a decrease in motivation and a decrease in performance.

Other findings show that 68% of respondents consider that the work culture in the company encourages collaboration and openness. A work culture that supports the values of togetherness, mutual respect, and innovation will increase teamwork spirit and create a pleasant work atmosphere.

Overall, the results of this study are in line with the theory put forward by experts, which states that an effective work environment is formed through an HR system that is able to accommodate the psychological and professional needs of employees. Good HR management will create a clear work structure, healthy interpersonal relationships, and equitable self-development opportunities.

These results emphasize that human resources are strategic assets that must be managed systematically. Good HR management not only impacts individual performance, but also on the overall performance of the organization through the creation of a conducive work environment.

5. Research Implications

From the results that have been obtained, there are several practical implications that can be used as recommendations for the management of PT Sinar Maju Indonesia, including:

1. Increase the frequency and quality of training, especially in terms of technical skills and soft skills, so that employee competencies continue to develop as work needs change.
2. Strengthen internal communication systems, both vertical and horizontal, to encourage information transparency and prevent miscommunication between work units.
3. Conduct periodic evaluations of the reward and promotion system, to ensure fairness and increase work motivation.
4. Encourage inclusive and supportive leadership, through managerial training for unit leaders so that they can be role models and companions for employees.
5. Develop an adaptive and open organizational culture, involving employees in decision-making and internal policy development.

CONCLUSION

This study aims to determine the role of human resource management (HR) in creating an effective work environment at PT Sinar Maju Indonesia. Using a descriptive quantitative approach and a simple linear regression analysis technique, this study successfully identified that HR management has a significant role in the quality of the work environment in an organization.

Based on the results of data analysis from 60 respondents who are the entire active employee population of the company, it was found that most employees responded positively to the implementation of HR programs in the company. This is reflected in several important indicators. As many as 82% of respondents stated that regular training improves their competence and confidence. This shows that training is an important factor in developing employee capacity, both in terms of job skills and psychological aspects such as motivation and confidence.

In addition, 75% of respondents stated that a good internal communication system reduces conflict and improves collaboration between teams. Effective communication allows for clear and open communication of information, and encourages a culture of mutual respect

between employees. This proves that communication management is an important element in creating a healthy and productive work climate.

Simple linear regression analysis showed that the coefficient of determination (R^2) was 0.68, which means that 68% of the variation in an effective work environment could be explained by the role of HR management. The rest, which is 32%, is influenced by other factors such as the physical condition of the work environment, the individual's personality, and a more specific leadership style. With a significance value of 0.000 (less than 0.05), it can be concluded that the relationship between HR management roles and an effective work environment is statistically significant.

The results of this study state that good HR management plays a central role in creating a work environment that supports employee productivity and well-being. This research emphasizes that strategic and structured HR management can improve overall organizational performance (Edo et al., 2020).

In addition to training and communication, other aspects such as the reward system, supervisor support, and work culture also contribute to the formation of an effective work environment. 63% of respondents think the company's reward system is fair, and 70% of respondents feel that their boss provides clear direction and support. This shows that the managerial role in guiding and motivating subordinates is also crucial (Permadi & Rasminingsih, 2023).

Overall, it can be concluded that HR management at PT Sinar Maju Indonesia has played a significant role in creating a conducive, productive, and collaborative work environment. In the future, companies are advised to continue to develop employee development programs, strengthen internal communication, and build a managerial system that supports employees' professional and personal growth. This effort will not only create a healthier working atmosphere, but can also increase the company's competitiveness in a sustainable way.

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