

# Optimizing Organizational Performance: A Human Resource Management Approach in Higher Education

Khuzaini<sup>1\*</sup>, M. Irpan<sup>2</sup>, Syahril Shaddiq<sup>3</sup>

<sup>1,2</sup>Management Department, Universitas Islam Kalimantan Muhammad Arsyad Al Banjari  
Banjarmasin, Indonesia

<sup>3</sup>Management Department, Universitas Lambung Mangkurat, Banjarmasin, Indonesia  
Email : zaini\_wk@yahoo.co.id<sup>1</sup>, irpanleska@gmail.com<sup>2</sup>, syahrilcyber@gmail.com<sup>3</sup>

DOI: <http://doi.org/10.33650/al-tanzim.v7i3.4850>

Received: 04 December 2022; Received in Revised Form 20 April 2023, Accepted: 17 July 2023, Available online: 31 July 2023

## Abstract:

This paper aims to analyze organizational performance optimization through human resource management at one of the tertiary institutions in Banjarmasin. This study uses a descriptive qualitative approach. Data were obtained from the results of interviews, observation, and documentation. The data analysis was carried out in stages, starting with data reduction, data presentation, and conclusion. The study results show that optimizing organizational performance through human resource management at UNISKA Banjarmasin is carried out using; a focus on achieving vision and mission targets, competitive recruitment and selection policies, employee career development, sustainable performance appraisal policies, monitoring, and evaluation. This research has implications that there are various challenges in implementing human resource management in tertiary institutions, such as limited human resources, differences in culture and values, and difficulties in flexibility. Therefore, several solutions are needed to deal with these problems, such as using technology and automation, increasing awareness of values and culture, and developing employee engagement programs.

**Keywords:** *Organizational Performance, Human Resources Policy, Monitoring and Evaluation*

## Abstrak:

Paper ini bertujuan untuk menganalisis tentang optimalisasi kinerja organisasi melalui manajemen sumber daya manusia pada salah satu perguruan tinggi di Kota Banjarmasin. Penelitian ini menggunakan pendekatan kualitatif deskriptif. Data didapatkan dari hasil interview, observasi dan dokumentasi. Analisis datanya dilakukan secara bertahap, yang dimulai dari reduksi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa optimalisasi kinerja organisasi melalui manajemen sumber daya manusia di UNISKA Banjarmasin dilakukan dengan cara; fokus pada target pencapaian visi dan misi, kebijakan rekrutmen dan seleksi yang kompetitif, pengembangan karir pegawai, kebijakan penilaian kinerja yang berkelanjutan, monitoring dan evaluasi. Penelitian ini memberikan implikasi bahwa dalam penerapan manajemen sumber daya manusia di perguruan tinggi terdapat berbagai tantangan seperti keterbatasan sumber daya manusia, perbedaan budaya dan nilai, serta kesulitan dalam fleksibilitas. Oleh karena itu, diperlukan beberapa solusi dalam menghadapi permasalahan tersebut, seperti penggunaan teknologi dan otomasi, peningkatan kesadaran akan nilai dan budaya, serta pengembangan program employee engagement.

**Kata Kunci:** *Kinerja Organisasi, Kebijakan Sumber Daya Manusia, Monitoring dan Evaluasi*

## INTRODUCTION

In the current era of global business, competition is getting more challenging, and organizations must compete effectively and efficiently internationally (Kusumawati, 2021; Al-Okaily, 2022). Organizations must adapt quickly to technological, market, and regulatory changes and exploit existing global opportunities (Klein et al., 2021; Thach et al., 2021). In this context, human resource management (HR) becomes increasingly important because an organization's success depends heavily on its employees' quality and performance (Anwar et al., 2021; Subramanian et al., 2022).

Several studies have explained that effective HR management policies can assist organizations in recruiting, developing, motivating, and retaining quality employees (Tien et al., 2021; Darmawan et al., 2021; Ghani et al., 2022; Idrus et al., 2023). Quality employees can positively contribute to organizational performance, such as increased productivity, innovation, customer satisfaction, and profits (Ansari, 2021; Turner et al., 2020; Alzoubi et al., 2022). Therefore, implementing effective HR management policies is very important for organizations in the global business era (Arifudin et al., 2021; Sinambela et al., 2022).

Islamic University of Kalimantan Muhammad Arsyad Al Banjari (UNISKA) Banjarmasin is one of the universities that has a vital role in developing education in the South Kalimantan region. As a higher education institution, UNISKA Banjarmasin aims to provide quality education and produce graduates who are competent and ready to compete in the world of work.

In facing the challenges of rapid global change, both in the field of education and in job competition, UNISKA Banjarmasin needs to continue improving its performance to remain relevant and produce quality graduates. One of the critical factors in improving organizational performance is effective human resource management (Supriyadi et al., 2020; Sinambela et al., 2022; Munir et al., 2022). Human resource management (HR) is a strategic approach that focuses on managing, developing, and utilizing the potential of human resources in organizations (Utamy et al., 2020; Rosario et al., 2022; Sinambela et al., 2022). In the context of UNISKA Banjarmasin, good HR management will help improve the quality of teachers and support staff and create a productive and innovative work environment.

Human resources are essential in every organizational activity because the quality of these things determines the performance of an institution (Qutni et al., 2021). The management and development of human resources is an investment for educational institutions because it requires funds to support this (Nocker & Sena, 2019; Agarwal, 2021). In line with this, the institution's benefits are also great because the academic community it has are professional and reliable in doing all the work at UNISKA. Thus the management and development of human resources are determinants of success in an organization, especially in the era of globalization, where competitors are not only from within the country but also from abroad who participate in enlivening and vying to attract public interest (Errida & Lotfi, 2021; Thite, 2022).

It is this increasingly fierce competition that makes UNISKA's competitors must have quality human resources within their organization so that they have a good process of results. In facing increasingly fierce competition in education, UNISKA Banjarmasin must implement policies to improve organizational performance through holistic and sustainable HR management. This aims to optimize the potential of human resources at UNISKA Banjarmasin, increase organizational efficiency and effectiveness, and provide the best educational services to students.

This policy will become the basis for efforts to develop, fulfill needs, reward, and evaluate the performance of university human resources. With a firm policy, UNISKA Banjarmasin can achieve sustainable organizational performance improvements and excellence in South Kalimantan's education world.

Through strengthening HR management, UNISKA Banjarmasin can improve the competency development of lecturers and support staff, improve the quality of teaching and research, and strengthen cooperative relationships between faculties, departments, and other units within the university. In addition, good HR management will also increase the satisfaction and work motivation of educators and education staff, which will ultimately positively impact the quality of education and the image of UNISKA Banjarmasin as a superior tertiary institution.

The novelty of this research lies in the holistic approach used to improve organizational performance at UNISKA Banjarmasin. This means focusing on individual development separately and considering interactions and synergies between the various components of human resources at the university, including lecturers, support staff, and students. This policy recognizes the Islamic context of UNISKA Banjarmasin as the basis for developing and implementing HR management. This includes an emphasis on Islamic values, work ethics, and a holistic approach to education based on religious values.

Furthermore, it relates to adaptation to existing and developing local wisdom. This policy explicitly covers aspects such as the need for developing particular competencies, local wisdom, and equal access to higher education in the region. This policy encourages collaboration and active involvement of all stakeholders at UNISKA Banjarmasin, including leaders, lecturers, support staff, and students. This creates a participatory and inclusive climate where everyone can contribute to improving organizational performance.

This study aims to analyze organizational performance optimization through human resource management at UNISKA. With a combination of these new elements, the university's policy of improving organizational performance through human resource management at UNISKA Banjarmasin has a unique and novel approach to human resource management. This will positively impact the quality of education, research, and community service at UNISKA Banjarmasin and significantly contribute to the development of higher education in the South Kalimantan region.

## RESEARCH METHODS

The research used is a qualitative approach method with a case study approach. Qualitative methods function to describe and understand the meaning behind the visible data. Sugiyono (2011) states that qualitative methods tend to direct research into descriptive research types. Descriptive qualitative research can describe and provide an understanding of complex reality. This method is needed to examine specific populations or groups, identify categories that cannot be assessed, or uncover hidden information (Creswell, 2013).

This research tries to describe facts and involves collecting reliable data, primarily through in-depth interviews, observation, and documentation. The researcher, the main instrument in this study, collects data, seeks information, interprets, analyzes, and presents data.

Data analysis includes data reduction, data visualization, and drawing/verifying conclusions. Data reduction includes summarizing, examining key components, focusing on what is essential, and looking for themes and patterns (Miles & Huberman, 2014). After the data reduction step, the next step is to display the results. The data processed from the data reduction process creates a data display. The writings/scripts of the results of observations and interviews are arranged and sorted into thematic groups. Explanation of the theme categories in the research results and discussion sub-chapters is based on research findings. The final step is to conclude the findings by explaining how the research questions were handled.

## RESULTS AND DISCUSSION

### Focus on Vision and Mission Achievement Targets

This policy will establish short-term and long-term goals and the vision to be achieved by UNISKA Banjarmasin in terms of improving organizational performance through HR management. Such goals include improving teaching quality, more productive research, strengthening community relations, and achieving excellence in higher education. This policy will establish basic principles to form the basis for policy development and implementation (Cohen-Shacham et al., 2019; Floridi et al., 2021). These principles include fairness, transparency, participation, respect, sustainable development, and environmental sustainability.

One of the university leaders conveyed this and said that we need to focus on achieving the vision and mission through various strategies to optimally achieve UNISKA Banjarmasin's vision and mission. Besides that, it is necessary to strengthen existing human resources, both soft skills and hard skills (ifmn\_2). Furthermore, one of the heads of the study program at UNISKA Banjarmasin said that focusing on achieving vision and mission targets is the initial determinant for achieving shared dreams, so strategic and strengthening steps must be taken in various aspects (ifmn\_6)

Statements from these informants show that UNISKA Banjarmasin focuses on the target of achieving the vision and mission because this is the foundation of the direction and goals of the institution. The vision and mission of the university is a strategic guide that defines long-term goals and objectives to be achieved by the university.

At least there are several reasons why UNISKA Banjarmasin focuses on achieving its vision and mission targets: First, the university's vision and mission provide a clear identity and specific goals. They establish moral, social, and academic guidelines against which all university activities and initiatives are based. By having a clear vision and mission, universities can use them as a basis for making strategic decisions (Giuri et al., 2019; Klostet et al., 2019). Every decision must align with the vision and mission so that the final goal can be achieved (Mensah, 2019; Aggarwal & Kumar, 2020).

Second, an inspiring and strong vision and mission can attract the interest of prospective students, faculty, staff, and other related parties to contribute to achieving common goals. They become more motivated because they can see their contribution to the big goals of the university. Universities that focus on a strong vision and mission tend to build a good reputation in the eyes of society. As universities achieve their ambitious goals, their reputation as an educational institution of excellence and innovation will only grow.

Second, a compelling vision and mission can pique the interest of potential students, professors, staff, and other relevant parties to participate in the achievement of shared objectives. They become more motivated because they can see how their efforts are helping the university achieve its primary objectives. Universities with a clear vision and mission often gain a positive reputation with the public. Universities will become known as educational institutions of excellence and innovation as they fulfill their lofty objectives.

Thirdly, the vision and mission established offer a framework for evaluating the effectiveness of the university. Universities can assess their progress toward their objectives and determine whether revisions are necessary by setting measurable achievement targets. Its future-focused vision and mission inspire The institution to develop and innovate. They will explore fresh approaches to raise the study, research, and volunteer work standard.

The university can focus its resources and efforts toward accomplishing the objectives by fulfilling the vision and mission targets. This is an efficient strategy to guarantee the university's expansion and sustainability as a top-notch educational facility that benefits society.

### **Competitive Recruitment and Selection Policy**

Quality Human Resources will directly affect the quality of education provided by tertiary institutions. Competent lecturers and staff can provide better teaching, practical academic guidance, and a positive learning environment for students.

One of the faculty leaders at UNISKA Banjarmasin said, "In improving human resources on this campus, we always try to select input human resources who will devote themselves to this institution. Of course, this is done through competitive needs analysis, recruitment, and selection activities. We will get qualified and expected human resources (ifmn\_4).

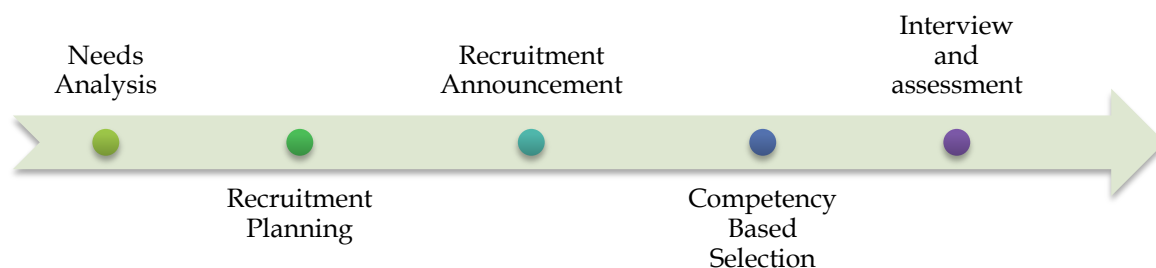
Likewise, with the statement of one lecturer who said that when I wanted to enter here, I received information on lecturer vacancies on this campus through social media, I studied the requirements carefully, then registered. There were



several applicants for the lecturer formation who passed the administrative selection and passed the interview, including me (ifmn\_8).

What was conveyed by the informant shows that UNISKA Banjarmasin is serious about building the quality of human resources in it. The university implements a strict recruitment and selection process to obtain qualified teaching and educational staff. This process must be based on clear and transparent criteria and consider the candidate's competency, experience, and potential.

Based on the interviews and observations, the following data were obtained; First, to get superior human resources, UNISKA Banjarmasin conducts an HR needs analysis. This includes identifying the roles or positions needed to fill gaps or improve the operational efficiency of the university. This analysis involves study programs, faculties, administrative staff, and other relevant roles. Second, based on an analysis of HR needs, UNISKA Banjarmasin makes short-term and long-term recruitment plans. This is intended to determine the required resources, the required budget, and the recruitment strategy to be used. Third, the recruitment process begins by announcing job vacancies widely and transparently. This announcement is published through the university website, social media, bulletin board, and other relevant channels. Fourth, UNISKA Banjarmasin applies a competency-based selection process to ensure that the candidates have the qualifications and abilities matching the job requirements. Apart from looking at academic qualifications, experience, and technical abilities, it is also essential to consider the attitude, values, and motivation of the candidate toward the mission and vision of the university. Fifth, interviews and other assessments are used to assess the candidate's communication skills, problem-solving, and personality. The interview questions are designed to evaluate the personal and professional qualities of the candidate and the extent to which they fit with UNISKA Banjarmasin's culture and values.



**Figure 1. Competitive Recruitment and Selection Policies**

As shown in Figure 1, the selection process ensures that the employee recruitment and selection process is carried out correctly to attract and employ qualified individuals according to the organization's needs. Competitive recruitment and selection enable organizations to attract high-quality and capable talent. This process allows appropriately qualified individuals to compete pretty and acquire positions that match their skills.

Employing the best candidates for various positions and responsibilities can help firms improve productivity and performance (Mousa & Othman, 2020). The correct staff will be more capable of quickly adapting, contributing effectively, and meeting job goals. A transparent, equitable, and competitive hiring and

selection procedure can enhance the organization's reputation among potential employees and the general public. Candidates with the necessary qualifications are more likely to apply to universities with a solid reputation for having a merit-based selection procedure (Adamu, 2019).

### **Career Development Policy**

A good career development policy is critical in strengthening Human Resources (HR) at the UNISKA Banjarmasin. Effective career development helps employees continuously improve their skills, knowledge, and competencies to contribute optimally to the university. Career development policies include awards, promotions, and opportunities for individual achievements and potential.

In practice in the field, UNISKA Banjarmasin carries out a career development policy for educators and their education; First, UNISKA Banjarmasin identifies the employees will career development needs of em involves performance appraisal and skills gap analysis, in which comparisons are made between the skills and knowledge possessed by employees with existing or future needs at the university.

This was conveyed by the leadership of UNISKA Banjarmasin, who said that the identification of the needs of lecturers and staff had to be detailed, starting from the most minor things to the most significant things. This is intended so that employee career development is genuinely by expectations and not wasting money (ifmn\_3).

The informant's statement conveys the meaning that the identification of employee career development needs in tertiary institutions has essential goals that can help improve the performance and quality of human resources in these institutions. By identifying career development needs, universities can identify employee competencies and skills that need to be improved. By identifying areas where employees need further development, universities can organize appropriate training and development programs to enhance their capabilities.

This is based on the dynamics of development and change in the high-speed world of education. The world of education continues to develop and face changes. Identifying career development needs helps universities adapt their staff to the latest curriculum, technology, or regulation changes to remain relevant and effective in facing new challenges.

Identifying career development needs helps in identifying potential candidates for future leadership positions (Casad et al., 2021). By providing the proper training and development, universities can prepare employees to take an essential role in driving the institution in a better direction. Appropriate career development can increase employee loyalty and retention in tertiary institutions. Employees are more likely to stay and contribute longer if they feel the institution cares about and invests in their development (Howard & Khalifeh, 2020).

Second, after identifying development needs, UNISKA Banjarmasin prepares individual career development plans for each employee. This plan should include training, learning opportunities, and other developmental experiences that match their career goals and development needs. The career development policy includes training and professional development programs

relevant to employees' duties and responsibilities, such as seminars, workshops, online training, certification programs, and so on. Programs for employee career advancement and training may aid in raising the standard of instruction at UNISKA Banjarmasin. Employees can improve the learning experience for students by receiving up-to-date training on efficient teaching practices, educational technologies, and learning strategies. Similarly, when it comes to the professional growth of educational personnel, training must be focused on enhancing both employees' soft and hard skills.

A comprehensive training program helps employees stay informed about the latest education, technology, and research developments (Luckin & Cukurova, 2019).. This helps universities remain relevant and competitive in the world of education. Continuous training helps employees develop the skills and competencies needed to perform their duties better. This includes technical, managerial, communication, and leadership skills relevant to their roles and responsibilities. In addition, career development programs show employees that the college cares about their development and advancement (Zacher et al., 2019). This can increase employee motivation and job satisfaction, which positively impacts their productivity and loyalty to the institution.

Employees may stay current on the most recent advancements in research, technology, and education with an extensive training program. In higher education, this helps colleges stay relevant and competitive. Employees who receive ongoing training can better acquire the skills and competencies required to execute their jobs. This encompasses managerial, leadership, technical, and communication abilities pertinent to their positions and duties. Career development initiatives also convey to staff members the college's concern for their growth and promotion. Employee productivity and loyalty to the organization can benefit from this since it can enhance employee motivation and job satisfaction (Astuti et al., 2020).

### **Continuous Performance Appraisal Policy**

Building a fair, objective, and sustainable performance appraisal system for lecturers and support staff. This assessment must cover aspects such as teaching quality, research contribution, community service, and application of Islamic values in the work environment. Effective performance appraisal at UNISKA Banjarmasin can identify employee strengths and weaknesses, provide constructive feedback, and plan career development.

From the data in the field, information was obtained that first setting goals and performance targets carried out the continuous performance appraisal policy at UNISKA Banjarmasin. Each employee must have clear performance goals and objectives related to their responsibilities and the strategic objectives of UNISKA Banjarmasin. This goal must be measurable and verifiable to assess performance achievement.

Performance goals and objectives provide clear direction for employees on what is expected of them in their jobs. By having specific goals, employees can focus on essential tasks and contribute optimally to achieving these goals. Setting performance goals and objectives opens opportunities to improve performance



continuously. Employees can compare their achievements with the goals set and look for ways to improve their performance in the future continuously.

Second, performance appraisal must be carried out regularly, for example, every year. This assessment should focus on achieving performance goals and objectives over a specified period and progress in assigned tasks. Performance appraisals conducted periodically at UNISKA Banjarmasin are essential to supporting human resource management and improving overall organizational performance.

In this case, periodic performance appraisals allow management to evaluate employee performance over a certain period objectively. This helps identify each employee's strengths, weaknesses, and areas for improvement. Such an assessment allows management to recognize and reward high performers. Recognition of their accomplishments can increase motivation and job satisfaction and help retain high-performing employees.

Third, managers and immediate superiors provide constructive feedback about employee performance. This includes recognizing good performance and identifying areas that need improvement. In addition, performance appraisal can be used to plan career development and training.

By receiving constructive feedback, UNISKA Banjarmasin employees can better understand their progress toward attaining their objectives and expectations. Employees can improve their performance by concentrating on the areas that require development by being aware of them. Additionally, it gives the manager or direct superior the chance to review expectations for personnel and clients. This ensures that employees' goals align with those of the company and helps them comprehend what is expected of them.

Employee motivation can rise when they receive encouraging feedback and are recognized for good work (Jabagi et al., 2019). Employees are likelier to continue giving their all when they feel appreciated and recognized for their work. The strengths and weaknesses of an employee can be determined through this practice (Waltz et al., 2020). Using this data, it is possible to create training and development plans that will improve the skills and competencies of the workforce.

Fourth, UNISKA Banjarmasin's teaching and educational staff receives ongoing performance evaluations, followed by a career development plan suitable for assisting staff members in honing their skills and competencies. The institution offers training and development opportunities to enable staff members to realize their full potential. Fifth, the appraisal policy includes awards and acknowledgment for exceptional performance. This could spur workers on to keep working.



**Figure 2. Continuous Performance Appraisal Policy**

Remembering that a continuous performance appraisal strategy needs to be implemented, considering each team member's particular demands and

characteristics is crucial. UNISKA Banjarmasin's human resources must be given priority during policy implementation in order for them to grow and effectively contribute to the advancement of the institution.

### Monitoring and Evaluation

The monitoring and evaluation policy on human resources at UNISKA Banjarmasin establishes a mechanism for monitoring and evaluating the implementation of policies and overall organizational performance. This involves regular data collection, analysis, and monitoring to measure the achievement of objectives and make improvements where necessary.

Optimizing organizational performance through monitoring and evaluating human resources at UNISKA Banjarmasin is necessary because it has a crucial role in ensuring that human resource goals and strategies are achieved effectively. This was conveyed by the staffing department, which said that "universities need to carry out regular monitoring and evaluation activities for all employees on this campus, both lecturers and staff. This is intended so all parties can determine how far the targets have been achieved" (ifmn\_5).

The informant's statement shows that higher education leaders must regularly monitor progress in achieving human resource goals. This helps management to stay focused on achieving targets and taking corrective action when necessary. This is by the Hadith of Rasulullah SAW;

حَاسِبُوا أَنْفُسَكُمْ قَبْلَ أَنْ تُحَاسَبُوا

It means; "Evaluate yourself before you are evaluated".

Evaluation in managerial activities is highly recommended by religion. The requirement here is, of course, based on the intention of *amar ma'ruf nahi munkar*, which aims to improve overall in every unit in an organization. Therefore, monitoring and evaluation allow universities to improve the human resource management system continuously. Evaluation data helps detect changing trends and challenges in the work environment and provides a basis for adopting appropriate strategies.

Monitoring and evaluation lay a solid framework for making decisions based on facts (Wang, 2021). This information can be used by management to assess the success of a program, find efficient policies, and make the required adjustments. Additionally, this activity aids in assessing the efficacy of current human resource policy. This covers the rules for hiring, choosing, developing, paying, and managing performance. This assessment aids in ensuring that the organization's goals are being met and that the policies yield the desired outcomes (Land et al., 2019; Kabeyi, 2019),.

### CONCLUSION

Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin enhancing organizational performance through human resource management is a strategic move to maximize organizational performance through efficient human resource management. This policy places a strong emphasis on the role that human resource management plays in enhancing organizational

performance. A suitable work environment, applicable skills, development opportunities, and a healthy work-life balance will all be provided for academics and support staff via effective HR management. By putting this policy into practice, UNISKA Banjarmasin can enhance its research, teaching, and community service standard while solidifying its position as South Kalimantan's premier academic school. By managing its human resources well, UNISKA Banjarmasin can maximize its potential.

## ACKNOWLEDGEMENTS

We want to thank the leadership of UNISKA Banjarmasin for their help and support in completing this research. We also convey our highest appreciation to the lecturers, educational staff, and students of UNISKA Banjarmasin.

## REFERENCES

- Adamu, A. Y. (2019). Selection and Appointment of Higher Education Leaders in Ethiopia: An Assessment of Implementation. *Bahir Dar Journal of Education*, 19(1), 1-19.
- Agarwal, P. (2021). Shattered but Smiling: Human Resource Management and The Wellbeing of Hotel Employees during COVID-19. *International Journal of Hospitality Management*, 93, 102765. <https://doi.org/10.1016/j.ijhm.2020.102765>
- Aggarwal, S. (2020). Path Planning Techniques for Unmanned Aerial Vehicles: A Review, Solutions, and Challenges. *Computer Communications*, 149, 270-299. <https://doi.org/10.1016/j.comcom.2019.10.014>
- Al-Okaily, A., Al-Okaily, M., Teoh, A. P., & Al-Debei, M. M. (2022). An Empirical Study on Data Warehouse Systems Effectiveness: The Case of Jordanian Banks in The Business Intelligence Era. *EuroMed Journal of Business*. <https://doi.org/10.1108/EMJB-01-2022-0011>
- Alshurideh, M. T., Al Kurdi, B., Alzoubi, H. M., Ghazal, T. M., Said, R. A., AlHamad, A. Q., & Al-kassem, A. H. (2022). Fuzzy Assisted Human Resource Management for Supply Chain Management Issues. *Annals of Operations Research*, 1-19. <https://doi.org/10.1007/s10479-021-04472-8>
- Alzoubi, H., Alshurideh, M., Kurdi, B., Akour, I., & Aziz, R. (2022). Does BLE Technology Contribute Towards Improving Marketing Strategies, Customers' Satisfaction and Loyalty? The role of open innovation. *International Journal of Data and Network Science*, 6(2), 449-460. <https://doi.org/10.5267/j.ijdns.2021.12.009>
- Ansari, M. S. A. (2021). An Innovative Approach of Integrating Service Quality, Employee Loyalty And Profitability with Service Profit Chain in Telecom Service Industry: An empirical validation. *Proceedings on Engineering*, 3(1), 1-12. <https://doi.org/10.24874/PES03.01.001>
- Anwar, G. (2021). The impact of Human Resource Management Practice on Organizational Performance. *International journal of Engineering, Business and Management (IJEEM)*, 5. <https://doi.org/10.22161/ijeem.5.1.4>

- Arifudin, O., Mayasari, A., & Ulfah, U. (2021). Implementation of the Balanced Scorecard in Realizing World Class Higher Education. *Edumaspul: Journal of Education*, 5(2), 767-775. <https://doi.org/10.33487/edumaspul.v5i2.2333>
- Astuti, S. D., Shodikin, A., & Maaz, U. D. (2020). Islamic Leadership, Islamic Work Culture, and Employee Performance: The Mediating Role of Work Motivation and Job Satisfaction. *The Journal of Asian Finance, Economics and Business* (JAFEB), 7(11), 1059-1068. <https://doi.org/10.13106/jafeb.2020.vol7.no11.1059>
- Casad, B. J., Franks, J. E., Garasky, C. E., Kittleman, M. M., Roesler, A. C., Hall, D. Y., & Petzel, Z. W. (2021). Gender Inequality in Academia: Problems and Solutions for Women Faculty in STEM. *Journal of neuroscience research*, 99(1), 13-23. <https://doi.org/10.1002/jnr.24631>
- Cohen-Shacham, E., Andrade, A., Dalton, J., Dudley, N., Jones, M., Kumar, C., & Walters, G. (2019). Core Principles for Successfully Implementing and Upscaling Nature-based Solutions. *Environmental Science & Policy*, 98, 20-29. <https://doi.org/10.1016/j.envsci.2019.04.014>
- Darmawan, D., Iriandha, D., Indrianto, D., Sigita, D. S., & Cahyani, D. (2021). Hubungan Remunerasi, Retensi dan Kinerja Karyawan. *Journal of Trends Economics and Accounting Research*, 1(4), 129-133.
- Darmawan, S., & Roselini, BT (2022). Situational Leadership Style Study (Hersey-Blanchard Situational Leadership Model) at Padang Restaurants throughout Sleman Regency, DIY. *Business Review*, 23(1), 50-62. <https://doi.org/10.35917/tb.v23i1.248>
- Errida, A., & Lotfi, B. (2021). The Determinants of Organizational Change Management Success: Literature Review and Case Study. *International Journal of Engineering Business Management*, 13, 18479790211016273. <https://doi.org/10.1177/18479790211016273>
- Floridi, L., Cowls, J., Beltrametti, M., Chatila, R., Chazerand, P., Dignum, V., & Vayena, E. (2021). An Ethical Framework for A Good AI Society: Opportunities, Risks, Principles, and Recommendations. *Ethics, governance, and policies in artificial intelligence*, 19-39. [https://doi.org/10.1007/978-3-030-81907-1\\_3](https://doi.org/10.1007/978-3-030-81907-1_3)
- Ghani, B., Zada, M., Memon, K., & Araya-Castillo, L. (2022). Challenges and Strategies for Employee Retention in The Hospitality Industry: A Review. *Sustainability*, 14(5), 2885. <https://doi.org/10.3390/su14052885>
- Giuri, P., Munari, & Toschi, L. (2019). The Strategic Orientation of Universities in Knowledge Transfer Activities. *Technological Forecasting and Social Change*, 138, 261-278. <https://doi.org/10.1016/j.techfore.2018.09.030>
- Howard, L. M., & Khalifeh, H. (2020). Perinatal Mental Health: A Review of Progress and Challenges. *World Psychiatry*, 19(3), 313-327. <https://doi.org/10.1002/wps.20769>
- Idrus, S., Ruhana, F., Amalia, M. R., Rosyid, A. F., & Kuswandi, D. (2023). Implementasi kebijakan Manajemen Sumber Daya Manusia yang Efektif dalam Meningkatkan Kinerja Organisasi di Era Bisnis Global. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi* (MEA), 7(1), 72-89. <https://doi.org/10.31955/mea.v7i1.2879>

- Jabagi, N., Croteau, A. M., Audebrand, L. K., & Marsan, J. (2019). Gig-Workers' Motivation: Thinking Beyond Carrots and Sticks. *Journal of Managerial Psychology*, 34(4), 192-213. <https://doi.org/10.1108/JMP-06-2018-0255>
- Kabeyi, M. (2019). Organizational Strategic Planning, Implementation and Evaluation with Analysis of Challenges And Benefits. *International Journal of Applied Research and Studies*, 5(6), 27-32. <https://doi.org/10.22271/allresearch.2019.v5.i6a.5870>
- Klein, V. B., & Todesco, J. L. (2021). COVID-19 Crisis and SMEs Responses: The Role of Digital Transformation. *Knowledge and Process Management*, 28(2), 117-133. <https://doi.org/10.1002/kpm.1660>
- Klofsten, M., Fayolle, A., Guerrero, M., Mian, S., Urbano, D., & Wright, M. (2019). The Entrepreneurial University as Driver for Economic Growth And Social change-Key Strategic Challenges. *Technological Forecasting and Social Change*, 141, 149-158. <https://doi.org/10.1016/j.techfore.2018.12.004>
- Kusumawati, R. A. (2021). A Nexus between Green HRM (GHRM), Supply Chain Performance (SCP) and Business Performance (BP): The Mediating Role of Supply Chain Organizational Learning (SCOL). *Journal of Industrial Engineering and Management*, 14(2), 329-344. <https://doi.org/10.3926/jiem.3339>
- Land, K. J. (2019). Reassured Diagnostics to Inform Disease Control Strategies, Strengthen Health Systems and Improve Patient Outcomes. *Nature microbiology*, 4(1), 46-54. <https://doi.org/10.1038/s41564-018-0295-3>
- Luckin, R., & Cukurova, M. (2019). Designing Educational Technologies in The Age of ai: A Learning Sciences-Driven Approach. *British Journal of Educational Technology*, 50(6), 2824-2838. <https://doi.org/10.1111/bjet.12861>
- Mensah, J. (2019). Sustainable Development: Meaning, History, Principles, Pillars, and Implications for Human Action: Literature Review. *Cogent social sciences*, 5(1), 1653531. <https://doi.org/10.1080/23311886.2019.1653531>
- Mousa, S. K., & Othman, M. (2020). The Impact of Green Human Resource Management Practices on Sustainable Performance in Healthcare Organisations: A Conceptual Framework. *Journal of cleaner production*, 243, 118595. <https://doi.org/10.1016/j.jclepro.2019.118595>
- Munir, M., & Djaelani, M. (2022). Information Technology and Repositioning of Human Resource Management Functions. *Journal of Social Science Studies (JOS3)*, 2(2), 50-55. <https://doi.org/10.56348/jos3.v2i2.28>
- Nocker, M., & Sena, V. (2019). Big Data and Human Resources Management: The Rise of Talent Analytics. *Social Sciences*, 8(10), 273. <https://doi.org/10.3390/socsci8100273>
- Qutni, D., Kristiawan, M., & Fitriani, Y. (2021). Human Resource Management in Improving The Quality of Education. *Edunesia: Jurnal Ilmiah Pendidikan*, 2(2), 354-366. <https://doi.org/10.51276/edu.v2i2.132>
- Rosari, R., Cakranegara, P. A., Pratiwi, R., Kamal, I., & Sari, C. I. (2022). Strategi Manajemen Sumber Daya Manusia dalam Pengelolaan Keuangan BUMDES di Era Digitalisasi. *Owner: Riset dan Jurnal Akuntansi*, 6(3), 3040-3049. <https://doi.org/10.33395/owner.v6i3.870>



- Sinambela, E. A., Darmawan, D., & Mendrika, V. (2022). Effectiveness of Efforts to Establish Quality Human Resources in the Organization. *Journal of Marketing and Business Research (MARK)*, 2(1), 47-58.
- Subramanian, N., & Suresh, M. (2022). The Contribution of Organizational Learning and Green Human Resource Management Practices to The Circular Economy: A Relational Analysis–Evidence from Manufacturing SMEs (part II). *The Learning Organization*, 29(5), 443-462. <https://doi.org/10.1108/TLO-06-2022-0068>
- Supriyadi, I., Khamdari, E., & Susilowati, F. (2020). Peran Manajemen Sumber Daya Manusia dalam Peningkatan Kinerja Perusahaan Konstruksi. *Orbith: Majalah Ilmiah Pengembangan Rekayasa dan Sosial*, 16(1), 27-34.
- Thach, N. N., Hanh, H. T., Huy, D. T. N., & Vu, Q. N. (2021). Technology Quality Management of The Industry 4.0 and Cybersecurity Risk Management on Current Banking Activities in Emerging Markets-The Case in Vietnam. *International Journal for Quality Research*, 15(3), 845. <https://doi.org/10.24874/IJQR15.03-10>
- Thite, M. (2022). Digital Human Resource Development: Where Are We? Where Should We Go and How Do We Go There?. *Human Resource Development International*, 25(1), 87-103. <https://doi.org/10.1080/13678868.2020.1842982>
- Tien, N. H., Jose, R. J. S., Ullah, S. E., & Sadiq, M. (2021). Development of Human Resource Management Activities in Vietnamese Private Companies. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(14), 4391-4401.
- Turner, P., & Turner, P. (2020). Why Is Employee Engagement Important?. *Employee Engagement in Contemporary Organizations: Maintaining High Productivity and Sustained Competitiveness*, 57-84. [https://doi.org/10.1007/978-3-030-36387-1\\_3](https://doi.org/10.1007/978-3-030-36387-1_3)
- Utamy, R., Ahmad, S., & Eddy, S. (2020). Implementasi Manajemen Sumber Daya Manusia. *Journal of Education Research*, 1(3), 225-236. <https://doi.org/10.37985/jer.v1i3.26>
- Waltz, L. A., Munoz, L., Weber Johnson, H., & Rodriguez, T. (2020). Exploring Job Satisfaction and Workplace Engagement in Millennial Nurses. *Journal of nursing management*, 28(3), 673-681. <https://doi.org/10.1111/jonm.12981>
- Wang, B. (2021). Safety Intelligence as An Essential Perspective for Safety Management in The Era of Safety 4.0: From A Theoretical to A Practical Framework. *Process Safety and Environmental Protection*, 148, 189-199. <https://doi.org/10.1016/j.psep.2020.10.008>
- Zacher, H., Rudolph, C. W., Todorovic, T., & Ammann, D. (2019). Academic Career Development: A Review and Research Agenda. *Journal of Vocational Behavior*, 110, 357-373. <https://doi.org/10.1016/J.Jvb.2018.08.006>