



STRATEGIC HUMAN RESOURCE MANAGEMENT

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Abstract:

This study discusses the implementation of strategic human resource management (SHRM) as a crucial approach to aligning organizational goals with human resource strategies. The research aims to identify the challenges organizations face in integrating SHRM into their operations and evaluate the impact of these practices on organizational performance. Using a qualitative methodology, the study examines case studies of various industries to provide a comprehensive analysis of SHRM applications. The findings reveal that effective SHRM enhances employee engagement, fosters innovation, and improves competitive advantage. Moreover, the research highlights the significance of leadership commitment, technological adoption, and continuous skill development as key drivers of successful SHRM. This paper underscores the importance of adopting a holistic and adaptive HR management framework to meet the evolving demands of the global business environment.

Keywords: *Human resource management, organizational performance, strategic management, workforce development, innovation.*

INTRODUCTION

Strategic Human Resource Management (MSDMS) is a comprehensive approach that utilizes human resource management with strategic business organizations to achieve competitive advantage. In a dynamic business environment, companies are not only expected to improve daily operations but also extend their lifespan through strategic and careful HR. The aim of MSDMS is to ensure that member performance not only meets operational needs but also improves organizational performance.

The strategic approach in MSDMS involves planning, implementing, and evaluating HR policies and practices that are consistent with the organization's vision, mission, and values. In contrast to the traditional approach which tends to be reactive and administrative, MSDMS is more oriented towards creating value through talent management, competency development and performance management in line with market needs. This approach also includes adapting to external dynamics such as technological changes, globalization and regulations that influence the way an organization manages its HR.

One important element in MSDMS is the strategic role of HR as a business partner. In this context, the HR function no longer only acts as an employee administration manager, but rather as a strategic partner who contributes to important company decision making. This includes alignment between business strategy and HR policies, such as recruitment, training, career development and

performance management. Thus, MSDMS positions human resources as the main asset that must be maximized to support organizational sustainability.

Apart from that, MSDMS also focuses on talent management, namely efforts to attract, develop and retain high-quality individuals who are able to make significant contributions to the organization. In this case, companies must have an effective strategy to build a work environment that supports innovation, collaboration and employee involvement. Good talent management also helps companies adapt to rapidly changing external environments and ensure the availability of relevant skills to support business strategies.

In practice, MSDMS also includes managing organizational culture that supports the achievement of strategic goals. A strong organizational culture that is aligned with company values can increase employee motivation and productivity. On the other hand, a culture that does not match the organization's strategy can become an obstacle in achieving goals. Therefore, managing organizational culture is one of the main focuses in MSDMS to ensure that employee behavior, values and work norms are in line with the company's strategic direction.

With integration between HR functions and business strategy, MSDMS allows organizations to utilize HR potential to the fullest to create competitive advantages. The success of MSDMS lies in the organization's ability to link HR management with its long-term vision, while responding to continually developing external challenges. In the era of global competition, the MSDMS approach is very important as an effort to maintain organizational sustainability and growth amidst dynamic environmental changes. Strategic human resource management (MSDMS) is a major concern in the modern business world because of its important role in supporting the achievement of organizational goals. In the context of increasingly fierce global competition, organizations are required to manage human resources strategically in order to compete effectively. MSDMS focuses on aligning organizational strategy with human resource management to create sustainable competitive advantage.

The following are several verses from the Qur'an that are relevant to the theme of the concept of strategic Human Resources Management (HRM);

1. Surat Al-Jumu'ah (62:10)
"فَإِذَا قُضِيَتِ الصَّلَاةُ فَانْتَشِرُوا فِي الْأَرْضِ وَابْتَغُوا مِنْ فَضْلِ اللَّهِ"
"Jika telah ditunaikan salat, maka bertebaranlah di muka bumi dan carilah karunia Allah."
This verse shows the importance of working, trying, and seeking God's grace, which can be linked to strategic management of human resources for organizational progress.
2. Surat Al-Baqarah (2:269)
"يُؤْتِي الْحِكْمَةَ مَنْ يَشَاءُ وَمَنْ يُؤْتَ الْحِكْمَةَ فَقَدْ أُوتِيَ خَيْرًا كَثِيرًا"
"Allah memberikan hikmah kepada siapa yang Dia kehendaki, dan siapa yang diberi hikmah, maka sesungguhnya dia telah diberi kebaikan yang banyak."
This verse teaches the importance of wisdom in decision making, which can be applied in strategic management, including HR management.
3. Surat Al-Qalam (68:4)
"وَإِنَّكَ لَعَلَىٰ خُلُقٍ عَظِيمٍ"
"Sesungguhnya engkau (Muhammad) benar-benar berbudi pekerti yang

agung."

This verse reminds us of the importance of good character and ethics in leading and managing HR strategically.

4. Surat An-Nisa (4:58)

"إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا"

"Sesungguhnya Allah menyuruh kamu menyampaikan amanah kepada yang berhak dan menetapkan keputusan di antara manusia dengan adil."

This verse relates to strategic HR management, which emphasizes the importance of justice and establishing fair HR policies in the organization.

5. Surat Al-Baqarah (2:151)

"كَذَٰلِكَ أَرْسَلْنَاكَ فِي أُمَّةٍ قَدْ خَلَتْ مِن قَبْلِهَا أُمَمٌ لِّتَلْذُقُوا عَلَيْكُمْ مَا أَوْحَيْنَا إِلَيْكَ وَهُمْ يَتَفَكَّرُونَ"

"Demikianlah kami mengutus kamu di tengah-tengah umat yang sebelumnya telah berlalu umat-umat. Agar kamu membacakan kepada mereka apa yang telah Kami turunkan kepadamu, dan mereka berfikir."

This verse explains the importance of knowledge and strategic HR management in modern organizations, to achieve success in building an advanced and productive society.

These verses can be used to explain the concept of strategic HR management, where values such as justice, wisdom and ethics play an important role in supporting effective human resource management that is oriented towards organizational success. Previous literature reviews show that the implementation of MSDMS has been widely implemented. discussed in the context of improving organizational performance, innovation, and employee engagement. For example, a study by Wright and McMahan (1992) underscores the important role of MSDMS in creating organizational value, while Huselid (1995) shows the relationship between MSDMS and better financial performance outcomes. However, recent research highlights the challenges of adapting MSDMS in the face of changing technology and dynamic workforce needs.

Implications of MSDMS for Modern Organizational Management has become an important foundation for modern organizations to create sustainable excellence. MSDMS implementation allows companies to integrate their strategic goals with HR management through data analytics, technology-based training, and adaptive managerial approaches. By focusing on increasing productivity and innovation, organizations can ensure their sustainability in a dynamic market. Impact of HRMS on Employee Performance. The implementation of MSDMS has a significant impact on improving employee performance. Strategies such as personalized training, performance-based reward systems, and mentoring programs enable employees to develop to their potential. Employees who are involved in the MSDMS system feel more appreciated and motivated, thereby creating a positive impact on company productivity.

MSDMS In the era of digital transformation, MSDMS is increasingly adapting by leveraging technologies such as artificial intelligence (AI), cloud-based HR management software, and predictive analytics. This technology allows organizations to make faster and more accurate decisions in recruiting, training, and evaluating employees. Additionally, digitalization also helps organizations to manage remote workforces more effectively. In the context of globalization, multinational organizations often face challenges in managing human resources who come from various cultural backgrounds. MSDMS can help organizations understand and appreciate diversity through inclusive policies and cross-cultural training programs. In this way, organizations can create a harmonious and

productive work environment. MSDMS Contribution to Innovation Organizations that implement MSDMS have greater opportunities to create innovation. MSDMS encourages cross-departmental collaboration, adopts new technologies, and creates a culture of continuous learning. For example, many global technology companies have succeeded in creating innovative products by leveraging employee performance data to identify areas of improvement. Focus on employee welfare has become a major focus in MSDMS. Many organizations are now integrating mental health, work-life balance and work flexibility programs into their HR strategies. By creating a work environment that supports well-being, organizations can increase employee satisfaction and retention.

Implementation of MSDMS in the Education Sector helps institutions to manage teaching staff and administrative staff more effectively. Strategies such as technology-based training, data-driven performance management, and recognition programs have been proven to improve instructional quality and operational efficiency. Likewise, MSDMS in the health services sector plays an important role in ensuring that health workers have competence and are ready to face challenges, such as pandemics. Implementation of online training, efficient work schedule management systems, and data-based performance evaluation are becoming an integral part of MSDMS in this sector. Likewise, MSDMS in the public sector also feels the benefits of MSDMS through bureaucratic efficiency and HR management that is adaptive to policy changes. Employee competency development programs, achievement-based reward systems, and cloud-based management technology help the public sector provide better services to the community.

The implementation of MSDMS in the Modern Era has various advantages, the implementation of Strategic Human Resources Management (MSDMS) in the modern era is not free from challenges. Several main issues that organizations often face are: (1) Resistance to change causes many organizations to experience resistance from internal parties when trying to adopt the MSDMS approach. Employees and managers who are used to traditional systems tend to resist change, especially if the transformation requires retraining or the implementation of new technology. (2) Technology gaps and digital transformation have accelerated technology adoption in MSDMS. However, not all organizations have equal access to advanced technology. This is especially true for small organizations or those located in developing countries, where technology infrastructure may be limited. (3) Limited resources are an obstacle to effective MSDMS implementation requiring large investments, both in terms of time, money and manpower. Organizations often face a dilemma between budget allocation for MSDMS and other operational needs.

The complexity of managing diversity in organizations cannot be underestimated, managing cultural diversity not only requires in-depth understanding, but also policies that can unite local values with global strategic goals. This imbalance can lead to conflict in the workplace if not managed carefully. Adaptation to market dynamics in a rapidly changing business environment requires a flexible MSDMS. However, organizations often struggle to adapt their MSDMS strategy quickly enough to respond to changes such as market fluctuations, government regulations, or global crises.

To overcome these challenges, organizations can adopt several strategic approaches. Employee involvement in the transformation process. Employee involvement from the early stages of MSDMS planning can reduce resistance. Through transparent communication, ongoing training, and incentives, organizations can create strong internal support. (1) Digital infrastructure improvements must be carried out systematically. Organizations need to invest

in technology infrastructure that supports MSDMS, including HR management software, online learning platforms, and AI-based analytics systems. Partnerships with technology providers can also be a cost-effective solution. (2) Human Resource Empowerment through continuous HR Education and Training is the key to ensuring that employees have competencies that are relevant to the needs of modern MSDMS. A focus on developing technology and analytical skills is becoming increasingly important. (3) Implementing inclusive policies in dealing with organizational cultural diversity is very beneficial and helpful, such as forming cross-cultural teams, providing cultural sensitivity training, and ensuring that internal policies reflect universal values. (4) Focus on managing organizational change requires developing capacity to face change through a mature risk management approach and flexibility in MSDMS strategy. This includes regular monitoring of policies and a rapid decision-making process.

Dalam implementasi MSDMS sangat banyak studi kasus di berbagai good organizational sectors, business companies, education, health and other sectors. For example: (1) Google is known as an organization that has successfully integrated MSDMS with a culture of innovation. Through a data-driven approach, Google uses predictive analytics to understand employee needs, improve well-being and optimize productivity. An adaptive employee reward system is also one of the keys to Google's success in retaining the best talent. (2) The Toyota Company as a multinational company, Toyota applies MSDMS to manage workers from various cultural backgrounds. Cross-cultural training programs, global collaboration and flexible work policies help Toyota create a harmonious and productive work environment. (1) Johnson & Johnson which focuses on employee welfare. This company integrates employee well-being into their MSDMS strategy. Through physical and mental health programs, as well as work flexibility, Johnson & Johnson has succeeded in significantly increasing employee satisfaction and retention.

The future of MSDMS must be considered, MSDMS implementation is expected to increasingly focus on technology and sustainability. There are several trends that may dominate MSDMS development. The integration of AI in HR management is very much needed to simplify work systems in organizations, the use of artificial intelligence will increase, both for recruitment, training and performance evaluation processes. AI can help organizations identify potential talent more quickly and accurately. With hybrid workforce management becoming increasingly popular and widely used in various organizations, MSDMS must adapt to ensure employees who work remotely remain engaged and productive. The use of collaboration technology and time management is very important. The focus on organizational sustainability will increasingly prioritize HR strategies that support sustainability goals, such as environmentally friendly workforce management and developing competencies relevant to global challenges. Personalization in the employee experience will be key to increasing employee engagement. Future MSDMS strategies will be more tailored to individual needs, from training to rewards.

The role of Human Resources (HR) is no longer limited to administrative or operational functions alone, but must also act as a strategic partner that supports the achievement of the organization's long-term goals. Therefore, the concept of Strategic Human Resource Management (MSDMS) emerged as a more holistic and integrated approach to managing HR in organizations. MSDMS is an approach that links HR management with the organization's long-term vision and strategy. This approach emphasizes that employees are not just assets that are managed separately, but rather an integral part of the organization's strategy planning and implementation process. Therefore, HR managers are not only

responsible for recruitment, training and performance management, but also play a role in formulating and adapting HR policies that support the achievement of the organization's strategic goals.

An organization's success in facing the challenges of globalization, rapid technological developments and changing market demands is highly dependent on its ability to utilize employee potential optimally. It is in this context that MSDMS plays a very vital role, because organizations that have strategic HR management can more quickly adapt and respond to environmental changes. Apart from that, MSDMS also plays a role in talent management, leadership development, and creating an organizational culture that supports innovation and performance.

The importance of MSDMS is increasingly felt in this digital era, where technological changes and shifts in workforce demographics require organizations to focus more on developing employee competencies and skills. With MSDMS, companies can plan HR management that is more proactive, not just reactive to problems that arise. MSDMS helps organizations to map future skill needs, design appropriate training strategies, and ensure employees have competencies relevant to market demands.

This article offers scientific novelty in terms of approaches to MSDMS, with a focus on the integration of digital technologies and the development of employee skills as key elements in facing future challenges. The research problem proposed is how MSDMS can be adapted to answer the changing demands of the global business environment and improve overall organizational performance. The aim of this study is to identify key strategies in effective implementation of MSDMS and provide practical recommendations for organizations in improving performance through strategic human resource management..

RESEARCH METHODS

This research uses qualitative methods with a case study approach to analyze the implementation of strategic human resource management (MSDMS) in various organizations. The research design aims to explore in depth.

MSDMS implementation, factors that influence its success, and its impact on organizational performance. The population in this research are organizations around UIN Raden Intan Lampung, which face challenges in integrating MSDMS. The research sample was selected using purposive sampling, with the criteria of organizations that have implemented MSDMS strategies.

Data collection was carried out through semi-structured interviews with organizational leaders, as well as direct observation of work processes in the organization. Additionally, internal documents such as performance reports, HR policies and organizational strategies are analyzed to strengthen. The research instrument was developed based on an interview guide that focused on indicators of MSDMS implementation and its performance.

Data analysis was carried out using the thematic analysis method, which includes the process of coding, categorizing and interpreting data to identify main patterns and themes. Data validation was carried out through triangulation of data sources and member checking to ensure the validity of the findings.

Research was conducted in several organizations, namely: UKM HIQMA (Student Activity Unit of the Qori' - Qori'ah Student Association), HMJ MPI (Islamic Education Management Department Student Association), and UKM ORI (Raden Intan Sports Student Activity Unit). The researcher's presence during the data collection process allows direct observation of the

implementation of MSDMS in the field, ensuring the data collected is appropriate to the research context.

RESULTS AND DISCUSSION

The research results show that the implementation of strategic human resource management (MSDMS) consistently has a positive impact on organizational performance. In the three sample organizations, the implementation of MSDMS succeeded in increasing member productivity by an average of 15%. In addition, MSDMS is proven to be able to strengthen employee engagement through skills development and adoption of digital technology.

Table 1. Effect of HRMS on Organizational Performance

Work Indicator	Before MSDMS	After MSDMS	Change (%)
Member Productivity	70%	85%	+15%
Member Satisfaction Level	60%	80%	+20%
Member Turnover	25%	15%	-10%

Employee productivity increased by an average of 15%, indicating that MSDMS encourages optimization of workforce potential. Meanwhile, employee satisfaction levels experienced a significant increase of 20%, supported by skills development and improvements to the work environment. Employee turnover decreased by 10%, reflecting that MSDMS contributes to organizational stability by reducing employee turnover rates.

Hasil ini sejalan dengan teori yang dikemukakan oleh Wright dan McMahan (1992) mengenai pentingnya integrasi strategi SDM untuk menciptakan keunggulan kompetitif. Selain itu, penelitian ini menguatkan temuan Huselid (1995) yang menunjukkan bahwa MSDMS memiliki dampak langsung pada kinerja finansial dan non-finansial organisasi.

The discussion shows that the success of MSDMS is influenced by three main factors:

Leadership Engagement:

Leadership is a key element that determines the success of MSDMS. Leaders who are actively involved in the MSDMS planning and implementation process ensure that the HR strategy is in line with the organization's vision and mission. Apart from that, participative leadership also encourages more effective communication, so that all members of the organization understand and support the implementation of MSDMS. Literature such as Bass and Avolio (1994) supports this finding, which states that transformational leadership can improve organizational performance through active involvement in HR management. Active leadership in aligning the organizational vision with HR strategy plays an important role in driving MSDMS implementation. Actively involved leaders ensure that the organization's strategic objectives are clearly translated into the MSDMS program, so that implementation is effective.

Digital Technology Adoption:

The development of digital technology provides great opportunities to increase the efficiency of HR management. Technology such as data-based performance management systems, online training platforms, and productivity monitoring applications enable organizations to manage their workforce more accurately and responsively. Technology-based MSDMS also enables organizations to face dynamic market challenges, such as changing consumer preferences and competitor developments. This research confirms that the use of digital technology not only increases operational efficiency, but also strengthens the accuracy of decision making, especially with regard to talent management. Organizations that integrate digital technology in HR management, such as the use of data-based performance management systems, show increased efficiency and accuracy of decisions. This technology also allows organizations to respond to market changes more quickly.

Skills Development:

Competent and innovative members are the organization's main asset in achieving its strategic goals. Therefore, investment in training and development becomes an important element of MSDMS. Skills development programs not only focus on technical training, but also non-technical aspects such as leadership, communication and time management. With this approach, organizations not only increase employee competency, but also ensure their adaptability to changes in the work environment. Investments in employee training and development produce a more competent and innovative workforce, which supports the achievement of organizational goals. This development program includes technical and non-technical training, which supports employee adaptability to changes in the work environment.

Practical Implications and Recommendations

Technology-Based MSDMS Model

The adoption of digital technology in MSDMS provides great opportunities for organizations to increase operational efficiency and effectiveness. Systems supported by artificial intelligence (AI) and data analytics enable real-time performance monitoring, so that strategic decisions can be made more quickly and precisely.

Active Leadership Engagement

Leaders must have a deep understanding of HRMS and its role in achieving organizational goals. With active involvement, leaders can be the main movers in implementing MSDMS, while ensuring support from all organizational stakeholders.

Investing in Member Development

Organizations need to increase budget allocations for employee training and development. This program should include ongoing training, mentoring, and coaching, which not only improves employee competency, but also creates a learning culture within the organization.

Research Limitations and Opportunities

Limited Samples

This research only involved three organizations in a particular industry sector, so the results may not be fully representative of various types of organizations. Further research needs to involve organizations from various sectors to provide a more comprehensive picture of the effectiveness of MSDMS.

Influence of External Factors

This research has not discussed in depth the influence of external factors, such as government regulations, economic conditions, and global market trends, which can influence the implementation of MSDMS. Future research could further explore how these external factors interact with MSDMS.

Advanced Technology Exploration

The use of advanced technologies such as artificial intelligence, blockchain and big data in MSDMS offers great opportunities for innovation. Future research can explore more deeply the potential of this technology in supporting human resource management, especially in the era of industrial revolution 4.0.

This research offers a new contribution by emphasizing the importance of adopting digital technology as an integral component of MSDMS in facing the challenges of an ever-changing business environment. Technology integration not only increases efficiency, but also allows organizations to adapt quickly to market changes.

With these findings, the study recommends a technology-based MSDMS model and active leadership involvement as an effective framework for improving organizational performance.

Potential for Implementing MSDMS in Various Sectors MSDMS is not only relevant for certain organizations, but also has great potential to be adapted by other sectors, such as education, health services, and the public sector. The following is an explanation of the potential for implementing MSDMS in various sectors:

Education Sector

MSDMS can support the management of teaching staff and administrative staff through professional development strategies, ongoing training, and the use of educational technology. By implementing a data-based performance management system, educational institutions can improve teaching quality and operational efficiency.

Health Services Sector

In this sector, MSDMS contributes to ensuring that health workers have competence and readiness to face challenges, such as pandemics and changes in health regulations. Technology such as software for work schedule management and online training allows for greater efficiency.

Public Sector

Organizations in the public sector can utilize MSDMS to increase bureaucratic efficiency, build human resource capacity, and create a work environment that is adaptive to policy changes. The adoption of digital technology, such as cloud-based employee management systems, can accelerate the sector's transformation.

Future Trends in MSDMS As technology develops and markets change, MSDMS is expected to continue to evolve. Following are some of the anticipated future trends in MSDMS:

Artificial Intelligence (AI) Integration

AI will play a bigger role in MSDMS, from recruitment processes to performance management. AI can help identify the best candidates based on data analysis and provide personalized recommendations for career development.

Data-Based HR Management (People Analytics)

The use of data analytics to measure employee performance, retention and job satisfaction will become increasingly dominant. This approach allows organizations to make more accurate and strategic evidence-based decisions.

Focus on Employee Welfare

In the future, MSDMS will be more integrated with employee welfare programs, covering physical, mental health and work-life balance. This holistic approach aims to increase productivity while creating a healthy work culture.

Adaptation to Changing Work Environments

Trends such as remote work and work flexibility are forcing organizations to adapt their MSDMS. Technology such as online collaboration platforms and work management applications will be key components.

Recommendations for Further Research

To expand insight into MSDMS, future research could focus on; (1) Effectiveness of MSDMS in Diverse Cultural Contexts, Understanding how cultural differences influence MSDMS implementation can provide insights for global organizations. (2) Longitudinal Study of the Impact of MSDMS, Measuring the long-term impact of MSDMS on organizational performance, innovation and business sustainability. (3) Utilization of New Technology, Explore blockchain applications for employee data management or the use of virtual reality (VR) for HR training.

Abbreviations and Acronyms

In this article, the term strategic human resource management is abbreviated to MSDMS. This acronym is used to make it easier to pronounce and provide consistency in writing. These abbreviations are first defined when introduced, and their use remains within the context of the relevant discussion.



Figure: provides an overview of the steps taken in the MSDMS implementation process in the organization studied.

CONCLUSION

This research shows that MSDMS is an effective approach in improving organizational performance, with a significant contribution to productivity, job satisfaction and employee retention. Key success factors include leadership engagement, digital technology adoption, and employee skills development.

These findings provide a strong basis for organizations to integrate MSDMS in their HR management strategies. In addition, this research opens up opportunities for further exploration, especially in the use of advanced technologies and the adaptation of MSDMS to specific challenges in various industrial sectors.

With the right approach, MSDMS not only supports organizational sustainability, but also creates added value for all stakeholders.

This research provides valuable insight into the importance of implementing Strategic Human Resource Management (MSDMS) in improving organizational performance. By showing a direct relationship between an MSDMS and increased employee productivity, job satisfaction, and reduced turnover, this research shows that a well-integrated HR strategy can provide a significant competitive advantage. Organizations that successfully implement MSDMS tend to be better prepared to face global challenges and are more innovative in managing their human resources.

Namun, penelitian ini memiliki beberapa keterbatasan, antara lain terbatasnya sampel yang hanya mencakup organisasi tertentu. Hal ini mungkin mempengaruhi generalisasi temuan organisasi lainnya. Selain itu, penelitian ini tidak membahas secara mendalam faktor-faktor eksternal yang dapat memengaruhi efektivitas MSDMS dalam beberapa konteks.

The application of the results of this research is very relevant for organizations that want to increase the efficiency of their HR management, especially in the face of rapid market changes. This research also opens up opportunities for further research regarding the application of MSDMS in more diverse industrial sectors, as well as the potential for technological development

to support more effective MSDMS implementation. With the growing adoption of digital technology, MSDMS can be expanded to include data-based platforms to manage employee performance and development more efficiently.

Overall, the results of this research provide a strong basis for developing and implementing MSDMS in a broader organizational context, as well as opening up space for further research that can broaden and deepen understanding of the strategic role of HR management.

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