



Human Resource Management Development At PT. Damar Outsourcing Anugrah

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ABSTRACT

This research aims to analyze the development of human resource management (HRM) at PT. Damar Outsourcing Anugrah, a company that provides labor services in the fields of security and cleanliness, operating in Bengkulu Province. Human resource management is a key factor in determining the company's success, particularly in the outsourcing industry, which heavily relies on the quality, competence, and loyalty of the workforce.(1) This study employs a qualitative approach with a descriptive method, utilizing techniques such as observation, interviews, and documentation involving the management and employees of PT. Damar Outsourcing Anugrah. The primary focus of the research includes aspects of employee recruitment, placement, training, and career development. The research findings indicate that the company has implemented a systematic recruitment process in line with work competency standards, places workers based on their qualifications and client needs, and provides training to enhance employees' technical and non-technical skills. Additionally, the company has established a career development system to boost motivation and loyalty among the workforce.(2) In terms of the human resource development variable, the company has made efforts to apply the principles of Human Capital Management (HCM) by viewing human resources as a long-term investment asset. However, challenges persist, such as high turnover rates, a lack of sense of ownership toward the company, and limited career opportunities for outsourcing workers. Therefore, a more comprehensive human resource development strategy is required, including enhanced continuous training, structured career planning, and the implementation of a digital-based human resource management system to enable the company to compete sustainably.

INTRODUCTION

Human resources (hr) are the primary factor determining the success or failure of an organization. In an increasingly competitive business world, a company's competitive advantage no longer depends solely on natural resources or technology, but rather on how the company optimally manages and empowers its human resources. In this context, hr management has evolved beyond a purely administrative function into a strategic function that plays a crucial role in supporting the achievement of an organization's vision, mission, and goals.

According to hasibuan (2018), human resource management is the science and art of managing relationships and roles of the workforce effectively and efficiently, helping to achieve the goals of the company, employees, and society. Improving human resources is crucial for a company, and it is appropriate for the company to pay special attention to these resources by establishing regulations and policies that can boost employee performance. Saehu (2018) explains that success in facing company challenges and achieving the success of an organization or company is greatly influenced by the performance of its employees. Companies can implement policies that can encourage and improve employee performance, including clear policies on recruitment, employee placement, training, and career development.

Pt. Damar outsourcing anugrah is an outsourcing service provider that has been operating for several years and serves various clients from various industrial sectors. Pt. Damar outsourcing anugrah is the largest outsourcing company in Bengkulu province, and this company has also expanded outside Bengkulu province. Pt. Damar outsourcing anugrah has used the Ikpp (government goods/services procurement policy agency) e-catalog version 6.0, an electronic system used to facilitate online procurement of goods and services. This system was developed to increase transparency, efficiency, and accountability in the government procurement process.

As a company grows, the number of employees it manages also increases, thus requiring a professional and adaptive hr management system. Human capital management (hcm) is a department that manages people as a company's valuable asset whose value needs to be increased to benefit the company in achieving its goals. Hcm considers human resources (hr) an investment asset owned by the company, so it is necessary to seek it from the job search stage. To increase the value of the workforce, companies must pay attention to the process starting from talent acquisition, providing training and development, salary payments, and compensation. Increasing the value of the workforce will bring progressive benefits to the company in general.

In the context of pt. Damar outsourcing anugrah, the challenges of hr management are further complicated by its service sector, which relies heavily on individual quality and performance. Mismatches between client expectations and the performance of outsourced employees often lead to conflict, customer complaints, and even contract termination. This underscores the importance of an hr management system that focuses not only on workforce quantity but also on quality, loyalty, and the alignment of competencies with client needs. This situation demonstrates that developing hr management at pt. Damar outsourcing anugrah is not only a necessity, but an inevitability. The company must be able to design an hr system that can simultaneously address internal and external challenges. An hr strategy oriented toward sustainability, client satisfaction, and employee well-being must be a top priority to ensure the company's long-term survival and growth. Therefore, this research is crucial to design an applicable hr development strategy that aligns with the characteristics of pt. Damar outsourcing anugrah. With comprehensive problem mapping and a precise analytical approach, this research is expected to make a tangible contribution to driving the transformation of a more professional, adaptive, and results-oriented hr management system.

LITERATURE REVIEW

Human Resources

Human resources (hr) are a crucial factor in any organization or company, as they are the primary actors in every managerial and operational activity. According to hamali (2016), hr is a strategic approach to skills, motivation, development, and resource management. According to bintoro and daryanto (2017), hr is a science or method for managing the relationships and roles of individual resources (workforce) efficiently and effectively, utilizing them optimally to achieve mutual benefits for the company, employees, and the community. According to susan (2019), hr is the individual who drives an organization, whether an institution or a company, and serves as an asset whose capabilities must be trained and developed.

Human Resource Development

According to dessler (2017), human resource development is an organization's effort to improve employee skills and knowledge through various programs such as training, career development, and education. The goal is to improve individual and overall organizational performance. According to noe (2020), hr development encompasses a series of activities designed to enhance employee capacity within an organization. This includes the development of technical and soft skills, as well as education to support employee professional and personal growth. Hasnah et al. (2024) explain that hr development is a systematic effort to improve employee skills, knowledge, and capacity so they can contribute optimally to achieving organizational goals. This includes formal education, training, career development, and employee coaching.

Human Resources Recruitment

According to robbins & coulter (2016), recruitment is defined as locating, identifying, and attracting competent job applicants. Recruitment is finding and/or attracting competent job applicants for an employer's open positions. The recruitment process aims to gather as many of the best candidates as possible and select the best. These candidates can come from within or outside the organization.

Human Resource Placement

Placement is the process of assigning or reassigning employees to work or fill new positions within a company. The goal is to place an employee in a specific position or position deemed suitable for them. This assignment can be an initial assignment for a newly hired employee or a reassignment for an existing employee. Placement is generally divided into three categories: promotion, demotion, and transfer (widiastuti et al., 2022).

Human Resources Training

According to hidayah (2024), training is the process of teaching employees, both new and existing, the skills they need to perform their jobs. Training is education that helps workers perform their current jobs.

Human Resources Career Development

According to widyaningrum and siswati (2017), a career is a job position held by a person over many years. Career management is a process that enables employees to better understand and develop their career skills and interests and to use these skills and interests more effectively, both within the company and after they leave the company. Career development is a series of lifelong activities that contribute to the exploration, formation, success, and fulfillment of a person's career. Career planning is a deliberate process by which people become aware of their

skills, interests, knowledge, motivations, and other personal characteristics and establish action plans to achieve specific goals.

METHODS

This Research Uses A Qualitative Approach. A Qualitative Approach Is A Research Procedure That Produces Descriptive Data In The Form Of Written Or Spoken Words From People And Observed Behavior. Qualitative Research Can Generally Be Used To Study Community Life, History, Social Activities, And So On.

According To Lincoln And Guba, Qualitative Research (Or What They Call Naturalistic Inquiry) Is A Research Approach That Aims To Understand Social Or Human Phenomena In Their Natural Settings, Without Intervention Or Manipulation By The Researcher. This Research Emphasizes The Exploration Of Subjective Meanings, Experiences, And Constructions Of Reality Constructed By Individuals Or Groups, Rather Than Objective Measurements Or Statistical Generalizations.

Design Study

According To Sugiyono (2015), Research Data Is All The Information Needed To Solve A Research Problem. The Data Collection Methods Used In This Research Are As Follows:

A.Observation

Observation Is A Technique Or Method Of Collecting Data By Conducting Ongoing Observations Of The Object. The Objects Here Are The Owner Of Pt. Damar Outsourcing Anugrah, The Marketing And Operational Departments, And All Employees In The Business. The Types Of Observation Are Participant Observation, Overt Or Covert Observation, And Unstructured Observation. In This Study, The Researcher Conducted Overt Or Covert Observation, Where The Researcher Was Frankly Collecting Hr Data Regarding The Development Of Human Resource Management At Pt. Damar Outsourcing Anugrah.

B.Interview

An Interview Is A Conversation With A Specific Purpose Between Two Or More Parties, Namely The Interviewer As The Questioner Or Question Giver And The Interviewee As The Answerer To The Question. There Are Several Types Of Interviews, Namely Structured Interviews And Semi-Structured Interviews. In This Study, Researchers Conducted Interviews Using Structured Interview Guidelines To Obtain Information Related To The Development Of Human Resource Management At Pt. Damar Outsourcing Anugrah. Interviews Were Conducted With The Owner, Hrd Manager, And Employees Of Pt. Damar Outsourcing Anugrah.

C.Documentation

Documentation Study Is A Data Collection Technique That Does Not Directly Address The Research Subjects. The Documents Studied Can Be Of Various Types, Not Just Official Documentation. Documentation Is The Process Of Obtaining Information For Research Purposes From Archival Data (Documents), As Documents Are Data Sources In The Form Of Written Language, Photographs, Or Electronic Documents. The Documentation Method Is Useful In Complementing Data Collection Results Through Observation And Interviews.

Data Analysis

Data Processing In Qualitative Research Is Carried Out By Classifying Or Categorizing Data Based On Several Themes According To The Research Focus. In Qualitative Research, Data Processing Does Not Have To Be Done After The Data Is Collected Or Completed. Data That Has Already Been Collected Can Be Processed And Analyzed Simultaneously. In This Study, The Data Analysis Model Used Is The Miles And Huberman Model, Namely The Interactive Model, Whose Working Components Include Data Reduction, Data Display, And Conclusion Drawing/Verification.

RESULTS AND DISCUSSION

General Description of Research Object

PT. Damar Outsourcing Anugrah is one of the pioneers in the outsourcing services industry in Indonesia, particularly in the Sumatra region of Bengkulu Province, precisely at Jalan Putri Gading Cempaka No. 16K RT.17, RW. 05, Turun Village, Ratu Samban District, Bengkulu City. PT. Damar Outsourcing Anugrah was founded on April 26, 2016 in Bengkulu City, PT. Damar Outsourcing Anugrah comes from the word "Damar," meaning light that illuminates the darkness. This philosophy reflects steadfastness, patience, and the benefit of those around them, just as damar resin undergoes a long process to become a source of light.

PT Damar Outsourcing Anugrah's motto is "Service Excellent With Care & Quality," which means providing the best service with care and quality. PT Damar Outsourcing Anugrah believes that outsourcing is not just about providing labor, but about delivering reliable solutions and sustainable partnerships.

Consistently upholding the values of dedication, integrity, and trust, PT Damar Outsourcing Anugrah is a trusted partner for various industries. PT Damar Outsourcing Anugrah is here to provide efficient, professional, and flexible workforce solutions, upholding trust, integrity, and legal compliance. It is committed to being a strategic partner that not only provides quality labor but also builds sustainable partnerships to support client business growth and open up broader job opportunities.

Company Vision and Mission PT. Damar Outsourcing Anugrah

a.Vision

To become a trusted, professional, and competent outsourcing company in its field.

b.Mission

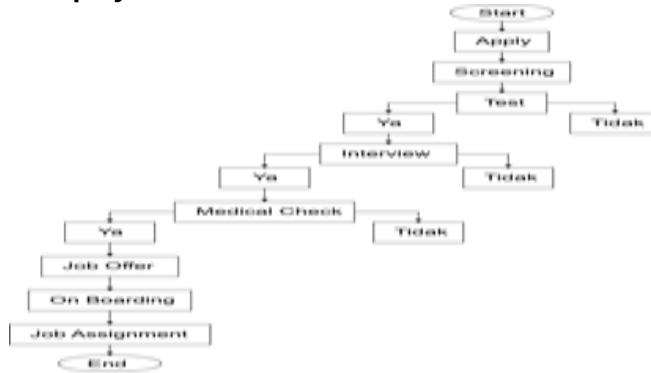
To be the trusted outsourcing partner of choice, providing operational efficiency and sustainable growth for our clients by preparing a competent workforce in their respective fields.

Employee Recruitment at PT. Damar Outsourcing Anugrah

Employee recruitment is a systematic process of attracting, screening, and selecting qualified potential candidates to fill vacant positions within an organization or company. According to HRM (Human Resource Management) experts such as Gary Dessler (2020), recruitment is the activity of finding and attracting sufficiently qualified applicants to fill job openings.

This process involves not only finding people but also ensuring a fit between candidates and the organization's culture, job duties, and long-term goals. Azizah et al. (2022) state that recruitment is a crucial process in human resource management that involves attracting and selecting the best candidates for employment within the company. This process focuses not only on attracting potential members but also on finding individuals who best suit the organization's needs. The quality of the recruitment process significantly impacts the effectiveness and success of the team in achieving company goals.

Recruitment encompasses the pre-selection stage (candidate sourcing) through to the initial job offer, but does not include orientation or training (which are part of induction). In the context of outsourcing, such as PT. Damar Outsourcing Anugrah, recruitment focuses on temporary contract workers or PKWT (fixed-term employment agreements), with an emphasis on high volume and flexibility.

Figure 1 Employee Recruitment Flowchart At PT. Damar Outsourcing Anugrah

Description

The employee recruitment process mentioned above consists of eight main stages that form a multi-layered selection cycle, designed to attract, screen, and integrate high-quality talent into the company.

1. Apply

The initiation stage is to gather potential candidates, ensuring a sufficient and diverse supply of applicants (diversity, equity, inclusion/DEI). With the aim of building an initial talent pool that aligns with job requisitions from operations, by using methods and procedures, namely candidates submitting through multi-channels: Online (Whatsapp, Facebook, Instagram, Tik-tok, Telegram, Twitter, Google Form, Jobstreet, and LinkedIn). Offline (walk-in at the PT. Damar Outsourcing Anugrah office). Referrals (internal and external). Advertising (print media such as newspapers and magazines, electronic media such as radio and television and the internet)

2. Screening

A recruitment process in which HR (Human Resources) or the recruiting team screens candidate files or profiles to ensure that only those who meet the basic requirements advance to the next stage. The goal is to save time and money by rejecting candidates who do not meet the qualifications (such as education, experience, or skills) early on.

3. Test

A test refers to the testing or assessment stage conducted after screening to objectively evaluate a candidate's abilities. This stage is crucial for validating technical and practical qualifications, especially in outsourcing companies like PT. Damar Outsourcing Anugrah, where physical work (security/cleaning) requires specific competencies. A test is a series of standardized exams or evaluations designed to measure a candidate's knowledge, skills, physical abilities, or attitudes regarding job requirements. This is not a typical academic test, but rather a relevant work assessment, often competency-based. The goal is to ensure that candidates not only meet the basic requirements (from screening) but are also able to contribute effectively.

4. Interview

An interview refers to the in-person interview or discussion stage conducted after screening to evaluate the candidate's non-technical aspects. This stage is essential for measuring cultural fit and retention potential, especially in outsourcing companies like PT. Damar Outsourcing Anugrah, where shift-based work (security/cleaning) requires high motivation. Based on HRM principles (Dessler, 2020), interviews use behavioral models to predict performance, lasting 2-3 days and eliminating approximately 30% of candidates.

5. Medical Check

A medical check is a comprehensive medical examination and background check to assess the physical and mental health and medical history of candidates, ensuring they are capable of performing their duties without endangering themselves or others.

6. Job Offer

A job offer refers to the formal job offer stage conducted after a medical examination to confirm agreement with the selected candidate. This stage is crucial for securing qualified talent at outsourcing companies like PT. Damar Outsourcing Anugrah, where temporary contracts (security/cleaning) require a quick commitment. A job offer is a formal communication from the company offering a job position to a candidate, including details of compensation, contract terms, and responsibilities. It is not an informal invitation, but rather a binding proposal that allows for negotiation before formal acceptance. The goal is to convert qualified candidates into employees, ensure a mutually beneficial agreement, and reduce the loss of talent to competitors.

7. On Boarding

Onboarding refers to the initial orientation and integration phase for new employees after a job offer is accepted. This phase is crucial for building loyalty in outsourcing companies like PT. Damar Outsourcing Anugrah, where contract employees (security/cleaning) need to adapt quickly to shifts and clients. Onboarding is the initial induction process for new employees to familiarize them with the work environment, organizational culture, and operational procedures. This is not the final recruitment process, but rather the transition from candidate to productive team member, often called "employee integration." The goal is to accelerate adaptation, increase engagement, and ensure regulatory compliance.

8. Job Assignment

Job assignment refers to the final placement stage of new employees after onboarding to begin operational duties. This stage is essential to maximizing productivity in outsourcing companies like PT. Damar Outsourcing Anugrah, where employees (security/cleaning) are placed with external clients. Job assignment is the process of allocating or assigning new employees to specific positions, locations, shifts, and teams based on the needs of the organization or client. This is not recruitment, but rather the final implementation that marks the transition to the operational phase, often called "deployment" or "placement." The goal is to ensure employees contribute immediately, optimize resources, and fulfill client contracts.

Employee Placement at PT. Damar Outsourcing Anugrah

Job placement is defined as the process of assigning individuals to jobs or organizational roles that best match their qualifications, experience, and preferences. Emphasizing the latest aspects of the digital era, placement is based not only on technical skills but also on adaptability to AI and hybrid work. The goal is to maximize employee productivity and satisfaction, thereby reducing turnover. Employee placement is the primary process in which PT. Damar Outsourcing Anugrah recruits, trains, and allocates workers to client work sites for a specific contract period (usually 3 months, extendable). Unlike permanent recruitment, this placement is temporary and is fully managed by the outsourcing company, including payroll, insurance, and administration. The goal is to provide ready-to-use human resources, address seasonal labor shortages, or support client business expansion without long-term commitments.

Employee Training at PT. Damar Outsourcing Anugrah

Training is defined as a short-term educational process aimed at helping employees acquire new knowledge and skills necessary for their current jobs. Dessler (2020) emphasizes that training should be needs-based, using methods such as simulations, role-playing, or virtual reality to increase knowledge retention by up to 75%. In the digital era, training focuses not only

on hard (technical) skills but also on soft skills. PT. Damar Outsourcing Anugrah, as the largest outsourcing service company in Bengkulu, places employee training as a crucial component in its HR placement process. Employee training at PT. Damar Outsourcing Anugrah is a systematic process to improve employee knowledge, skills, and attitudes to align with client needs and industry standards. This includes an initial orientation program (onboarding), technical training, and soft skills development. The goal is to prepare a competitive, flexible, and work-ready outsourced workforce, thereby reducing the risk of turnover and increasing client satisfaction. The company emphasizes competency-based training, where employees are trained according to the position they will occupy. Training is not only post-placement but also ongoing (during the contract) to support continuous development. Training costs are covered by PT. Damar Outsourcing Anugrah, ensuring employees are protected and competitive in the Indonesian job market.

Employee Career Development at PT. Damar Outsourcing Anugrah

Employee career development is a strategic and long-term process in human resource management (HR) that aims to help employees identify, develop, and achieve their career goals, while aligning with organizational needs. Unlike training (which focuses more on current and short-term skills), career development emphasizes holistic growth, including succession planning, mentoring, and adaptation to changes in the labor market. Career development is an organizational effort to direct employee potential through career planning, training, and periodic evaluations, in order to align with company goals and employment regulations.

PT. Damar Outsourcing Anugrah understands that employee career development is key to retaining talent amidst the contractual nature of outsourcing work. Career development here refers to a series of strategic programs designed to improve employee competency, motivation, and promotion opportunities, both in temporary contracts and transitioning to permanent positions. With approximately 10 years of experience, PT. Damar Outsourcing Anugrah has developed many employee careers, with 65% successfully promoted or converted permanently to clients. This development is holistic, encompassing technical aspects, soft skills, and welfare. PT. Damar Outsourcing Anugrah's main focus in employee career development is to transform outsourced employees from temporary workers into sustainable strategic assets.

CONCLUSION

Based on the results of research and discussions that have been conducted regarding the Development of Human Resource Management at PT. Damar Outsourcing Anugrah using qualitative methods, the following conclusions can be drawn:

1. Human Resource Management at PT. Damar Outsourcing Anugrah has been implemented in a structured and strategic manner, adhering to the principles of Human Capital Management (HCM). The company recognizes that people are not merely labor, but are intellectual assets and the primary capital that determines the success of an organization. This is evident in the implementation of various HR management functions, including recruitment, selection, training, placement, career development, and performance evaluation, which are carried out continuously.
2. The workforce recruitment process is conducted through internal and external mechanisms, taking into account the suitability of prospective employee qualifications and the job requirements of the company's clients. The recruitment system utilizes a professional approach, including screening, competency testing, interviews, and basic training prior to placement. This approach has proven to produce a skilled, disciplined workforce ready for placement in various partner agencies.
3. Employee placement is based on the principle of "the right person in the right place," where each employee is placed according to their abilities, experience, and training. This process

- ensures a match between employee profiles and client operational needs, thereby increasing the effectiveness and efficiency of the services provided.
4. Human resource training and development are crucial aspects in supporting improved performance. PT. Damar Outsourcing Anugrah regularly conducts competency-based training involving official certification bodies such as the National Professional Certification Agency (BNSP). The training encompasses technical skills such as safety and hygiene, as well as soft skills such as discipline, communication, and responsibility. This training significantly improves workforce productivity and professionalism, while strengthening the company's image in the eyes of clients.
 5. Career development and compensation systems at PT. Damar Outsourcing Anugrah are geared toward building employee motivation, loyalty, and engagement with the company. Career development programs are provided through internal promotion opportunities, advanced training, and results-based performance evaluations. Meanwhile, compensation is provided fairly in accordance with laws and regulations and the level of job responsibility, thereby increasing employee satisfaction and retention.
 6. The main obstacles to human resource development in this company are the limited support for digital technology in the HR system, limited training facilities, and the challenge of maintaining the loyalty of outsourced workers who frequently change jobs due to the contract system. Furthermore, differences in client characteristics also require rapid adaptation from the workforce, which can lead to work stress. Nevertheless, the company continues to strive to improve its HR management system to be more adaptive to changes in the business environment.
 7. Overall, PT. Damar Outsourcing Anugrah's HR management strategy has shown a positive and progressive direction. Its competency-based management approach and continuous development have helped the company maintain client trust, improve operational efficiency, and strengthen its competitiveness in the increasingly competitive outsourcing services industry.

LIMITATION

Based on these conclusions, the researcher provides several constructive suggestions for related parties so that the results of this research can provide practical and theoretical benefits, as follows:

1. For the Management of PT. Damar Outsourcing Anugrah
 - a. It is necessary to digitize the HR management system through the implementation of the Human Resources Information System (HRIS) to accelerate the administration process, performance assessment, and data-based decision-making.
 - b. Periodic evaluation of the effectiveness of employee training and development is required by measuring its impact on productivity and job satisfaction.
 - c. Management is advised to strengthen employee engagement by providing performance-based rewards, creating an inclusive work environment, and developing a collaborative and professional work culture.
 - d. Increase cooperation with educational and certification institutions to provide a ready-to-use workforce, as well as expand strategic partnership networks with new client companies.
2. For the Human Capital Management (HCM) Department
 - a. It is expected to develop a transparent and competency-based long-term career program so that employees have direction and motivation in their work.
 - b. There needs to be succession planning to prepare future leadership cadres from within the company.
 - c. Increase the role of internal communication between HR and field workers to build a sense of belonging to the company, which has the potential to reduce turnover rates.

- d. Conduct internal research and periodic job satisfaction surveys as a basis for developing HR policies that are more responsive to employee needs.
 3. For Employees
 - a. It is expected to actively participate in training programs, develop personal skills continuously, and maintain work ethics and professional integrity.
 - b. Employees need to develop loyalty and a sense of belonging to the company in order to create harmonious and productive working relationships between management, workers, and clients.
 4. For Further Researchers
 - a. It is recommended to expand the research object by comparing HR management in several other outsourcing companies in order to provide a more comprehensive picture of best practices in HR development in the labor services sector.
- Quantitative research using a statistical approach is also recommended to be able to more objectively measure the influence of HR management factors on employee performance and organizational effectiveness.

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