

The Relationship Between Human Resource Management in an Organization and Employee Commitment to the Organization

[Hubungan Antara Manajemen Sumber Daya Manusia dalam suatu Komitmen Organisasi dan Karyawan terhadap Organisasi]

Ahmad Lazim¹, Wisnu Panggah Setiyono²

Faculties of Business, Law, and Social Sciences, Universitas Muhammadiyah Sidoarjo

Corresponding author: wisnu.setiyono@umsida.ac.id

Abstract: This research aims to describe the relationship between human resource management in an organization and employee commitment to the organization. A literature review approach was used in this research. The data collection technique was carried out using the library method, while data analysis was carried out using an inductive mindset. The analysis process is carried out using data analysis techniques or content analysis, namely detailed descriptions of data and context, nature, properties, content, reasons, and the use of inductive logic to reach conclusions. This study produces conclusions namely the relationship between human and organizational resource management and employee commitment to the organization, including: (1) increasing employee commitment; (2) increase in turnover; (3) service quality and productivity; (4) innovation and creativity; and (5) increasing employee welfare.

Keywords: Human resources, Organization, Employee commitment

I. INTRODUCTION

In organizational dynamics that continue to change so rapidly, the position of human resources (HR) has become the key to success at every pace of movement. No longer just a department within a company, HR is the backbone that supports growth, innovation and business continuity in this modern era. In this article, we will dive into the vital role that HR plays in creating a successful and sustainable organization. When talking about HR, it's not just about recruiting employees and managing their salaries. More than that, HR plays an important role in managing diversity, inspiring employees, and building a positive company culture. From the recruitment process to employee training and development, as well as performance management, HR is responsible for every aspect that influences employee performance and satisfaction .

Behind the success of every organization, there is an invaluable foundation: people. They are the heart and soul of every innovation, every decision, and every step forward a company takes. However, this success was not achieved spontaneously. It requires strategy, deep thinking and wisdom which is called human resource management. Imagine, a company as a sophisticated machine. On the one hand, there is leading technology, solid infrastructure and automated processes. However, on the other side, there are people: employees who bring their own skills, dedication, and aspirations to the company.

Without this human element, the machine is just a collection of metal and wire with no clear direction or purpose. This is where human resource management (HR) comes in as the breath of life for the organization. More than just administrative tasks, HR includes planning, development, and supervision of human resources within a company. It's a comprehensive process that focuses not only on recruiting and retaining employees, but also on building a strong company culture, encouraging professional growth, and creating an inclusive and productive work environment. However, human resource management is not just about numbers and statistics. Behind every policy and procedure, there are unique human stories. There are aspirations to strive for, challenges to overcome, and dreams to realize. In every decision made by an HR manager, there is an impact felt by individuals within the organization (Darmawan et al., 2021).

Basically, HR is the foundation of every organization. From decision making to strategy implementation, from customer service to achieving business goals, all aspects of an organization's activities ultimately depend on the contribution and performance of the individuals working in it. Therefore, HR management is not only the responsibility of the HR department, but is the responsibility of every leader and manager in the organization. In an increasingly complex and diverse context, the role of HR becomes increasingly important (Simanjuntak & Frimayasa, 2023; Rumihin, et al., 2023; Santika, 2020). From ensuring that a company has the right talent in the right positions, to building a company culture that promotes employee well-being and inclusion, HR is responsible for various aspects that underlie an organization's overall performance. However, challenges are not always easy, and HR management is often faced with various complexities and dilemmas, including managing change, balancing business needs with employee needs, and responding effectively to increasingly high work ethic demands (Pauji & Nurhasanah, 2022).

Human resource management, in its essence, is both an art and a science. This is the art of aligning individual needs, desires and potential with company goals and strategies, as well as the science of applying effective and efficient management principles to achieve an optimal balance between organizational interests and employee satisfaction. As the main guide in the company's journey, human resource management plays an important role in every aspect of organizational life. From designing selective recruitment processes to building an inclusive and collaborative work culture, human resource management provides a solid foundation for long-term growth and success (Winarti, 2022). However, more than just managing people, human resource management involves creating a dynamic work environment and building close relationships between management and employees. This requires a deep understanding of individual needs, the ability to inspire, and the ability to adapt to inevitable change.

Apart from that, HR also plays a role in facing new challenges faced by organizations in managing the workforce, such as technological changes, globalization, and increasingly high demands for work ethics (Risambessy et al., 2022). Therefore, it is important to understand how strategies and best practices in HR management can help organizations to remain competitive and relevant in a rapidly changing business environment. As part of supporting the running of an organization, human resources have a major role in the activities or development process of an organization. Various efforts are made through organizational policies to form quality human resources and support organizational development.

Commitment - as a form of employee loyalty, is basically an invaluable pillar in the success of a company organization. In an era of fast business dynamics and intense competition, maintaining the sustainability and progress of an organization not only depends on a strong business strategy, but also on the quality of its human resources (Darmadi, 2022; Nintyari, 2019). Loyal employees are not just productive team members, but they are also valuable assets that bring significant added value to the organization. Employee loyalty is not something that can be given easily (Audi, 2021). It is built from consistent interaction between management and employees, based on mutual trust, respect and fulfillment of needs both professionally and personally. In this paper, we will explore in depth the importance of employee loyalty, the factors that influence it, as well as effective strategies for building and maintaining employee loyalty within corporate organizations (Risambessy & Wairisal, 2021; Paramourine, 2020; Nur & Hidayat, 2023).

Previously, researchers had conducted a preliminary study as reference material. Several similar studies have been carried out by previous researchers, two of which will be mentioned here. First, research (Syahdana & Nabila, 2022) concluded that commitment and motivation are things that must be considered in order to create emotional bonds between employees which have a positive impact on the goals of a company or organization so that the goals of a company or organization can be achieved well. This can also support the development of human resources in a company or organization. Second, study Darmawan et al., (2021) states that every organization needs to pay attention to the important role of effective remuneration policies in projecting and improving employee performance. There is a real correlation between remuneration and employee performance. This implies that the formation of employee performance depends on appropriate remuneration policies and implementation. This is also reinforced by other findings which state that remuneration policies cause employees to stay in the organization. Management creates good and friendly working conditions which will help employee performance is very necessary. Organizations must ensure the provision of a good welfare package that will encourage and improve employee performance through remuneration policies (Cahyaningtyas & Sasanti, 2019; Budiyanto, 2021). The desire of every organization to continuously increase productivity has necessitated the need to motivate employees through comprehensive remuneration policies and a conducive work environment. The need to maintain an effective and qualified

workforce is a necessity for organizations thus necessitating the need to provide good working conditions and effective work packages that will help in maintaining an effective workforce.

This study aims to answer the question regarding the relationship between human resource management in an organization and employee commitment to the organization. Meanwhile, the aim of this study is to describe the relationship between human resource management in an organization and employee commitment to the organization.

II. METHODS

The aim of this research is to review and summarize literature studies related to human resource management in a company organization and relate it to employee commitment to the organization, by exploring the factors and symptoms. Researchers attempt to read, analyze and summarize several literature reviews from several journals and other related study sources. In this research, a literature review approach was used to achieve the research objectives. A literature review is a literature analysis of a research topic that aims to inform readers about the results of other research related to current research, linking research with existing literature, and filling in gaps in previous research (Creswell & Creswell, 2021).

This research method is a literature review that compares several existing theories with previous research. To obtain the information and data needed in this work, the following data collection techniques are used: documents/libraries, namely data collection techniques by studying documents related to the problem being studied. Apart from that, the questionnaire method was also used to enrich the wealth of data sources. The data analysis method in this research uses the analysis method in a literature review using an inductive thinking pattern. The analysis process is carried out using data analysis techniques or content analysis, namely detailed descriptions of data and context, nature, properties, content, reasons, and the use of inductive logic to reach conclusions.

III. RESULTS

Human Resources Management (HR) has a crucial role in forming employee commitment to the organization. Various studies have revealed that effective HR practices can significantly influence employee commitment levels. Employee commitment itself is a psychological state where employees feel emotionally and cognitively attached to the organization where they work. One important aspect of HR management that has an impact on employee commitment is the implementation of organizational justice (Cahyaningtyas & Sasanti, 2019). Justice in this case includes distributive justice, procedural justice and interactional justice. Distributive justice refers to employees' perceptions of the extent to which the rewards they receive are commensurate with the contributions and achievements they make. Meanwhile, procedural justice relates to decision-making processes within the organization that are considered fair by employees, for example in terms of promotions, performance appraisals, and conflict management. Meanwhile, interactional justice is related to fair treatment and in accordance with social norms in interactions between management and employees.

Apart from organizational justice, effective communication is also a determining factor in HR management that influences employee commitment. Employees who receive clear and timely information about policies, organizational goals, and the expectations placed on them tend to have higher levels of commitment. This is because good communication builds trust and reduces uncertainty among employees. Not only that, employee-oriented leadership also has a significant role in forming employee commitment. Leaders who care about the needs and interests of employees, and provide the right support and motivation, are able to increase employee self-confidence and loyalty to the organization. Furthermore, career development and opportunities for professional growth (career development) are also important elements in HR management that can influence employee commitment. When employees feel that the organization provides opportunities for their career development, whether through training, further education, or internal promotions, they tend to be more motivated to make the best contribution to the organization.

Overall, the relationship between HR management in an organization and employee commitment cannot be underestimated. HR practices that promote fairness, effective communication, supportive leadership, and sustainable career development are key to building high employee commitment. Organizations that are able to implement these principles well will benefit in the form of higher productivity, better employee retention, and a more harmonious and positive work atmosphere.

This study found several findings related to the close relationship between human resource management in an organization and employee commitment to the organization, including: (1) increasing employee commitment; (2) increase in turnover; (3) service quality and productivity; (4) innovation and creativity; and (5) improving employee welfare. These findings will be answered in the subsections below.

IV. DISCUSSION

Increasing Employee Commitment: The Key to Organizational Success Employee commitment is not just a feeling of emotional attachment to the organization, but is also the main foundation for high productivity, loyalty and retention in the work environment. Various factors and strategies can be used to increase employee commitment, which in turn can provide great benefits to the entire organization.

First of all, an organization that is able to create an inclusive and supportive work environment is more likely to build strong employee commitment. Active involvement from management in promoting an open work culture, where every employee feels valued and heard, is key. Initiatives such as regular meetings between management and staff, discussion forums, and training programs on organizational justice can help create an atmosphere in which employee commitment can develop naturally.

Furthermore, effective communication also plays a crucial role in increasing employee commitment. Clear and open information about the organization's vision, mission and goals will help employees feel more deeply connected to the company's values. Good communication also includes providing constructive feedback, as well as proactively accommodating individual needs and aspirations. This not only builds trust, but also increases employee involvement in achieving shared goals. In addition, career development and opportunities for professional growth are other important factors in maintaining employee commitment. Structured training programs, job rotation opportunities, mentoring, and support for ongoing skills development not only help employees develop personally, but also send the message that the organization values their contributions and wants to see them succeed in the long term.

Leadership that pays attention to employees (employee-oriented leadership) also plays a big role in building high commitment. Leaders who listen, provide support, and provide constructive feedback will help create a strong bond between employees and the organization. The ability to inspire, motivate, and guide employees through organizational challenges and changes is also an important attribute of an effective leader in increasing commitment. No less important, recognition of employee achievements and contributions is also an effective strategy in building commitment. Rewards, whether in the form of public recognition, incentives, or non-material rewards such as verbal awards or important project assignments, can strengthen employee motivation and commitment to the organization. By integrating all these factors holistically, organizations can create an environment where employee commitment is not just a goal, but a reality that is reinforced every day. Increasing employee commitment is not a one-time effort, but is a long-term investment that will bring sustainable benefits to the growth and sustainability of the organization in an era of increasingly complex global dynamics and competition. **Increasing Turnover: Strategic Steps for Business Success** Increasing turnover is the main goal for any organization that wants to grow and develop in a competitive market. To achieve a significant increase in turnover, a mature and sustainable strategy is needed that involves various aspects from operations to marketing, as well as human resource management.

1. Market Analysis and Opportunities

The first step in efforts to increase turnover is to conduct a thorough market analysis. Organizations need to understand the latest market trends, consumer behavior, and competitors' strengths and weaknesses. From this analysis, new opportunities can be identified that can be exploited to expand market share or develop new products or services that suit developing market needs.

2. Product or Service Development and Improvement

Product or service innovation is one of the best ways to attract new customers and retain existing customers. Organizations need to continuously develop their products or services to remain relevant and in line with consumer expectations. This may include quality improvements, additional features, or adapting to the latest technology trends that better meet customer needs.

3. Effective Marketing Strategy

The right marketing strategy is the key to reaching a wider audience and increasing sales. This includes the use of various marketing channels such as digital marketing (e.g. SEO, PPC, social media), direct marketing, event or community sponsorship, as well as measurable and effective promotional campaigns. It is important to measure the ROI of each marketing strategy used to ensure marketing expenditures are commensurate with the results obtained.

4. Focus on Customer Service

Increasing turnover also involves retaining existing customers and increasing retention rates. Superior customer service can differentiate an organization from competitors and build long-term customer loyalty. This includes providing quick and effective solutions to customer problems, understanding their needs, and proactively improving the customer experience through various communication channels.

5. Effective Human Resource Management

Increased turnover is also closely related to internal team performance. Effective human resource management involves recruiting and retaining the best talent, developing employee skills and competencies through ongoing training, and motivating and maintaining a collaborative and productive work culture. Employees who feel valued and empowered tend to perform better and contribute positively to achieving turnover goals.

6. Performance Measurement and Analysis

Lastly, it is important to continually measure and analyze overall business performance. This includes monitoring daily or weekly sales, identifying sales trends, measuring conversions from marketing efforts, and considering customer feedback. Good analysis will provide valuable insights to make the necessary strategic adjustments to remain competitive and achieve set sales targets. Increasing turnover is a complex and ongoing process that requires commitment from the entire organization. By implementing the right strategies and continuously adapting to market changes, organizations can achieve stable and sustainable turnover growth, and position themselves as leaders in their industry.

Improving Service Quality and Productivity: The Foundation of Organizational Success

Service quality and productivity are two main pillars that are interrelated and crucial for the success of an organization. These two aspects not only influence customer satisfaction, but also play an important role in building a company's reputation and ensuring long-term business sustainability.

1. Service Quality: Building Trust and Loyalty

Service quality is the main key to creating a positive and satisfying customer experience. This includes various elements, ranging from responsiveness in responding to customer needs, reliability in providing products or services, to empathy in understanding and solving problems faced by customers.

(a) Responsiveness: A responsive organization is able to respond quickly to customer requests, questions or complaints. Quick responses can increase customer satisfaction and reduce the possibility of disappointment; (b) Reliability: Good service quality also means it can be trusted. Customers expect organizations to consistently provide products or services that are as promised without any surprises or discrepancies; (c) Empathy: Understanding and responding to customer needs with empathy is an important aspect of good service quality. This

involves listening attentively, showing understanding of the customer's situation, and offering solutions that take their individual needs into account; (d) Effective Communication: Clear and open

communication between an organization and its customers is the foundation of a good relationship. This includes not only delivering timely and accurate information, but also listening carefully and providing clear feedback; and (e) Problem Solving: The ability to identify, address and resolve customer issues quickly and effectively is key to maintaining trust and loyalty. Organizations that are able to handle problems well can increase customer satisfaction and build a good reputation in the market.

Good service quality not only makes customers satisfied, but also has the potential to increase loyalty, expand the customer base, and generate positive word-of-mouth recommendations.

2. Productivity: Efficiency and Resource Management

Productivity refers to an organization's ability to produce more by using available resources efficiently. This includes everything from operational processes to human resource management and the technology used.

(a) **Efficient Processes and Systems:** Implementing structured work processes and good systems can increase productivity significantly. Efficient processes help reduce waste of time and resources, thereby increasing output and quality of service provided to customers; (b) **Collaboration Between Teams:** Good collaboration between teams and departments is the key to achieving common goals more effectively. Open communication, information sharing, and good coordination can reduce operational obstacles and increase organizational responsiveness to changes in the market or customer needs; (c) **Technology and Innovation:** The right application of technology can automate routine tasks, increase operational efficiency, and provide in-depth data analysis to support decision making. Innovations in technology can also open up new opportunities to improve the products or services offered to customers; (d) **Human Resources Management:** Good management of human resources, including recruitment, training and development of employees, also plays an important role in increasing productivity. Employees who are skilled, motivated, and feel valued tend to make a greater contribution to organizational success.

3. Integration of Service Quality and Productivity: Shared Success

Service quality and productivity are not separate things in an organization's strategy. Both must be integrated holistically to achieve sustainable success. Organizations that are able to efficiently align efforts to improve service quality with increasing productivity will have a significant competitive advantage.

(a) **Continuous Measurement and Evaluation:** It is important to continuously measure service quality and productivity performance on a regular basis. Systematic evaluation helps organizations to identify areas that need improvement or optimization, as well as measure the impact of changes or initiatives undertaken; (b) **Adaptation To Change:** Markets and customer needs are constantly changing. Organizations that are flexible and responsive to change can take advantage of new opportunities and overcome challenges better than their competitors. With a consistent focus on improving service quality and productivity, organizations can build a strong foundation for sustainable growth, high customer satisfaction, and long-term success in a dynamic and competitive marketplace. **Innovation and Creativity: The Path to Management Success** Innovation and creativity are two concepts that fundamentally drive change and progress in various areas of human life. Both are interrelated but have different characteristics in the process and results. First of all, let's talk about innovation. Innovation refers to the development of new ideas, products, or processes that can bring added value or solutions to existing problems. The innovation process often involves combining or modifying existing ideas in new or more effective ways. Examples include the development of new technologies, revolutionary consumer products, or new approaches to solving social problems. Innovation does not only occur in the realm of technology, but also in art, design, education and other fields. On the other hand, creativity highlights the ability to generate new and original ideas. Creativity does not always lead to immediately practical or measurable results, but rather exploration, divergent thinking, and solving problems from a unique perspective. Creative people often question the status quo, see opportunities in unexpected places, and integrate different ideas to create something new and exciting.

Innovation often uses creativity as its fuel. The innovative process can start from creative ideas which are then tested, developed and implemented to create added value. On the other hand, creativity without innovation may only end up as discourse or experimentation without concrete results. Therefore, a healthy relationship between innovation and creativity allows for sustainable progress in society and the economy. It is important to note that innovation and creativity are not just limited to individuals or large companies. Communities can also play a role in creating an environment that stimulates innovation and creativity. Factors

such as support for education, infrastructure that supports research and development, and freedom of expression are important elements in creating a sustainable innovative ecosystem.

In the current era of globalization and digitalization, it is important for individuals and organizations to continue to hone their creative skills and encourage a culture of innovation. Openness to new ideas, a willingness to take measured risks, and interdisciplinary collaboration are the keys to driving progress in various sectors of life. In addition, it is also important to recognize that the process of innovation and creativity is not always smooth; it often involves failure, learning, and continuous improvement. By appreciating and encouraging innovation and creativity, we not only expand the boundaries of human knowledge and possibility, but also better prepare ourselves to face the challenges and opportunities of the future. Innovation and creativity, then, are not just theoretical concepts, but key drivers that change the world in real ways.

Improving Worker Welfare: Efforts to Build Synergy Improving worker welfare is an important goal in the modern social and economic context. Worker well-being includes not only financial aspects, but also balance between work and personal life, access to necessary resources, and safe and enjoyable working conditions. Increasing worker welfare not only provides benefits for individuals, but can also contribute positively to productivity, motivation and loyalty to the company.

First of all, a key element in improving workers' well-being is the recognition of human value. Workers are not just productive assets, but also individuals with diverse needs and expectations. Building a company culture that values each individual's contribution, encourages open dialogue, and provides a platform for feedback is an important first step. This not only increases job satisfaction, but also promotes a positive and inclusive work climate. Furthermore, it is important to provide fair and comprehensive compensation. While a decent salary is an important factor, financial well-being also involves additional benefits such as good health insurance, a stable retirement plan, and non-financial incentives such as career development opportunities and training programs. This helps ensure that workers not only feel financially valued, but also supported in developing skills and building a sustainable future.

Additionally, creating a healthy and safe work environment is very important. This includes policies and procedures that promote health and safety in the workplace, provide access to mental health and counseling facilities, and reduce the risk of work stress and burnout. Rational workload management and flexibility in work schedules can help create a healthy balance between professional and personal life. Furthermore, supporting employees' psychological well-being is also an increasingly recognized aspect. Initiatives such as mental health programs, support for stress management, and promotion of healthy lifestyles can have a positive impact on job satisfaction and productivity. Building a company culture that is open to mental health issues and offers the right resources is an important step in supporting employees' holistic well-being.

Equally important, is promoting opportunities for professional growth and development. This could include advanced training, lifelong learning, or a clear career development program. Providing opportunities for employees to develop their skills not only increases motivation and commitment to the company, but also expands the capabilities of the organization as a whole. Finally, it is important to measure and evaluate the effectiveness of employee welfare programs on a regular basis. Conducting employee satisfaction surveys, analyzing absenteeism and productivity data, and listening to feedback regularly can help companies adjust their strategies to achieve worker well-being goals more effectively.

Overall, improving worker well-being is not just about improving physical working conditions or financial compensation alone. It is about creating an environment where each individual feels valued, supported, and able to grow personally and professionally. With a holistic approach and strong commitment from management, companies can play a significant role in improving the quality of life for their employees and creating a sustainable and productive work environment.

V. CONCLUSION

Based on research using a literature observation approach that links human resource management (HR) with employee commitment to the organization, several important conclusions were found:

1. **Increased Employee Commitment:** Effective HR management practices, such as open communication, appreciation for contributions, and clear career development, are positively related to the level of employee commitment to the organization. This creates an environment where employees feel involved and care about the success of the organization.
2. **Increased Turnover:** A good relationship between HR management and employee commitment can have a direct impact on increasing organizational turnover. Committed employees tend to be more threatening to achieve company goals, which in turn improves the overall performance of the organization.
3. **Service Quality and Productivity:** Employees who feel emotionally connected to the organization tend to provide higher quality service to customers or other stakeholders. This contributes to increased customer satisfaction and overall organizational reputation.
4. **Innovation and Creativity:** A work environment that supports and motivates employees to contribute with new and innovative ideas can increase innovation in the organization. Progressive HR management often creates a platform for this creativity, ultimately strengthening the organization's competitive position in the market.
5. **Improves Employee Well-Being:** HR management practices that care about employees' physical and mental well-being, such as health programs and good work-life balance, can improve employee quality of life and job satisfaction. It can also reduce turnover and absenteeism rates, thereby maintaining workforce stability which is important for organizational sustainability.

Overall, this research shows that effective human resource management has a significant impact on employee commitment to the organization, as well as various aspects of organizational performance such as turnover, service quality, innovation, and employee welfare. The implications of this research emphasize the importance of investing in developing HR management practices that focus on employee well-being and engagement to achieve optimal results for all parties involved.

UCAPAN TERIMA KASIH

Tidak ada persembahan terbaik yang dapat saya berikan selain rasa ucapan terimakasih kepada pihak yang telah banyak membantu saya dalam menyelesaikan tugas akhir ini.

REFERENCES

- [1] Audi, R. V. (2021). Pengaruh komunikasi internal dan komitmen organisasi terhadap loyalitas kinerja karyawan (studi pada bidang manufaktur PT. Rudy Soetadi). *MEDIALOG Journal of Communication Studies*, 4(2). <https://doi.org/10.35326/medialog.v4i2.878>
- [2] Budiyanto, A. (2021). Pengaruh kompensasi, disiplin kerja, lingkungan kerja, dan stress kerja terhadap kinerja karyawan pada PT. Suryamas Gemilang Lubricant. *ESENSI: Jurnal Manajemen Bisnis*, 24(1), 22–43. <https://ibn.e-journal.id/index.php/ESENSI/article/view/226>
- [3] Cahyaningtyas, S. R., & Sasanti, E. E. (2019). Penerapan manajemen, tata kelola, dan manajemen risiko pada bank. *Jurnal Aplikasi Akuntansi*, 3(2), 170–206.
- [4] <http://jaa.unram.ac.id/index.php/jaa/article/view/52>
- [5] Creswell, J. W., & Creswell, J. D. (2021). *Research design: Qualitative, quantitative, and mixed methods approaches*. SAGE Publications
- [6] Darmadi, D. (2022). Strategi manajemen sumber daya manusia dalam meningkatkan keunggulan kompetitif. *Equator Journal of Management and Entrepreneurship*, 10(2). <https://doi.org/10.26418/ejme.v10i02.55150>

- [6] Darmawan, D., Iriandha, D., Indrianto, D., Sigita, D. S., & Cahyani, D. (2021). Hubungan remunerasi, retensi, dan kinerja karyawan. *Jurnal Trends in Economics and Accounting Research*, 1(4)
- [7] Nintyari, L. R., Kurniawan, P. S., & Atmaja, T. A. (2019). Pengaruh kompetensi sumber daya manusia, sosialisasi, serta manajemen kontrol terhadap efektivitas dan efisiensi pelaksanaan sistem keuangan desa (Siskeudes) (studi empiris pada desa-desa penerima dana desa di Kabupaten Tabanan). *JIMAT (Jurnal Ilmiah Mahasiswa Akuntansi)*, 10(2)
- [8] Nur, M., & Hidayat, R. (2023). Pengaruh disiplin dan kepemimpinan terhadap komitmen kerja yang berimplikasi pada loyalitas karyawan PT. Flexindo Segara (studi pada operator produksi PT. Flexindo Segara). *Jurnal Ilmiah Ilmu Pendidikan*, 6(2). <https://doi.org/10.54371/jiip.v6i2.1646>
- [9] Paramourine. (2020). Pengaruh komitmen organisasi, dan kepuasan kerja terhadap loyalitas karyawan dengan job insecurity sebagai pemoderasi. Tesis.
- [10] Pauji, I., & Nurhasanah, N. (2022). Peranan manajemen sumber daya manusia pada perusahaan manufaktur. *SEIKO Journal of Management and Business*, 5(2)
- [11] Risambessy, A., & Wairisal, P. L. (2021). Pengaruh gaya kepemimpinan transaksional, penempatan kerja dan iklim kerja terhadap kinerja karyawan. *Iqtishoduna*, 17(2). <https://doi.org/10.18860/iq.v17i2.11762>
- [12] Risambessy, A., Latupapua, C. V., Chandra, K., & Chandra, F. (2022). Mediasi komitmen organisasional dan kepuasan kerja karyawan, iklim organisasi dan kinerja karyawan. *JKBM (Jurnal Konsep Bisnis dan Manajemen)*, 8(2). <https://doi.org/10.31289/jkbm.v8i2.7275>
- [13] Rumihin, A., Latupapua, C. V., & Risambessy, A. (2023). Kepuasan kerja memediasi pengaruh efikasi diri dan jiwa kewirausahaan terhadap kinerja pegawai pada satuan kerja Kemendikbudristek di Maluku. *Jurnal Ilmiah Ilmu Pendidikan*,
- [14] 6(9). <https://doi.org/10.54371/jiip.v6i9.2359>
- [15] Santika, N. W. R. (2020). Manajemen sumber daya manusia dalam pendidikan karakter. *Manajemen Sumber Daya Manusia dalam Pendidikan Karakter*, 4(1)
- [16] Simanjuntak, M. F., & Frimayasa, A. (2023). Pengaruh beban kerja dan kepuasan kerja terhadap kinerja karyawan pada PT Global Arrow Jakarta. *Jurnal Manajemen dan Bisnis*, 02(01)
- [17] Syahtana Rizqi, D., & Nabila, R. A. (2022). Determinasi kinerja karyawan: Sumber daya manusia, komitmen dan motivasi kerja (literatur review MSDM). *Jurnal Manajemen Pendidikan dan Ilmu Sosial*, 3(2). <https://doi.org/10.38035/jmpis.v3i2.1113>
- [18] Winarti, E. (2022). Perencanaan manajemen sumber daya manusia lembaga pendidikan. *Jurnal Tarbiyatuna*, 3(1)

Conflict of Interest Statement:

The author declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.