

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN EMPLOYEE CAREER DEVELOPMENT AT PT. MECOSIN INDONESIA

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Abstract

This study aims to examine and explain the role of human resource management in employee career development at PT. Mecosin Indonesia. The research method used is a qualitative design with data collection techniques in the form of observation, interviews, and documentation. This research is field research where the problems raised in this study are determined by the problems happening, so this study is qualitative research with a phenomenological approach. This study uses a phenomenological approach where the author will see a reality related to the role of human resource management in employee career development at PT Mecosin Indonesia. To determine the role of human resource management in employee career development, indicators are used; the indicators used include fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction. The role can be defined as a typical behavior that characterizes each person in a workgroup or social context that significantly influences an event. At the same time, career development is a formal effort to improve and add to the abilities that are expected to impact the development and expansion of insight, thus opening up opportunities to get a position or position that satisfies an employee's life. The research results show the role of human resource management in employee career development at PT. Mecosin Indonesia is based on their respective functions, and each line and department has its role and function according to the company's organizational structure.

Keywords: *Role, Human Resource Management, Career Development. PT Mecosin Indonesia, Phenomenology*

Abstrak

Penelitian ini bertujuan untuk mengkaji dan menjelaskan tentang peran manajemen sumber daya manusia dalam pengembangan karir karyawan pada PT. Mecosin Indonesia. Metode penelitian yang digunakan adalah desain kualitatif dengan teknik pengumpulan data berupa observasi, wawancara, dan dokumentasi. Penelitian ini merupakan penelitian lapangan dimana permasalahan yang diangkat dalam penelitian ini ditentukan berdasarkan permasalahan yang terjadi, sehingga penelitian ini merupakan penelitian kualitatif dengan pendekatan fenomenologi. Penelitian ini menggunakan pendekatan fenomenologi dimana penulis akan melihat suatu realitas terkait dengan peran manajemen sumber daya manusia dalam pengembangan karir karyawan pada PT. Mecosin Indonesia. Untuk mengetahui peran manajemen sumber daya manusia dalam pengembangan karir karyawan digunakan indikator; indikator yang digunakan antara lain perlakuan yang adil dalam berkarir, perhatian terhadap atasan langsung, informasi tentang berbagai kesempatan promosi jabatan, minat untuk dipromosikan, dan tingkat kepuasan. Peran dapat diartikan sebagai suatu perilaku khas yang menjadi ciri khas setiap orang dalam suatu kelompok kerja atau konteks sosial yang secara signifikan mempengaruhi suatu kejadian. Sedangkan pengembangan karir merupakan suatu upaya formal untuk meningkatkan dan menambah kemampuan yang diharapkan dapat berdampak pada pengembangan dan perluasan wawasan, sehingga membuka peluang untuk mendapatkan jabatan atau posisi yang sesuai dengan kehidupan karyawan. Hasil penelitian menunjukkan peran manajemen sumber daya manusia dalam pengembangan karir karyawan di PT. Mecosin Indonesia berdasarkan fungsinya masing-masing, dan setiap lini dan departemen memiliki peran dan fungsinya masing-masing sesuai dengan struktur organisasi perusahaan.

Kata kunci: Peran, Manajemen Sumber Daya Manusia, Pengembangan Karir. PT Mecosin Indonesia, Fenomenologi

INTRODUCTION

Technological development and advancement are increasing rapidly, so it has a significant impact on all aspects, including the level of economic progress. Economic progress is also used as a benchmark for the development of a country. Human resources will be important in supporting a country's economic progress. Therefore, when a country has quality human resources, it will become prosperous; besides that, quality human resources or employees can be an advantage for a company. Good management or administration must support quality human resources, and commitment from within is also needed. The role of management in an organization is to organize the organizational structure of management according to the company's wishes, namely in terms of assisting managers in carrying out supervision, determining the people needed in the company, and obtaining fast decision-making. Good management must play a role according to the position and conditions in the company or organization. From an employee's point of view, a position is critical because everyone wants a position that suits their wishes and wants the highest possible position according to their abilities. Higher positions usually result in higher salaries, greater responsibilities, and better knowledge, which employees usually expect. Therefore, when someone enters the workforce, that person may ask whether his/her career goals (as the highest expected position) can be achieved in the organization where he/she works. Suppose someone sees that his/her career goals cannot be achieved in the organization. In that case, that person may not have high work enthusiasm or be unmotivated to work or even leave the organization or company. Career development programs allow employees to explore their interests, desires, and career choices within the company because, through this process, employees can find ways to improve themselves to develop their skills and abilities to achieve their targeted positions.

PT Mecosin Indonesia is a company that is engaged in the pharmaceutical manufacturing sector. PT Mecosin Indonesia manufactures two types of manufactured medicines: herbal and ethical medicines (prescription medicines). PT Mecosin Indonesia prioritizes the best quality and service, especially the quality of the medicines produced. The

company implements good manufacturing practices (CPOB) comprehensively and consistently for all medicines produced. The implementation of consistent methods and performance over the past decades has enabled PT Mecosin Indonesia to continue to compete and be trusted by the wider community. Herbal medicines produced include LASERIN, LASERIN Madu, and LASERIN Plus. In addition, PT Mecosin Indonesia also produces medicines that require a doctor's prescription (ethical), namely Lancar Asi, Folactos, Myloxan, Termagon Paracetamol, Dolodon, and Termagon Forte.

PT. Mecosin Indonesia is a company that is engaged in the pharmaceutical sector. PT. Mecosin Indonesia has a vision to continuously and sustainably provide quality health care products to help people improve their quality of life. While the mission of PT. Mecosin Indonesia is: 1). Carrying out business activities in the chemical and pharmaceutical industry, trade and distribution networks, pharmaceutical retail, and health services. 2. Continue to strive to improve livelihoods and better health levels by producing and providing trusted health products. Supporting this vision and mission by looking at the development of current business competition, of course, PT Mecosin Indonesia must have expert human resources and high performance; of course, this must be supported by the role of management, especially in terms of employee career development. For human resources to continue, they must dare to face it, namely, facing change and winning the competition. In this condition, personal integrity is increasingly important to win the competition with human resources, referred to as "Company Assets," which must be maintained and developed to help workers realize creativity and initiative that can occupy positions in the future. At PT Mecosin Indonesia, employee career development is done through training, promotion, and transfer. The problems that occur today are: First, Training. Training is an activity that a company cannot abandon. The company feels the need for training for its employees, both old and new employees, in order to achieve its goals.

Training provides various benefits, both to the company and the employees themselves. For employees, training provides benefits such as additional knowledge, work skills, increased work performance, etc. Meanwhile, the company also gets more benefits, such as maintaining the company's and its employees' stability. In the current market competition situation, all companies are competing to win the competition according to

their respective company fields. In order to survive and compete in the market, every effort is made by the company to increase productivity results both in terms of quality and quantity, namely by providing training programs to its employees. However, in reality, companies rarely provide training programs for their employees. Second, Promotion. Every employee always wants to be better, occupy a higher position, get a higher wage or salary, etc. Job promotion is one of the things that every employee dreams of. Because with job promotion, employees get the things they want. Job promotion is the transfer of employees or employees from one position or place to a higher position or place followed by higher duties, responsibilities, and authority than the previous position. Moreover, promotions are generally followed by increased income and other facilities. In job promotions, leaders tend to make assessments not based on work performance but more on closeness factors (brotherhood) and likes and dislikes—third, Mutation. The mutation system is essential because individuals as workers will feel appreciated. After all, the agency or company does not waste them; instead, it places workers in the right place. This can encourage the individual so that their performance increases according to the expectations of the agency or company. With mutations, it is hoped that there can be a suitable relationship between employees and positions, "The Right Man In The Right Place," so that employees can work efficiently and effectively in that position. Mutation mutations in the employee development function aim to improve the efficiency and effectiveness of work in the company. In practice, companies themselves rarely transfer employees. In the daily work process, an employee can work well, but if the work is done every day without any development or change, there will be a decline in the employee's performance. Incidents like this must be handled to ensure the company can achieve good results. Therefore, in this work process, a system refresh is needed.

LITERATURE REVIEW

The author uses several theories, such as Human Resource Theory, in this paper. Every organization or company requires resources to achieve its goals. Resources are sources of energy, energy, and strength (power) needed to create power, movement, activity, activities, and actions. These resources include natural resources, financial

resources, human resources, scientific resources, and technological resources. The most important resource among these resources is human resources (HR). HR is a resource used to mobilize and synergize other resources to achieve organizational goals. Other resources are idle and less helpful in achieving organizational goals without HR. Resources are a potential value possessed by a particular material or element in life. Resources are not always physical but also non-physical. Every implementation of an activity requires resources in the form of costs, energy, equipment, and/or materials. The resources themselves are divided into a. Direct Resources Are resources whose amount of use depends on the volume of activities or work and does not depend on the length of time the activity is carried out. b. Indirect Resources Are resources whose usage depends on the length of time per activity or job implementation and does not depend on the volume of work or activities. Human resources are a resource that an organization dramatically needs. This is because human resources play an active role in the running of an organization and the decision-making process. The best decision-making produced by a human resource shows a person's performance and ability to analyze a problem within the scope of work and position. However, this is also inseparable from the astuteness and accuracy in determining an employee's position in a particular job and position. Employees who can do specific jobs may be more appropriate and better if placed in a particular field. The right man in the right place will bring an organization to maximum performance results and reduce errors in tasks or work.

Human resources are the only resources that have reason, feelings, desires, skills, knowledge, motivation, power, and work (ratio, taste, and will). These HR potentials affect the organization's efforts to achieve its goals. No matter how advanced technology, information development, capital availability, and adequate materials are, it is difficult for the organization to achieve its goals without HR. We must understand that human resources must be interpreted as a source of power from humans that the organization can utilize. By adhering to this understanding, the term human resources refers to humans who are resources and are power. This opinion is relevant in the framework of thinking that human resources must be improved in quality and competence to become a power.

HR strategy is related to, among other things, the formation of an appropriate culture, HR planning, and auditing HR both qualitatively and quantitatively, and also includes HR activities such as HR procurement (from recruitment to selection), orientation, maintenance, training, and development of HR, HR assessment. In determining HR strategy, external factors must be considered, referring to future trends and needs, demand and supply, government regulations, human needs in general and employees in particular, potential competitors, social changes, demographics, culture and values, and technology. The tendency of environmental change will affect changes in company strategy, which also means that HR strategy needs to be reconsidered and most likely adjusted. Human resource planning is a process/step that will be taken towards HR in an organization (both in companies and educational institutions), namely in the form of procuring the right HR (personnel/personnel to employees) at the right time, as an effort to achieve the goals that have been set. Human resource planning is a process where management ensures that they have the correct number and type of people in the right workplace and, at the right time, able to complete tasks that will help the organization achieve its overall goals effectively and efficiently.

Human resources are the only resources that have reason, feelings, desires, skills, knowledge, motivation, power, and work. All of these human resource potentials affect the efforts of the organization/company in achieving its goals. No matter how advanced the technology, the development of information, the availability of capital, and adequate materials, it is difficult for the organization to achieve its goals without human resources.¹³ Therefore, appropriate human resources and the potential or ability of the organization or company are needed. If without the ability possessed by the employee, it will not have a good impact; on the contrary, it will cause losses for the company.

From the explanation above, abundant human resources must be followed by the ability and education of employees. Good abilities will allow employees to get the desired income according to their abilities and vice versa. So, placing employees' positions according to their abilities and education supports them. Those abilities and education will affect their income; the greater their abilities, the more opportunities they will have to get the desired salary and facilities.

According to (Arif Yusuf Hamali 2018,2) states: "Human Resource Management is a strategic approach to skills, motivation, development, and management of organizing resources." Then according to (Prasadja Ricardianto, 2018, p. 15) states that: "Human Resource Management is a science or way of managing the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that (goals) together with the company, employees and the community are maximized." Meanwhile, according to (H. Suparyadi, 2015, p. 2), "Human resource management is a system that aims to influence the attitudes, behaviors, and performance of employees so that they are able to provide optimal contributions in order to achieve company goals." According to (Arif Yusuf Hamali 2018, 6), the function of human resource management is. Planning is an activity that estimates the condition of the workforce so that it is based on the organization's needs effectively and efficiently to help realize goals.

The planning determines the employee program includes organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and employee termination. b. Organizing is an activity that regulates employees by determining the division of labor, work relationships, delegation of authority, integration, and coordination in the form of an organizational chart. The organization is only a tool to achieve goals. A good organization will help realize goals effectively. c. Directing is an activity that provides instructions to employees so they are willing to cooperate and work effectively and efficiently to help achieve organizational goals. Directing is carried out by a leader who, with his leadership, will provide direction to employees to do all their tasks well. Procurement is the recruitment, selection, placement, orientation, and induction process to get employees who meet the organization's needs. Good procurement will help realize goals. d. Controlling is an activity to control employees to obey organizational regulations and work according to plan. If there is storage, corrective and/or improvement actions are taken. Employee control includes attendance, discipline, cooperative behavior, and work environment maintenance.

E. Development improves employees' technical, theoretical, conceptual, and moral skills through education and training. The education and training should be based on current and future job needs. f. Compensation is the provision of direct compensation in the form of

money or goods to employees as compensation for services provided to the organization. The principle of compensation is fair and appropriate; fair is interpreted as being by work performance, while appropriate is interpreted as being able to meet primary needs. g. Integration is an activity that unites the interests of the organization and the needs of employees in order to create harmonious and mutually beneficial cooperation. On the one hand, the organization gains success/profit, while on the other hand, employees can meet their needs from the results of their work. Integration is important and tricky in human resource management because it unites interests. H. Maintenance is an activity to maintain or improve physical, mental, and loyalty conditions so that they continue to work together until retirement. Good maintenance is carried out with welfare programs based on the needs of most employees and is guided by internal and external consistency. i. Discipline is one of the important functions of human resource management and is the key to realizing organizational goals because, without discipline, it is difficult to achieve maximum goals. Discipline is the desire and awareness to obey organizational regulations and social norms. J. Termination is terminating an employee's employment relationship with an organization. The employee's desire causes this termination, the organization's desire, the end of the employment contract, retirement, or other reasons. Implementing management functions and possible management of employees will make it easier to realize the organization's goals and success.

RESEARCH METHODS

The essence of qualitative research is observing people in their living environment, interacting with them, trying to understand their language and interpretation of the world around them, and approaching or interacting with people related to the focus of the research to try to understand, explore their views and experiences to obtain the necessary information or data. The procedure for implementing qualitative research is flexible according to the field's needs, situations, and conditions. In general, the stages of qualitative research are as follows (Sudarwan Danim and Darwis, 2003: 80): a) Formulating problems as the focus of research; b) Collecting data in the field; c) Analyzing data; d) Formulating study results; and e) Compiling recommendations for decision making. As the main instrument in

qualitative research, research takes tangible steps to dive directly into the research field by doing the following: a) Conducting unstructured observations and interviews that are considered more feasible because researchers already have a basis in science relevant to the problem being studied. Researchers can be important instruments that convey the meaning of education and as the primary research tool or key instrument; b) Searching for meaning in every behavior or action of the research object so that an original understanding of the problem and contextual situation is found; c) Triangulation, data or information from one party is checked for truth by obtaining information from other sources. The goal is to compare information about the same thing obtained from various parties so that there is a guarantee of the level of trust; d) Using an emic perspective, meaning comparing respondents' views in interpreting the world from their perspective; e) Verification, including through conflicting cases to obtain more reliable results; f) Purposive sampling that the qualitative approach does not use random sampling, does not use a large population and sample; g) Conducting analysis from the beginning to the end of the study; h) In qualitative research, the phenomenological approach is very dominant. This approach is carried out through the Verstehen method so that every step taken in conducting research cannot be separated from the subjective aspect of human behavior. The verstehen approach is to provide an understanding of the object being studied. The subjects in this study were the HR & GA Manager, Supervisor, and Staff Employees of PT. Mecosin Indonesia.

Data is needed as the final result of the study. For concrete data collection, researchers use several data collection techniques: a) Observation: The most effective way to use the observation method is to complete it with an observation format or form as an instrument. The compiled format contains items about events or behavior that describe what will happen; b) Interviews, in addition to requiring a long time to collect data, with the interview method, researchers must consider its implementation. An interview is a conversation with a specific purpose; and c) Documentation, namely looking for data about things or variables in the form of notes, transcripts, books, newspapers, inscriptions, meeting minutes, longer agendas, etc. Sugiyono (2017:91) said that the unit of analysis is the unit studied, which can be an individual, group, object, or social event setting, such as

the activities of individuals or groups as research subjects. The unit of analysis in this study uses purposive sampling, a sampling technique based on specific considerations. In this study, the key informants and informants selected are the directly related actors, namely the HR & GA Manager of PT. Atlas Resources Tbk South Jakarta is the key informant, while the informants are employees of PT. Mecosin Indonesia

Using statistical or non-statistical data. Data analysis is arranging the data sequence and organizing it into a pattern, category, and unit of description so that themes can be found and hypotheses can be formulated as the data suggests. In this study, data analysis was carried out continuously from the beginning to the end of the study; the activities are as follows: a) Data reduction, namely making an abstraction of all data obtained from all field notes from observation interviews and document reviews. Data reduction is a form of data analysis that sharpens, expects important things, classifies, directs, discards what is not needed, and organizes data so that it is systematic and can make a meaningful conclusion; b) Data presentation, in this process, the author expresses the whole of a group of data obtained so that it is easy to read and understand, the most frequently used for presenting data in qualitative research is with narrative text; and c) Conclusions and verification of data that has been arranged in such a way (patterned, focused, systematically arranged) are then concluded so that the meaning of the data can be found. However, the conclusion is only temporary and general. To obtain a "grounded" conclusion, looking for other new data to test the tentative conclusion on the Role of HR Management in Employee Career Development at PT Mecosin Indonesia is necessary.

RESULT AND DISCUSSION

The role of management in an organization is to organize the organizational structure of management according to the company's wishes, namely in terms of assisting managers in carrying out supervision, determining the people needed in the company, and obtaining quick decision-making. Good management must play a role according to the position and conditions in the company or organization. Conversely, management that cannot fulfill their respective roles according to the company's demands can cause failure. Management is a tool to achieve the desired goals. Good management will facilitate the

realization of the goals of the company, employees, and society. The management elements consist of 6 M: man, money, method, machines, materials, and market. Management means that the management is all the elements of the 6 M. The purpose of management is so that all elements of the 6 M are more effective and efficient in realizing the company's goals. At the same time, HR is a field of management that studies explicitly the relationship and role of humans in the company. The elements of HR are humans as workers in the company. Humans always play an active and dominant role in every company activity because humans can be planners and actors to realize the company's goals. So far, based on the results of interviews conducted with key informants and informants, it is known that the role of human resource management is by their respective functions, that each line, each department has its role and function according to the organizational structure in the company. Human resource management has three integrated functions, namely managerial functions, operational functions, and organizational functions. Human resource management's main objective is to increase human resources (employees) contribution to the organization. It can be understood that all organizational activities in achieving their goals depend on the people who manage the organization. Therefore, employees must be managed properly to help the organization achieve the goals that have been determined-fair treatment in a career. Fair work conditions are where workers get the same opportunities and treatment in carrying out their work.

As written in articles 5 and 6 of Law No. 13 of 2003 concerning labor, the government guarantees workers equal rights and treatment without discrimination. Based on the results of the interview, PT. Atlas already has a structure of groups and grades for each employee and already has a policy related to the structure, grade, or level, meaning that these considerations, structure, level, or grade, will later be correlated to the provision of wages. This means that it is objective and rational—concern for direct superiors. The most essential concern is for all employees, from the highest leader to freelance employees. Concern means that HR knows the employee's situation and can anticipate what employees usually do. Employees generally crave the involvement of their direct superiors in their respective career planning. One form of concern is providing feedback to employees about

the implementation of their respective tasks so that employees know the potential that needs to be addressed.

In turn, the feedback is important material for employees regarding what initial steps they need to take to increase their chances of being promoted. However, based on the results of the interviews conducted, this has not been routinely implemented, so it is still not in accordance with expectations. Information about how promotion opportunities are employees generally expect that they have access to information about various opportunities for promotion. This access is critical, especially if the available vacancies are filled through a competitive internal selection process. Suppose such access is absent or very limited. In that case, workers will quickly assume that the principles of fairness and equality and the opportunity to be considered and promoted are not applied in the organization. Based on the interviews, information was obtained that all employees had access to promotion opportunities, namely through the website. There is a company website, even all employees will automatically enter the website when turning on their computers or laptops, the IT team has set it like that, the aim is for all employees to know the latest developments in the company and if there are vacancies or careers, they can be well informed to all employees—interest in being promoted. The right approach to fostering workers' interest in career development is flexible and proactive. This means that the interest in developing a career is very individualistic. A worker considers factors such as age, gender, type and nature of current work, education and training, number of dependents, and other variables.

These various factors can affect a person's level of interest in developing his/her career. Based on the results of the interviews conducted, it was found that superiors are directly involved in employee career development, either through a direct method approach in the form of counseling or brainstorming between superiors and subordinates or through an indirect approach, benefit structure, grade, and predetermined level, with these approaches it is expected that all employees understand that career development is significant—level of satisfaction. Although, in general, everyone wants to achieve progress, including in pursuing a career, the measure of success used does vary. This difference is a result of the level of satisfaction. In the latter context, it does not always mean success in

achieving a high position in the organization but also means being willing to accept the fact that, due to various limiting factors faced by a person, workers are satisfied if they can reach a certain level in their career even though they have not managed to climb many career steps. Based on the results obtained through interviews, it is known that employees are still not satisfied with their career level, meaning that everyone wants to achieve progress, including climbing their career to a higher level.

CONCLUSION

The role of management in an organization is to organize the organizational structure of management according to the company's wishes. Good management must play a role according to the position and conditions in the company or organization. Management is a tool to achieve the desired goals. Good management will facilitate the realization of the goals of the company, employees, and society. PT. Mecosin Indonesia is a company that is engaged in the mining sector. At PT Mecosim Indonesia, employee career development is done through training, promotion, and mutation. In this study, the key informants and informants selected were the directly involved actors, namely the HR & GA Manager of PT. Mecosin Indonesia Selatan was the key informant, while the informants were employees of PT Mecosin Indonesia. Based on the results of interviews conducted with key informants, it is known that their respective functions determine the role of human resource management, and each line and department has its role and function according to the company's organizational structure.

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