

Caesar Rismanto¹

The Role of Human Resource Management in Preventing Labor Law Violations at PT. Gajah Tunggal Tangerang

Abstract

This study aims to analyze the role of Human Resource Management (HRM) in preventing labor law violations at PT. Gajah Tunggal Tangerang. Labor-related issues such as violations of workers' rights, industrial disputes, and companies' lack of understanding of labor regulations often hinder the creation of harmonious employment relations. This research adopts a qualitative approach with a descriptive method, utilizing interviews, observations, and document analysis related to company labor policies and HRM practices. The findings indicate that HRM plays a highly strategic role in integrating company policies with labor regulations through key functions such as legally compliant recruitment, proper drafting of employment contracts, fair performance management, and training programs on employees' rights and obligations. In addition, internal monitoring and conflict mediation by the HR department have proven effective in preventing violations from escalating into legal disputes. This study concludes that implementing HRM in line with labor law not only reduces potential violations but also enhances productivity, employee loyalty, and overall well-being. Therefore, HRM serves as a crucial pillar in establishing fair, sustainable, and harmonious industrial relations at PT. Gajah Tunggal Tangerang.

Keywords: Human Resource Management, Labor Law, Violation Prevention

A. Introduction

In the industrial sector, particularly in large corporations such as PT. Gajah Tunggal Tangerang, a leading tire manufacturer, maintaining sound relations between companies and employees is essential. One of the key challenges lies in the potential for labor law violations, including unclear employment contracts, unpaid overtime, workplace discrimination, and unlawful termination. In this context, Human Resource Management (HRM) serves as the frontline mechanism to ensure organizational compliance with labor laws and regulations. Amri, I. F., Minggu, B. W. B., & Shindy, F. (2025).

Baik, saya sudah mengedit dan menerjemahkan bagian Fungsi dan Peran Strategis MSDM ke dalam bahasa Inggris dengan gaya akademik yang lebih formal dan natural. Berikut hasilnya: Functions and Strategic Roles of Human Resource Management. At PT. Gajah Tunggal Tangerang, Human Resource Management (HRM) plays several key roles in preventing labor law violations, including.

Recruitment and Selection in Compliance with Regulations. Sania, I. K. (2025).

- a. The recruitment process is carried out in accordance with Law No. 13 of 2003 on Manpower and its implementing regulations.

¹ Tangerang Raya University, Indonesia, Email: caesarrismanto9529@gmail.com

- b. The hiring process must avoid discrimination based on gender, religion, or background, in line with the principle of fairness.
- c. Employment contracts, whether Fixed-Term Employment Agreements (PKWT) or Permanent Employment Agreements (PKWTT), are drafted in compliance with legal provisions to prevent future lawsuits.

Contract Management and Employment Relations

- a. HRM ensures that every employment contract is documented in writing and clearly outlines the rights and obligations of both parties.
- b. The transition of employees from contract-based to permanent status is implemented in accordance with applicable regulations to safeguard employee rights.

Performance Management and Compensation

- a. Salaries, allowances, overtime pay, and bonuses are provided in line with the Regional Minimum Wage (UMR) and legal working hour requirements.
- b. Performance evaluations are conducted objectively to prevent discrimination and reduce the risk of disputes.

Training and Dissemination of Labor Law

- a. HRM regularly conducts training programs on workers' rights and obligations, company regulations, and labor laws.
- b. These programs enhance legal awareness among both management and employees, thereby reducing the likelihood of violations.

Internal Supervision and Audit

- a. HRM carries out regular monitoring to ensure that line managers and supervisors comply with workplace regulations.
- b. Internal audits are conducted to assess whether the implementation of labor policies is aligned with legal standards.

Mediation and Dispute Resolution

- a. Acting as a mediator, HRM facilitates communication between employees and the company to resolve issues amicably before they escalate into legal cases.
- b. This approach is consistent with the industrial relations dispute settlement mechanism outlined in Law No. 2 of 2004.

Implementation at PT. Gajah Tunggal Tangerang: As a large manufacturing company with thousands of employees from diverse backgrounds, PT. Gajah Tunggal Tangerang relies on HRM to actively design internal policies aligned with labor law, including. Nurhayati, T., & Ismoyoputro, R. L. (2024).

- a. Standard Operating Procedures (SOPs) on recruitment, wages, and overtime.
- b. Company Regulations (PP) ratified by local labor authorities.
- c. The establishment of labor unions and bipartite forums to safeguard employees' rights to representation.

Benefits of Preventing Violations through HRM: Through the active role of HRM, the company gains several strategic advantages, including:

- a. Reducing Legal Risks – avoiding lawsuits or administrative sanctions.

- b. Enhancing Harmonious Industrial Relations – fostering healthy communication between management and employees.
- c. Improving Productivity and Employee Loyalty – ensuring workers feel protected and valued.
- d. Strengthening Corporate Reputation – demonstrating compliance with the law builds a positive image among the public and investors.

The role of Human Resource Management at PT. Gajah Tunggal Tangerang is vital in preventing labor law violations. By ensuring legally compliant recruitment, clear employment contracts, fair compensation systems, labor law training, internal monitoring, and dispute mediation, HRM successfully maintains a balance between corporate interests and workers' rights. Consistent implementation not only prevents legal problems but also fosters sustainable, fair, and productive industrial relations. Nofiyanti, N., Kamar, K., Marhaendro, P., & Purwanto, A. (2024).

B. Theoretical Framework

1. Concept of Human Resource Management (HRM)

Human Resource Management (HRM) is a strategic process of acquiring, developing, maintaining, and utilizing the workforce to achieve organizational objectives effectively and efficiently (Armstrong, 2014). According to Dessler (2017), HRM encompasses workforce planning, recruitment and selection, training and development, performance management, compensation, and industrial relations.

HRM does not only serve an administrative function but also plays a strategic role in ensuring a balance between corporate interests and employee welfare. In other words, HRM functions as a bridge between company policies and applicable labor regulations. Aprilita, & Kurniasi, R. (2024).

2. Concept of Labor Law

Labor law is a set of legal provisions governing the relationships among employees, employers, and the government, including their respective rights and obligations (Soepomo, 2003). In Indonesia, the foundation of labor law is regulated through several legislations, including:

- a. Law No. 13 of 2003 on Manpower.
- b. Law No. 2 of 2004 on Industrial Relations Dispute Settlement.
- c. Law No. 21 of 2000 on Trade Unions.
- d. Law No. 11 of 2020 on Job Creation and its derivative regulations.

Violations of labor law may include unclear employment contracts, excessive working hours, unfair wages, workplace discrimination, and unlawful termination of employment. Maulana, M. H., Manurung, D. A., Alfahrizi, A., & Agil, S. (2024).

3. The Relationship between HRM and Labor Law

HRM plays a critical role in ensuring organizational compliance with labor law. Rivai (2015) argues that the success of HRM can be measured by its ability to manage human resources in accordance with legal provisions, thereby preventing conflicts and violations.

Several HRM functions are directly related to labor law compliance, including:

- a. **Recruitment and Selection** – ensuring the hiring process is free from discrimination and compliant with regulations.

- b. **Employment Contracts** – drafting agreements in line with statutory provisions.
- c. **Compensation and Wages** – determining salaries in accordance with minimum wage standards and working hour regulations.
- d. **Industrial Relations** – fostering constructive communication between employers and employees through bipartite forums and trade unions.
- e. **Labor Law Training** – providing awareness programs on workers’ rights and obligations. Fakhira, S. (2024).

4. Relevant HRM Theories

Several HRM theories support this research, including:

- a. **Equity Theory – Adams (1963)**: This theory explains that employees are motivated when they perceive fairness in aspects such as wages, workload, and recognition. Conversely, unfair treatment may lead to conflict and legal disputes.
- b. **Industrial Relations Theory**: This theory emphasizes that the relationship between employees, employers, and the government functions as a balanced system. HRM plays a mediating role in maintaining this balance to prevent violations.
- c. **Performance Management Theory**: This theory highlights the importance of fair and objective performance appraisal systems. Such systems reduce the risk of discrimination and unfair treatment of workers. Haliza, I. S. N., Amanda, D., & Marlina, M. (2024).

5. Preventing Labor Law Violations

According to Simanjuntak (2016), preventing labor law violations can be achieved through three approaches:

- a. **Preventive Approach** – developing clear employment contracts, disseminating company regulations, and conducting labor law training.
- b. **Supervisory Approach** – implementing internal audits, monitoring working hours, and evaluating managerial compliance with regulations.
- c. **Conflict Resolution Approach** – conducting mediation and deliberation between management and employees before disputes escalate to legal proceedings.

In the context of PT. Gajah Tunggal Tangerang, these three approaches form an integral part of HRM strategies to ensure compliance and minimize labor law violations.

6. Conceptual Framework

Based on the theoretical discussion above, the conceptual framework can be summarized as follows:

- a. Effective and law-abiding HRM practices can prevent labor law violations.
- b. The implementation of HRM functions such as recruitment, contract management, compensation, training, supervision, and mediation supports the creation of harmonious industrial relations at PT. Gajah Tunggal Tangerang. Hermawan, E. (2024).

C. Methods

1. Research Type and Approach

This study adopts a qualitative approach with a descriptive-analytical method. The qualitative approach was chosen because the research focuses on gaining an in-depth understanding of the role of Human Resource Management in preventing labor law violations at PT. Gajah Tunggal Tangerang. The descriptive-analytical method is employed to portray

real-world phenomena, analyze HRM policy implementation, and examine its alignment with labor law regulations. Harnum, A. A. S. (2025).

2. Research Location and Duration

The research was conducted at PT. Gajah Tunggal Tbk, Tangerang, the largest tire manufacturing company in Indonesia. The study was carried out over a three-month period, consisting of preliminary observation, data collection, analysis, and reporting.

Research Subjects and Objects: **Subjects:** stakeholders directly involved in labor management, including:

- a. HRM managers and staff.
- b. Supervisors and production heads.
- c. Permanent and contract employees.
- d. Representatives of labor unions.

Object: the role of HRM in preventing labor law violations, including recruitment, contract management, compensation, performance management, labor law training, internal supervision, and dispute resolution mechanisms.

Types and Sources of Data

a. Primary Data:

- 1) In-depth interviews with HRM managers, employees, and union representatives.
- 2) Direct observations of HRM practices in the workplace.

b. Secondary Data:

- 1) Company documents such as employment contracts, company regulations, collective labor agreements (CLA), and internal labor reports.
- 2) Relevant legal documents, such as Law No. 13 of 2003, Law No. 2 of 2004, and Law No. 11 of 2020.

Data Collection Techniques

- a. **Semi-structured Interviews** – to gather insights on HRM policies, practices, and employees' perspectives on rights protection.
- b. **Participant Observation** – direct observation of labor management activities and industrial relations patterns.
- c. **Document Analysis** – reviewing official company records and labor law regulations. Marlita, D. (2024).

3. Data Analysis Techniques

Data analysis followed a qualitative approach through the following stages:

- a. **Data Reduction** – selecting relevant data related to HRM functions and labor law compliance.
- b. **Data Presentation** – organizing data into narratives, tables, and matrices for clarity.
- c. **Conclusion Drawing and Verification** – interpreting data to identify findings and validating them through data triangulation (interview, observation, and documentation). Saragih, J. (2024).

4. Data Validity Testing

To ensure data validity, several strategies were employed:

- a. **Source Triangulation** – comparing data from different informants (management, employees, unions).
- b. **Method Triangulation** – combining interviews, observations, and documentation.

- c. **Member Checking** – confirming interview results with informants to verify accuracy.
- d. **Peer Debriefing** – discussing findings with colleagues or academic supervisors to maintain objectivity.

5. Research Ethics

The study adhered to ethical research standards, including:

- a. Ensuring the confidentiality of informants' identities.
- b. Conducting research with formal approval from the company.
- c. Avoiding data manipulation and presenting findings objectively. Manggala, R. I. B., Kartika, W., & Mega, A. (2024).

D. Result

1. Recruitment and Selection of Employees

The findings indicate that the Human Resource Management (HRM) division at PT. Gajah Tunggal Tangerang has implemented a recruitment and selection system based on non-discriminatory principles. Employee recruitment is carried out transparently through official job advertisements and cooperation with employment agencies. HRM ensures that job applicants receive clear information regarding job descriptions, employment status, and their rights and obligations. This approach prevents discriminatory practices and potential legal violations in the hiring process. Rahayu, A., Zahra, T. W., & Gunawan, A. (2024).

2. Employment Contract Management

Interviews with HRM staff revealed that all employees, whether under fixed-term contracts (PKWT) or permanent contracts (PKWTT), are provided with written agreements in compliance with Law No. 13 of 2003 and the Job Creation Law. These contracts include provisions on employee rights and obligations, working hours, wages, and dispute resolution mechanisms. Legal certainty through written contracts minimizes the risk of disputes or breaches of labor law.

Wage and Compensation System: HRM plays a key role in ensuring employee wages comply with the Provincial Minimum Wage (UMP) of Banten and relevant labor regulations. In addition to basic salaries, employees receive allowances, social security (BPJS), and overtime incentives. Observations show that the company regularly adjusts wages in accordance with government policy. This system not only ensures legal compliance but also strengthens employee motivation and loyalty. Pajri, M. (2024).

3. Training and Dissemination of Labor Law

The study found that HRM routinely conducts training and awareness programs on company regulations, employee rights, and labor law provisions. These programs target both line management and new employees. By improving employees' understanding of their rights and obligations, such initiatives reduce the likelihood of conflicts escalating into legal disputes. Asriyanti, S., Febrianti, A. A., Wulansari, F. N., Mubarok, S., & Anshori, M. I. (2024).

Supervision and Internal Audit: Findings indicate that the HRM division collaborates with internal auditors to regularly monitor compliance, particularly regarding working hours, overtime, and discipline. Internal audits are also conducted to ensure company policies align with labor laws. This proactive monitoring helps detect potential violations early, preventing disputes before they escalate.

4. Industrial Relations and Dispute Resolution

HRM acts as a mediator between management and employees. In cases of conflict, negotiation and mediation are prioritized before disputes proceed to the courts. The presence of a formally recognized labor union facilitates two-way communication. Evidence shows that most disputes are resolved internally without resorting to the Industrial Relations Court.

Impact of HRM in Preventing Violations: The findings highlight several positive impacts of HRM's role, including:

- a. A decrease in labor disputes reported to government institutions or courts.
 - b. Increased employee awareness of legal rights and responsibilities.
 - c. More harmonious industrial relations between the company and workers.
 - d. Enhanced corporate image as a law-abiding and employee-oriented organization.
- Zulkarnaen, W. (2024).

5. Challenges Identified

Despite HRM's optimal efforts, some challenges remain:

- a. Differences in perception between management and employees regarding overtime policies.
- b. Unequal levels of legal literacy among employees, despite ongoing training.
- c. Frequent changes in labor regulations (e.g., due to the Job Creation Law) requiring continuous policy adjustments by HRM.

Overall, HRM at PT. Gajah Tunggal Tangerang plays a strategic role in preventing labor law violations through fair recruitment, legally compliant contracts, proper wage systems, legal training, internal monitoring, and dispute mediation. Although challenges persist, HRM has succeeded in maintaining compliance and promoting constructive industrial relations.

E. Discussion

1. Overview and Interpretation of Findings

The findings demonstrate that HRM at PT. Gajah Tunggal Tangerang carries out a range of functions (recruitment, contract management, wage administration, training, monitoring, mediation) that collectively reduce the risk of labor law violations. Theoretically, this aligns with the strategic role of HRM in balancing organizational goals with legal compliance (Armstrong; Dessler). Practically, consistent implementation produces both preventive effects (reducing violations) and corrective effects (resolving issues before they escalate). Nisa, D. F., Pratiwi, K. N., & Utama, R. E. (2024).

HRM Practices and Their Contribution to Prevention

- a. **Recruitment and Selection.** Findings: Open and non-discriminatory recruitment; employment status clarified upfront. Discussion: This prevents disputes over discrimination or "false expectations" regarding employment terms. Equity Theory suggests that perceptions of fairness begin during recruitment; transparency reduces perceptions of injustice and prevents disputes.
- b. **Contract Management** Findings: All employees receive clear written contracts covering rights, obligations, and dispute mechanisms. Discussion: Clear contracts reduce legal ambiguity and prevent disputes over employment status or termination. Compliance with labor laws minimizes legal risks and administrative penalties.
- c. **Wages and Compensation.** Findings: Wages aligned with UMP, with proper allowances, overtime pay, and regular adjustments. Discussion: Fair compensation

reduces wage-related disputes. Performance Management Theory suggests that transparent, fair pay improves motivation and lowers the risk of conflict.

- d. **Training and Legal Awareness.** Findings: HRM conducts routine training for employees and managers. Discussion: By raising legal literacy, training reduces misunderstandings that often trigger disputes. Preventive measures like these strengthen compliance culture.
- e. **Monitoring and Internal Audit.** Findings: Regular supervision of hours, overtime, and discipline; compliance audits conducted. Discussion: Proactive monitoring enables early detection of issues, avoiding costly litigation later.
- f. **Mediation and Industrial Relations.** Findings: Negotiation and mediation are prioritized; unions actively involved. Discussion: Consistent with Industrial Relations Theory, mediation mechanisms reduce the burden on courts and maintain industrial harmony. Soekiman, J. S. (2024).

2. Preventive Mechanisms

HRM's preventive framework can be categorized into:

- a. **Preventive** – written contracts, SOPs, training, transparent recruitment.
- b. **Detective** – monitoring and audits to identify issues early.
- c. **Corrective** – mediation, policy adjustments, and disciplinary measures to resolve issues.

Strengths of HRM Practices at PT. Gajah Tunggal

- a. Strong compliance with legal standards (contracts, wages, social security).
- b. Effective dispute resolution culture (internal mediation, union involvement).
- c. Proactive legal awareness training.

Limitations and Challenges

- a. Policy communication gaps, especially regarding overtime.
- b. Uneven employee understanding of labor law.
- c. Frequent changes in regulations requiring rapid adaptation.
- d. Limited HRM resources to handle complex legal matters.

Theoretical and Practical Implications

- a. **Theoretical:** Confirms HRM's strategic role as more than administrative; supports Equity Theory and Industrial Relations Theory.
- b. **Practical:** Demonstrates cost savings and risk reduction when HRM invests in compliance systems, communication, and training.

Recommendations

- a. Strengthen communication channels (briefings, posters, intranet, FAQs).
- b. Improve training methods (case studies, role-play, interactive modules).
- c. Establish HR compliance KPIs and conduct independent audits.
- d. Implement HRIS to track contracts, hours, and compensation.
- e. Involve legal advisors in rapid policy updates.
- f. Strengthen bipartite forums with regular union engagement.
- g. Continuously monitor outcomes (dispute cases, employee satisfaction, turnover).

HRM at PT. Gajah Tunggal Tangerang plays a central and multifaceted role in preventing labor law violations. Its functions including transparent recruitment, lawful contracts, fair wages, legal training, internal monitoring, and mediation have effectively reduced disputes and

fostered compliant industrial relations. However, challenges remain in communication, legal literacy, and regulatory adaptability. With stronger implementation capacity (communication systems, HRIS, compliance audits, and legal support), HRM can further enhance its preventive role while sustaining a harmonious and productive workplace. Marwan, M., & Alhadar, F. (2024).

F. Conclusion and Suggestions

1. Conclusion

Based on the findings and discussion, the following conclusions can be drawn:

- a. The role of Human Resource Management (HRM) as a guardian of legal compliance is proven to be highly significant in preventing labor law violations at PT. Gajah Tunggal Tangerang. Through functions such as recruitment, contract management, wage administration, supervision, and dispute resolution, HRM actively ensures that all company policies are aligned with prevailing labor regulations.
- b. The prevention of labor law violations is carried out through various mechanisms, including the implementation of written employment contracts in accordance with the Labor Law, payment of wages in line with regional minimum wage standards and government regulations, as well as training and dissemination of workers' rights. These efforts significantly reduce the potential for industrial relations disputes.
- c. HRM serves as an effective mediator between the company and employees in resolving workplace disputes. Efforts such as deliberation, internal mediation, and collaboration with labor unions have enabled most issues to be resolved amicably without involving external parties or the Industrial Relations Court.
- d. The positive impacts of HRM's role include the creation of harmonious industrial relations, increased legal awareness among workers, a reduction in labor law violations, and the enhancement of the company's reputation as a law-abiding organization that cares about employee welfare.
- e. Nevertheless, challenges remain, such as limited understanding of labor law among some employees, differences in perception regarding overtime policies, and the dynamic nature of regulatory changes. These conditions require HRM to be more adaptive, responsive, and consistent in managing labor policies.

2. Suggestions

Based on these conclusions, several recommendations are presented as follows:

- a. For the Company (PT. Gajah Tunggal Tangerang):
 - 1) Increase the intensity of labor law socialization through regular training, particularly for new employees and supervisors, to ensure that all parties understand their rights and obligations.
 - 2) Provide a more open two-way communication mechanism, such as regular discussion forums between management, HRM, and labor unions, to prevent misunderstandings.
 - 3) Strengthen periodic internal audit systems so that potential legal violations can be detected early.
 - 4) Adjust internal policies quickly and effectively in response to new regulatory changes, particularly those related to the Job Creation Law and its implementing regulations.
- b. For Human Resource Management:
 - 1) Enhance HRM staff capacity in labor law by attending training, seminars, or certification programs.

- 2) Strengthen the mediator role with a more humanistic, fair, and transparent approach.
 - 3) Utilize information technology in workforce management systems to facilitate record-keeping, reporting, and legal compliance monitoring.
- c. For Workers/Employees:
- 1) Actively participate in every labor law socialization program to fully understand their rights and obligations.
 - 2) Prioritize deliberation and internal company mechanisms in resolving disputes before resorting to legal channels.
 - 3) Foster good cooperation with management and labor unions to create harmonious industrial relations.
- d. For the Government/Regulators:
- 1) Provide continuous assistance and dissemination of the latest regulations to companies.
 - 2) Conduct periodic external supervision to ensure company compliance with labor laws.

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