

# **Human Resources Development Policies and Strategies: The Efforts to Strengthen Institutions**

**Neneng Hasanah, Lias Hasibuan, Kasful Anwar Us**

UIN Sulthan Thaha Saifuddin Jambi

E-mail: [nenenghasanah@uinjambi.ac.id](mailto:nenenghasanah@uinjambi.ac.id)

**Abstract:** *Human resources are one of the most fundamental parts in the development and renewal of a nation. The qualification of human resources will determine whether or not the goals of an institution or institution are achieved. The quality of human resources needs to be developed in order to be able to face competitive social transformations. This article aims to explain the concept of human resources, identification of the value of human resources and human resource development efforts. This article is a library research whose main source is literature on human resources, human resource development strategies and development and reform. Broadly speaking, it can be concluded that strategies are needed in developing human resources so that the quality can be transformed into a more up to date direction. One aspect that can support the process of developing human resources is the aspect of education.*

**Keywords:** *human resources, development strategy, institutions.*

**Abstrak:** Sumber daya manusia merupakan salah satu bagian yang sangat fundamental dalam pembangunan dan pembaharuan suatu bangsa. Kualifikasi sumber daya manusia sangat menentukan tercapai atau tidaknya tujuan suatu institusi ataupun lembaga. Kualitas sumber daya manusia tersebut perlu untuk dikembangkan, supaya mampu menghadapi transformasi sosial yang kompetitif. Artikel ini bertujuan untuk menjelaskan tentang konsep sumber daya manusia, identifikasi nilai sumber daya manusia dan upaya pengembangan sumber daya manusia. Artikel ini merupakan penelitian pustaka yang sumber utamanya adalah literature tentang sumber daya manusia, strategi pengembangan sumber daya manusia serta pembangunan dan pembaharuan. Secara garis besar dapat disimpulkan bahwa sangat diperlukan strategi-strategi dalam pengembangan sumber daya manusia agar kualitasnya mampu bertransformasi ke arah yang lebih *up to date*. Salah satu aspek yang dapat menunjang proses pengembangan sumber daya manusia adalah aspek pendidikan.

**Kata-kata kunci:** sumber daya manusia, strategi pengembangan, institusi.

## **I. Introduction**

Human Resources (HR) has a central position in realizing development performance, which places humans in their function as development resources. In this context price and human value are determined by the relevance of construction to the product process. Human quality is programmed in such a way to be in accordance with the demands of development or the demands of society<sup>1</sup>. The existence of the Indonesian nation in the midst of the current global era, will be influenced by the ability of Indonesian human resources, especially those characterized by the ability to master science and technology and the strengthening of faith and piety towards God Almighty.<sup>2</sup> This can be done through education as an alternative.

Education cannot be separated from the realities of life in the future, in which students navigate life. Therefore education must be designed for a better life in the future, as well as the inculcation of values that are able to equip life in the future, which comes from religion must also be given. This includes the quality and competitiveness of human resources, to the ideal society that is aspired to be in accordance with future demands based on Islamic values.<sup>3</sup> In the Islamic perspective, education has played an important role in the effort to produce reliable human beings who can answer the challenges of the times. Human Resource is a human investment movement, namely a long-term educational effort to create human resources.<sup>4</sup>

Islamic education has an important role in improving the quality of human resources. In accordance with its characteristics as religious education, ideally it functions in preparing high-quality human resources, both in mastery of science and technology as well as character, moral attitudes, and appreciation and practice of religious teachings. In short, the ideal Islamic education functions to foster and prepare students who are knowledgeable, technological, have high skills and have faith in doing good deeds. As stated by Azyumardi Azra, in the First International Conference on Islamic education in Mecca in 1977 formulated the following objectives of Islamic education, namely aiming to achieve a balanced human personality growth through training of the soul, intellect, rational human self, feelings and senses. Therefore, education must include human growth in all its aspects, such as spiritual, intellectual, imaginative, physical, scientific, language, both individually and collectively, and encourage all these aspects towards goodness and achieving perfection. The ultimate goal of Muslim education lies in the manifestation of complete submission to Allah both

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<sup>1</sup> Prolog Abdurrahman Wahid, *Pesantren Masa Depan*, Bandung: Pustaka Hidayah, 2009, p. 1.

<sup>2</sup> Fuad Jabali, dkk, *IAIN, Modernisasi Islam di Indonesia*, Jakarta: Logos, 2008, p. 25.

<sup>3</sup> Azyumardi Azra, *Pendidikan Islam Tradisi dan Modernisasi Menuju Melinium Baru*, Jakarta: PT. Logos Wacanal Ilmu, 2009, p. 56.

<sup>4</sup> Zuhri, *Pesantren dalam Pandangan Masyarakat*, Jakarta: Erlangga, 2010, p. 3.

individually, in the community and throughout humanity.<sup>5</sup> In the context of realizing its ideal function to improve the quality of human resources, the Islamic education system must always orient itself towards responding to the needs and challenges that arise in Indonesian society as a logical consequence of change because Indonesia can only survive in the midst of increasingly competitive international political battles with alternatives, preparation of high quality human resources.

Education is a person's effort to guide, direct and lead children both physically and spiritually towards adulthood. The improvement of the quality of education in the perspective of the Qur'an Allah SWT has made that the degree of knowledgeable people is very glorious in the sight of God, in the Qur'an surat Al-Mujaadilah verse 11 which means: "O you who believe when it is said to you: "Have space in the ceremony", then take a step, God will surely give you space. And when it is said: "stand up", then stand up, surely Allah will exalt those who believe among you and those who are given knowledge to some degree. And Allah is Aware of what you do. "O you who have believed, when you are told, "Space yourselves" in assemblies, then make space; Allah will make space for you. And when you are told, "Arise," then arise; Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is Acquainted with what you do. (Q.S. Al-Mujaadilah; 11) "

Improving the quality of human resources is carried out in accordance with the objectives and mission of the Prophet SAW, that to educate people and lead them in the path of Allah SWT. The Prophet taught people to uphold a just, healthy, harmonious, prosperous society, materially and spiritually. Prophet Muhammad SAW was sent to develop the quality of human life to purify their morals and equip them with provisions to face the world and the hereafter.<sup>6</sup>

The Indonesian nation, which is known as a society with a religious spirit, is certainly not surprising if it has a lot of religious cultural heritage which has been preserved from ancient times until now and humans as a resource were originally defined as labor and humans only seen physically. With his physical abilities, humans try to take advantage of the material available in their environment to meet their daily needs. The large or the minimum number of the population and elements related to the number within a certain limit are potential in the development sector. With a large population, it is the human resources to carry out development<sup>7</sup>.

A nation that is developing through national development which seeks to increase its results in all areas of life. National development will be more meaningful as long as it is capable of realizing the essential goals of culture. Human resources as development support is the productive behavior of

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<sup>5</sup> Azyumardi Azra, Loc. Cit., p. 56.

<sup>6</sup> Azyumardi Azra, Op. Cit., p. 56.

<sup>7</sup> Hariandja, Marihot Tua Efendi, *Manajemen Sumber Daya Manusia*, Jakarta: Grasindo, 2002

humans in the form of concrete actions, attitudes and knowledge that are conducive to change in traditions, attitudes and thoughts in facing the future and changes in the sense of renewal.

Therefore, in carrying out the development of a region or country, it is necessary to know the condition of the human resources in that area and how it will be implemented. Human Resource as one of the existing resources in the organization plays an important role in the success of achieving organizational goals. Human Resource uses other resources owned by the organization in order to achieve goals. Even high-tech machines will be meaningless if the human resources running them are not qualified to do them, so will information resources. No matter how good and complete the information received by the organization, will not mean anything, if the quality of existing human resources is not able to translate it into information that is useful for the development and progress of the organization. So, this article aims to explain the concepts of Human Resource and identify the value of Human Resource and efforts to develop these Human Resource then this article also explains how the supply and demand for educated personnel characteristics. This article is based on library research whose main source is literature on human resources, human resource development strategies and development and reform. The data in this article are compiled from books and journals related to the subject matter of the discussion and the things discussed in the article.

## **II. The Concept of Human Resources and Development Efforts**

Conceptually, Human Resource is an effort to produce goods or services that can be done by humans in the production process. The meaning of Human Resources is looking for people who are able to work to provide services, business or jobs or economic value. The concept consists of<sup>8</sup> the quality of human resources (non-physical) and the quantity of human resources (physical) which is usually measured by age. The aspect of quantity concerns the number (labor), whose contribution is less important in development, it can even become a burden for Human Resource development if the quality is low. The quality aspect concerns the quality of human resources, both physical and non-physical abilities (intelligence and mental and spiritual), therefore, for the sake of accelerated development, improving the quality of human resources is the main prerequisite.

There are three concepts about Human Resource *as a human* being who works within an organization (called employees / employees / labor / personnel); Human Resource *as human potential* as an organizational driving force in realizing its existence; Human Resource are potential which are assets / assets that function as non-material / non-financial capital within the

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<sup>8</sup> Busro, Muhamamad, *Teori-Teori Manajemen Sumber Daya Manusia*, Prenada Media, 2018.

organization (either business, social, or political organizations) which can be transformed into real / concrete potential physically.

HR is an important factor that cannot even be separated from an organization, either in an institution or a company. *The micro definition of Human Resource* is an individual who works and is a member of a company or institution, also commonly referred to as employees, laborers, workers, labor and so on. Seeing the definition of *human resources in macro terms* is a population in a country who has entered the age of the workforce, whether those who have not worked or who have also found work.

According to Sonny Sumarsono, Human Resource has several definitions, namely a work effort that is beneficial for the production sustainability. The second meaning is the human group consisting of humans who have the ability to provide services<sup>9</sup>. In addition, M.T.E Hariandja explained that Human Resource is an important factor in a company apart from the capital factor. This Human Resource factor is considered very important because it requires good management in order to improve the quality of an organization or a company. In addition, Mathis and Jackson said that Human Resource is a design of various formal systems within companies and organizations that have a function to ensure that the use of human talents and interests can be used to achieve the goals of the organization or company effectively and efficiently. Then, Human Resource according to Hasibuan is a human being who has integrated abilities characterized by a good mindset and physical power. The behavior and character of human resources comes from their environment, while achievement and work motivation come from their own desires. Ermaya defines Human Resource as a major factor that is important in every development process of countries, companies, and organizations. In this development, human resources have a big and beneficial influence so that it must be regulated and maintained. There are two roles that Human Resource has, namely as an object and also as a subject of the development process.

Human resources have several functions, including as a workforce, which is the entire population who is ready to work (productive). Then Human Resource also functions according to their fields and abilities, one of which is as an expert for a company and even a country. Human Resource does not only function as a workforce and experts, but Human Resource has a greater capacity with skills and also qualified experience that can function as a leader for a group, company and organization. In addition, Human Resource also functions as an entrepreneur, namely those who are able to carry out work related to independence in order to create a new product that is beneficial to many people or their environment and even the world. Human Resource also has a main function in the discovery and development of science so that it can be used for the advancement of itself, the environment,

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<sup>9</sup> Mangkunegara, Anwar Prabu, *Manajemen Sumber Daya Manusia*, Bandung: PT. Remaja Rosdakarya, 2009.

and other people including companies or organizations, in this case Human Resource functions as a science and technology developer.

HR is very diverse, when it is viewed from the age standard of human resources; those who have productive age. So, in this case the example of Human Resource can be<sup>10</sup> employees, students who have certain skills and abilities, job seekers who have expertise in certain fields, company leaders, experts and technicians, and so on.

HR development strategies need to be carried out in the current era of globalization. Human Resource development is carried out to form qualified personalities with skills, work abilities, and job loyalty to a company or organization. Human Resource development strategies are not only through education and skills development<sup>11</sup>. Strategies that can be studied by companies in developing and finding the human resources needed and in accordance with the company's future targets are training, education, coaching, recruitment, system changes, opportunities and rewards.

Every employee needs education to solve various problems at their job easily because education teaches the steps and methods used to overcome these problems. Then the coaching strategy can be carried out by regulating and fostering people as a sub-system of the organization through planning and assessment programs, such as manpower planning, performance appraisal, job analytic, job classification, and others. Meanwhile, the recruitment strategy aims to obtain human resources according to the classification of company needs as an organizational tool in renewal and development. This strategy can be used by companies in assessing prospective employees to become part of a company.

The system change strategy is carried out to adjust the organization's systems and procedures in response to anticipating threats and opportunities from external factors. In addition, the system also supports the company's activities or operations. Providing opportunities for employees is also one strategy in channeling employee ideas and ideas. So that employees will contribute more in developing the company, and be able to make employees feel more valued and can make them more developed. Apart from that, giving awards to outstanding employees is also one of the Human Resource development strategies. That way, other employees will be motivated to be better, and have a big impact on the company development<sup>12</sup>.

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<sup>10</sup> Daya, Sumber, *Manajemen Sumber Daya Manusia*, 1996.

<sup>11</sup> Wijaya, Etistika Yuni, et al, Transformasi pendidikan abad 21 sebagai tuntutan pengembangan sumber daya manusia di era global, *Prosiding Seminar Nasional Pendidikan Matematika*, Vol. 1, No. 26, 2016.

<sup>12</sup> Wijaya, Etistika Yuni, et al, Transformasi Pendidikan Abad 21 Sebagai Tuntutan Pengembangan Sumber Daya Manusia di Era Global, *Prosiding Seminar Nasional Pendidikan Matematika*, Vol. 1, No. 26, 2016.

The strategies described above can be carried out in developing human resources in a company or organization. Human resource development aims to create quality human resources and prepare society and the nation to face competitive social transformation. In addition, education and training are also effective media for creating the quality of human resources. Empirically, human resources who have gone through the process of education and training have not significantly improved their quality, therefore in developing human resources there is still a need for integrated quality control efforts from those who have authority, in the institution where Human Resource is assigned. In addition, education and training as a vehicle for human resource development requires an integrated training program in order to achieve its effectiveness.

Human resource development in education should not only be limited to increase the ability to prepare society for change, but further in the future is the ability to prepare innovators for change. Human resources who have this capability are strategic assets in realizing the role of education as agents of innovation and agent of changes, and can produce people who have competitive power who do not leave indigeneous values, so that they can show moral-ethical identity and identity institutions in the global arena<sup>13</sup>. Education must also be able to create a generation who has big souls and minds to build their country. On the other hand, what also needs to be realized is that education is not the sole responsibility of the government / state. Education as a way of progress in this country must be a shared commitment and awareness.

The Human Resource development program planning has several objectives. They are 1) Determining the quality of employees; 2) Ensuring the availability of employees at present and in the future. 3) Minimizing the occurrence of errors in the implementation of work tasks; 4) Facilitate the coordination process to improve employee performance optimally; 5) Avoiding the occurrence of excess or shortage of employees; 6) Being a reference in the implementation of work tasks related to manpower;<sup>14</sup> 7) Become a guideline in determining employee recruitment, selection and discipline programs; 8) Become a basis for implementing employee appraisals.

### **III. The Identification of the Value of Institutional Human Resources**

The cultural values that exist in the company are one indicator of whether the company is in a healthy state or not. For a company, the existence of values in the company is very important. However, in the process of carrying

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<sup>13</sup> Wijaya, Etistika Yuni, et al, Transformasi Pendidikan Abad 21 Sebagai Tuntutan Pengembangan Sumber Daya Manusia di Era Global, Prosiding Seminar Nasional Pendidikan Matematika, Vol. 1, No. 26, 2016.

<sup>14</sup> Susan, Eri, Manajemen Sumber Daya Manusia, Adaara: Jurnal Manajemen Pendidikan Islam, Vol. 9, No. 2, 2019, p. 952-962.

out and instilling the company's values to all employees in the company is not easy. A value must be a habit, behavior, and even a company culture in achieving company goals. Company values are a collection of values that form the basis and foundation of the company in shaping systems, processes, policies, and strategies in running the company. In addition, company value can be a stepping stone in achieving short, medium and long term goals. In addition, company value is used as a tool or goal for employees or a common goal, and is a belief instilled in a company structure that can penetrate the boundaries of objects, people and situations<sup>15</sup>.

The importance of values within the company for managing HR, is creating a culture within the company. Creating a good and quality corporate culture requires a strong foundation in the company in implementing values, vision and mission, organizational systems and work behavior, as well as an effective leadership style. However, there are still many companies that are just starting to formulate company values and find it difficult to socialize them to all employees. There are also companies whose employees know the values and behaviors expected by the company, but there is no motivation from the employees to carry them out. Whereas a strong corporate culture will allow company values to live and dominate the individual values of each employee. The stronger the company's values in influencing employees, the stronger the corporate culture will be in building a stronger cultural foundation. That way, will create strong morale, ethics and integrity towards the company. Considering the importance of company values, a corporate culture internalization program is needed as a means for employees to be able to buy in to company values. Not only cognitive (knowledge), but also affective (emotionally), so that all employees can show their behavior.

Then the importance of values in the company is to facilitate the management of Human Resource in the company. The important thing that needs to be done is to internalize the corporate cultural values. So that it will have a positive impact on the company. One example is Pizza Hut. The service standardization at Pizza Hut is carried out by the waiters very similar and this is a culture in each of its outlets<sup>16</sup>. Previously, of course, the waiters were given training and formed in such a way that they could have uniform behavior in providing services. This is a form of cultural values in the company. The importance of internalized values within the company to all employees will have a positive impact both on employees and for the company. The values of the corporate culture are the identity of the company and are the personality of the company that must be applied by all employees.

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<sup>15</sup> Hartanto, Frans Mardi, Paradigma baru manajemen Indonesia: menciptakan nilai dengan bertumpu pada kebajikan dan potensi insani, PT Mizan Publika, 2009.

<sup>16</sup> Mulyana, Mumuh, Manajemen Sumber Daya Manusia (SDM) Ritel dalam Meningkatkan Kinerja Perusahaan, Jurnal Ilmiah Ranggagading, Vol. 10. No. 2, 2010, p. 164-170.



The values in the company in managing Human Resource can be done by: 1) Explaining the values in the company, in this case the company must first define the cultural values that can provide the power of life for the company consistently and can be carried out by all employees. For example, before developing employee leadership, it will be ensure that the employee understands the corporate cultural values well. With a clear corporate culture, one can understand the rules of the game that must be followed. Both the rules in doing their job duties, and in interacting with fellow members in the company;<sup>17</sup> 2) Cultural internalization of the company's values is necessary so that the values within the company can be applied effectively. Cultural internalization is a process to instill and develop a value or culture to become part of the person concerned, in this case the employee. The cultivation and growth of this value can be done in various ways. For example, through education and teaching methods, briefings, indoctrination, brain-washing, and so on.

In terms of cost (cost based) the concepts used in the measurement method of Human Resource accounting include: 1) Seeking Human Resource investment through the capitalization process; 2) Recording the part of the capitalization that has been consumed using the specified amortization method; 3) Recording and acknowledging losses if the expertise of Human Resource knowledge cannot keep up with technological developments or admit losses due to high turnover; 4) Report and discuss with interested parties regarding changes and conditions for Human Resource accounting investments.

Meanwhile, in terms of value (value based) has several methods: 1) The compensation measurement method (compensation model), namely the compensation model based on the economic concept of human capital, namely that human resources are a source of income streams and their value<sup>18</sup>; 2) Stochastic rewards model, this model is about the value of a probability process according to the economic theory of the value of something if it has the ability to provide benefits. Measuring value for the organization involves the following activities: 1) Estimating the length of time or years of service of employees for the company; 2) Identifying positions that can be held by the employee concerned; 3) Measuring the value given by the company if an employee holds the position for a certain time.

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<sup>17</sup> Sutrisno, H. Edy. *Budaya organisasi*. Prenada Media, 2019.

<sup>18</sup> Komariah, Aan, Authentic Leadership Kepala Sekolah dalam Menanamkan Sistem Nilai, *Jurnal Ilmu Pendidikan Universitas Negeri Malang*, Vol. 18. No. 2, 2012, p. 107-194.

#### **IV. The Supply-Demand of Educators**

Labor supply is the amount of labor that can be provided by the owner of the workforce at any possible wage within a certain period of time, in classical theory Human Resource (workers) are individuals who are free to make decisions to work or not, even workers are also free to determine the number of hours worked that they want<sup>19</sup>. This theory is based on the theory of consumers, where each individual aim to maximize satisfaction with the constraints it faces.

Individual satisfaction can be obtained through consumption or enjoying leisure time (leisure). While the obstacles faced by individuals are the level of income and time. Working as a leisure controversy causes suffering, so that people only want to do it if they get compensation in the form of income, so the solution to this individual problem is the number of hours of work that are wanted to be offered at the desired wage level and price.

The demand in an economic context is defined as the maximum amount of a good or service that a buyer wants to buy at any possible price in a certain period of time, in relation to labor, the demand for labor is the relationship between the level of wages and the number of workers an employer wants to employ. . So that the demand for labor can be defined as the number of workers employed by an entrepreneur at each possible wage level within a certain period of time.

The following are some of the characteristics of educated personnel: 1) Social function and significance; 2) Skills / expertise; 4) Acquiring skills; 4) The body of knowledge means a profession based on a clear, systematic, and explicit scientific discipline (a systematic body of knowledge) and not just a common sense. 5) The period of education. This characteristic is an effort to learn and master the body of knowledge and skills or expertise; 6) Application and socialization of professional values; 7) The ethics codes. 8) Freedom to give judgments; 9) Professional responsibility and autonomy. 10) Recognition and rewards.<sup>20</sup>

Another opinion suggests that a profession has the following characteristics: first, special education or expertise (Specialized Education). A person who is called a professional, carries out his duties based on the principles of knowledge in a particular field which he/she gets starts a formal, intensive, and usually relatively long educational process<sup>21</sup>. Second is skill (skill). A scientist who studies various sciences in a particular field, and has also complemented other relevant sciences as a support or complement

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<sup>19</sup> Nihayah, Dyah Maya, and K. Kusumantoro, Penentu Upah Regional: Tenaga Kerja Terdidik (Skilled Labor) dan Tidak Terdidik (Unskilled Labor) di Indonesia, JEJAK: Jurnal Ekonomi dan Kebijakan, Vol. 3. No. 1, 2010.

<sup>20</sup> Winoto, Agus, and Sri Rahayu Budiani, Kajian Karakteristik dan Faktor Pemilihan Lokasi Pedagang Kaki Lima di Kota Yogyakarta, Jurnal Bumi Indonesia, Vol. 6, No. 1, 2017

<sup>21</sup> Agustiar Syah Nur, 1995, p. 3.

to his / her field of expertise. A professional is also required to have skills that support or as a tangible manifestation of his / her field of expertise.

The third is legality. A professional performs his work after going through certain mechanisms or procedures. A doctor, for example, even though he has completed his medical education at a university, and has been appointed as a doctor, is not justified in practicing by the government before he works in the hospital for a certain period of time. The fourth, The Standard of Performance; to know and to be able to say that a professional has done his job well, there must be measured by a set of objective measuring criteria, this means that a professional who has a certain diploma receives adequate practicum training with a formal certificate, and have also been legally permitted to carry out their activities. Then its work must be periodically and systematically evaluated using the specified criteria. Thus, the legality of a professional can be reviewed if his work does not support his professionalism.

The fifth, facilities and equipment. In this era of rapid advances in science and technology, a professional must be able to use all kinds of proper facilities and equipment in order to achieve a higher level of quality of work. The "low profile" attitude which assumes that an activity is carried out with simple and makeshift facilities and equipment, and which seems economical or efficient, may no longer be maintained. A professional equips himself and his institution with various facilities and adequate equipment with all the consequences.

The sixth, discipline. Discipline means obeying existing norms, whether religious norms, norms set by the state, organization, customs, family or set by oneself<sup>22</sup>. Go ahead, Responsibility. Responsibility is an integral part of the function of a leader, no matter how small and what type of organization he leads. A professional leader will be able to be distinguished from the less professional by paying attention to the level of responsibility he has.

The eighth is research. The desire to always examine the truth of existing things and the desire to look for new ones are characteristics of a professional person. This requires a professional qualified person to always develop their knowledge and skills by carrying out various scientific studies, such as conducting research and seminars. Thus, professionalism or expertness will always be maintained and more accountable. The ninth, professional organizations. A person with professional quality is his incorporation in a professional organization. This is an effort to always be in a new status (up to date) in the area of expertise, because he/she will always be able to exchange ideas and communicate with other professionals in the same or relevant areas of expertise<sup>23</sup>. The tenth, the main source of income. A professional relies on his area of expertise as his main source of income.

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<sup>22</sup> Agustiar Syah Nur, 1995, p 3.

<sup>23</sup> Agustiar Syah Nur, 1995, p. 3.

Therefore it is very natural that a person of professional quality is paid and demands a relatively high payment.

## **V. Closing**

The Human Resource development strategy is a plan on how the quality of human resources can develop in a better direction and increase their work ability and have good loyalty to the company. Human resource development is needed for the continuity of a company so that it can develop more dynamically, because Human Resource is the most important element in a company.

Every agency that can achieve its success is one that understands the importance of Human Resource development strategy, and knows what efforts should be taken. The relationship between an employee and a company leader is not only related to a work relationship, but humanely, the two also interact with each other. Therefore, Human Resource development can be used as a form of appreciation by a company leader for employees in a humane aspect. One aspect that can support the Human Resource development process is the education aspect.

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