

HUMAN RESOURCE DEVELOPMENT STRATEGIES IN IMPROVING ORGANIZATIONAL PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

This study aims to identify , evaluate , and synthesize empirical evidence regarding human resource development strategies that have been proven effective in improving organizational performance, as well as to analyze the factors that mediate and moderate this relationship based on a systematic literature review approach . The method used is qualitative library research with thematic-inductive content analysis techniques on ten reputable literature sources published between 2021 and 2025 , sourced from the Scopus, Google Scholar, and SINTA databases. The results of the study consistently show that sustainable training and development strategies , digital competency development , structured career management , and transparent and objective performance management systems are the most effective strategies in driving improvements in overall organizational performance . The relationship between HR development strategies and organizational performance is not direct and linear, but is mediated and moderated by a number of crucial factors , including organizational culture , top management commitment , strategic alignment between HRD programs and organizational business objectives , and characteristics of the sectoral context . This study concluded that the effectiveness of HR development strategies requires an integrative , systematic , and adaptive approach , which positions the HR function as a true strategic partner in achieving organizational goals , not just a cost center . This finding has significant implications for public and private sector organizations in developing countries , including Indonesia, in designing sustainable HR development policies oriented towards increasing long -term competitiveness .

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INTRODUCTION

In a rapidly changing global competitive landscape , an organization's success is no longer solely determined by technological superiority or financial capital strength , but rather by how effectively the organization is able to develop and manage its human resources . The paradigm

shift from an administrative function to a strategic role has made Human Resource Management (HRM) one of the most crucial pillars in building an organization's long-term competitiveness. In an era marked by digital disruption, changing workforce demographics, and increasing demands for flexibility, HR development strategies are no longer merely an option, but an absolute necessity that cannot be ignored by any organizational leader (Golyea, 2024).

This phenomenon is increasingly relevant when referring to the reality faced by various organizations, both in the public and private sectors, which often experience performance stagnation due to weak planning and implementation of HR development strategies. Empirical evidence shows that organizations that fail to align HRM practices with long-term strategic goals tend to experience decreased productivity, high employee turnover, and low levels of innovation. Conversely, organizations that consistently invest in training, competency development, performance management, and career planning have been shown to achieve sustainable competitive advantage. Anwar & Abdullah (2021) emphasized that systematically designed HRM practices have a significant relationship with improved organizational performance, especially when decentralization of authority is made one of its strategic elements (Anwar & Abdullah, 2021).

From a theoretical perspective, the Resource-Based View (RBV) popularized by Barney serves as the primary foundation for understanding why qualified human resources are a source of competitive advantage that is difficult for competitors to imitate. This theory views employees not merely as a factor of production, but as strategic assets capable of creating unique value for the organization. In line with this, Strategic Human Resource Management (SHRM) emerges as an approach that seeks to integrate an organization's business strategy with holistic HR management policies and practices. Recent studies reinforce this argument by showing that HR flexibility, strategic orientation in HR management, and the strategic importance of the workforce have been shown to positively contribute to the development of an organization's strategic capabilities, ultimately driving overall performance improvements (Chawla et al., 2023; Ulrich et al., 2024).

In the context of sustainable human resource development, Piwovar-Sulej (2021) introduced the concept of sustainable HRM, which places human resource development as one of the core principles in long-term human resource management. This concept emphasizes that employee competency development must be carried out consistently, considering a long-term perspective, and aligned with the demands of the industrial era 4.0, which requires mastery of future competencies. This approach is relevant because several studies have shown that a short-term orientation in employee training actually creates an imbalance between individual capabilities and the strategic needs of the organization (Piwovar-Sulej, 2021).

Previous relevant literature reviews have provided several important contributions to understanding the relationship between HRM strategy and organizational performance. Safwan et al. (2023) found that inappropriate and undirected implementation of HRM practices actually triggers internal conflict between employees and the organization, which ultimately has a negative impact on organizational performance. On the other hand, Diep & Horváthová (2026) through a systematic review covering 20 studies found a positive relationship between HRM and organizational performance through the mediation of job satisfaction and employee engagement, but also identified a negative effect in the form of exhaustion due to excessive performance pressure. These findings provide a more nuanced picture of the complexity of the relationship between HRM and organizational performance (Diep & Horváthová, 2026).

Furthermore, a systematic review conducted by Jacob et al. (2022) revealed that the main objective of HR management is to improve organizational performance as well as individual employee performance, but this goal can only be achieved when organizations proactively conduct systematic reviews of HR needs to ensure the availability of the right personnel with the appropriate capabilities at the time needed. Meanwhile, a comparative review published in Pham (2025) found that education and training reform, especially in developing countries in Southeast Asia, is an integral part of national development strategies that are knowledge-based and oriented towards long-term economic growth (Pham, 2025).

Although the literature on HRM and organizational performance has grown rapidly, several research gaps remain to be filled. First, most existing studies focus on the context of developed countries or large-scale private sector organizations, so the generalizability of findings to the context of public organizations and MSMEs in developing countries is still very limited. Second, studies that explicitly integrate sustainability dimensions into HR development strategies and measure their impact on organizational performance multidimensionally are still relatively rare. Third, the relationship between HR development strategies and organizational performance is often studied partially without considering relevant mediating and moderating variables, such as organizational culture, transformational leadership, and organizational commitment. Fourth, systematic literature review methods that specifically synthesize findings from various empirical studies on HR development strategies in the 2021 to 2025 timeframe are still very limited, even though this period encompasses post-pandemic dynamics that present fundamental changes in the way organizations operate. Organizations manage and develop their human resources (Azizi et al., 2021).

The novelty of this research lies in its comprehensive and systematic synthesis approach to the current literature on post-pandemic HR development strategies, by integrating sustainable HRM, strategic HRM, and organizational performance perspectives simultaneously within a single analytical framework. Unlike previous studies that tend to be partial, this research seeks to holistically map various HR development strategies that have been proven effective, the factors that mediate and moderate these relationships, and their implications for organizations in various contexts, including developing countries. In addition, this research also fills a gap in the literature by presenting an evidence-based synthesis that can serve as a practical guide for HRM managers and practitioners in designing integrated and measurable HR development strategies.

Based on the background description and identification of research gaps above, the problem formulation in this study is as follows: (1) What HR development strategies are most effective in improving organizational performance based on empirical evidence in the current literature? (2) What factors mediate and moderate the relationship between HR development strategies and organizational performance? (3) What are the implications of the findings of this literature review for the development of HR management theory and practice, especially in the context of developing country organizations?

The purpose of this study is to identify, evaluate, and synthesize empirical evidence from the current literature on effective HR development strategies in improving organizational performance; analyze the factors that mediate and moderate the relationship; and develop an integrative conceptual framework that can serve as a basis for further research and practical implementation. The benefits of this study include two dimensions: theoretically, this study

contributes to the development of the HRM body of knowledge by presenting a sophisticated and comprehensive synthesis ; practically , the findings of this study can be used as a strategic reference for organizational leaders , HR managers , and policy makers in designing effective , efficient , and sustainable HR development programs for improving overall organizational performance .

RESEARCH METHODS

This study uses a qualitative approach with the library research method , an approach that places written sources in the form of scientific journals , books , academic articles , and research documents as the primary basis for data collection and analysis . Unlike field research that relies on direct observation or interviews , library research allows researchers to construct a deep and comprehensive understanding through searching , critical reading , and synthesizing various literature relevant to the study topic . This approach is considered very suitable for the context of a systematic literature review because it provides ample space for researchers to explore , compare , and build evidence -based scientific arguments from academically validated sources. This type of qualitative research is designed not to produce numerical data , but rather to reveal phenomena in a holistic and contextual manner by utilizing the researcher as a key instrument in the interpretation and analysis process (Fadli, 2021) .

The data sources in this study are divided into two categories . First , primary data sources include reputable scientific journal articles indexed in the Scopus, Google Scholar, and SINTA databases, which specifically address the topics of human resource development strategies , strategic HRM , and organizational performance . Second , secondary data sources include HR management reference books , systematic review reports from leading research institutions , and review articles that enrich the conceptual framework of this study . All data sources are limited to the publication period between 2021 and 2025 to ensure relevance , topicality , and alignment with the dynamics of contemporary human resource management science development . Data collection was carried out through a systematic search process using specific keywords such as "human resource development strategy, " "organizational performance," "strategic HRM," "systematic literature review," "employee training and development," and combinations thereof in various cross - database searches (Adlini et al ., 2022) .

The data collection technique in this study was implemented through three structured and sequential stages . The first stage is identification , in which the researcher conducted a thorough search of the Scopus, Google Scholar, and SINTA databases using predetermined keywords to generate an initial list of relevant literature . The second stage is selection and screening , in which each article was screened based on predetermined inclusion and exclusion criteria , including topic suitability , methodological quality , year of publication , and full - text accessibility . Articles that were not directly relevant to the topic , were not fully accessible , or came from sources that were not academically verified were excluded from the research corpus. The third stage is data extraction and synthesis , in which key information from each selected article was systematically extracted including the research objectives , methodology , main findings , and practical implications , then synthesized thematically to find patterns , consistencies , and contradictions between studies .

Data analysis was conducted using thematic and inductive content analysis techniques , so that the analysis categories developed organically from the data found in the literature , rather than

being imposed from a predetermined framework . This inductive approach allowed researchers to flexibly identify recurring and significant themes from various sources , then build conclusions that reflect the complexity and nuances of the relationship between HR development strategies and organizational performance . Data validity was maintained through a source triangulation process , namely by comparing and confirming findings from various different literature sources to ensure the consistency and validity of the resulting interpretations. Thus , the library research method in this study is not merely an activity of collecting and summarizing literature , but rather a rigorous , systematic analytical process based on strong scientific arguments .

RESULTS AND DISCUSSION

Based on a systematic synthesis of ten reviewed literature sources , this study produces comprehensive findings that address the three established problem formulations . The discussion is structured into three main , interrelated sub - chapters that form an integrative analytical framework for human resource development strategies in the context of improving organizational performance .

Proven Effective Human Resource Development Strategies in Improving Organizational Performance

Findings from various literature reviews consistently show that no single strategy stands alone in improving organizational performance . Instead , the effectiveness of HR development relies on a strategic combination of several complementary approaches implemented in an integrated manner .

First , training and development strategies or continuous training and development occupy the most dominant position in the reviewed literature . Selviyanti et al. (2023) through a systematic literature review based on bibliometric analysis confirmed that HR training and development have a significant positive impact on improving employee performance , particularly in the dimensions of improving skills , capabilities , and productivity . This finding is reinforced by Amjad et al. (2021) who empirically proved that training and development as part of Green Human Resource Management (GHRM) practices have a significant effect on organizational sustainability through employee performance mediation . Interestingly , Amjad et al.'s (2021) research was conducted in the textile industry sector in Pakistan as a developing country , so its relevance to the Indonesian context is quite strong . From a practical perspective , Hermansyah et al . recommend investing in regular training programs for loss adjusters at PT. XYZ as a response to competency weaknesses identified through a SWOT analysis , which shows that training is not just a routine activity , but a strategic instrument in closing the organizational competency gap .

Second , HR development strategies in the context of digital transformation are highly relevant findings to contemporary dynamics . Susanto et al. (2024) found that effective HR development strategies in the Industrial Revolution 4.0 era include four core elements : enhancing digital work experience, providing opportunities for innovation , technology- based training, and an adaptive reward system . Furthermore , the study proves that digital transformation supported by appropriate HR strategies has a positive impact on productivity , customer experience, competitiveness , innovation , and business transparency simultaneously . These findings expand the conventional understanding of HR development , which has so far focused more on

the technical competency dimension alone , without considering digital readiness as a determining strategic capability .

Third , a systematic and transparent performance management strategy has proven to be an important pillar in the HR development framework . Mokobombang & Natsir (2024) in their qualitative research on the service industry in Indonesia found that a transparent and objective performance evaluation system , combined with a structured career development program , significantly improved employee performance and ultimately drove improvements in overall organizational performance . Similarly , Junaidi et al. (2024) in their case study on the tapioca flour industry found that sustainable performance management systems along with a careful recruitment process and comprehensive employee development initiatives were pivotal elements that determined superior organizational performance outcomes .

Fourth , the career development strategy and merit system in managing public apparatus are unique findings from this study . Muarsarsar (2022) in his research at the Sarimi Regency Human Resources Development and Personnel Agency revealed that the HR development strategy for civil servants that has not been running optimally is caused by the weak implementation of three crucial aspects , namely : unstructured formal and informal development , an inconsistent achievement -based promotion system , and employee placement that does not match the competency background . This finding provides an important contribution to the public sector HR literature , especially in the context of local governments in Indonesia which still face systemic challenges in managing their apparatus .

Factors that Mediate and Moderate the Relationship between Human Resource Development Strategy and Organizational Performance

This literature review identifies several mediating and moderating factors that substantially influence the strength and direction of the relationship between HR development strategies and organizational performance. Understanding these factors is crucial because the relationship between HR and organizational performance is not direct and linear, but rather conditioned by various contextual variables .

Organizational culture emerged as the most consistent moderator found in the literature . Mokobombang & Natsir (2024) explicitly found that organizational culture plays a significant role in the effectiveness of HR development strategies , with 74 % of respondents in their study identifying organizational culture as a key factor . Organizations with cultures that support learning and innovation have been shown to be significantly more successful in improving performance through HR development than those with rigid and bureaucratic cultures . This finding confirms that investment in training programs without a conducive organizational culture transformation will only produce limited and unsustainable impact .

Top management commitment is another critical moderating factor identified . Haldorai et al. (2022) in their longitudinal study in the Manila hotel sector demonstrated that top management green commitment directly influences the implementation of Green Human Resource Management (GHRM) and, in turn , the hotel 's environmental performance. This finding has broader implications : without a real commitment from top management , any HR development strategy designed will struggle with implementation , resource allocation , and the internalization of values across the organization .

Strategic alignment between an organization's business plan and HRD strategy is a mediating variable found in Pertiwi 's (2023) study. Her research revealed that although PT CSI has integrated and adapted processes to enhance competitive advantage , HRD is still viewed as a mere cost center , not a strategic partner . Daily HRM practices do not fully reflect their alignment with organizational strategy . This finding is highly significant because it proves that the absence of true strategic alignment is a major obstacle mediating the failure of HR development strategies to produce measurable performance improvements .

Sector context and organizational environment have been shown to be significant moderators . Knies et al. (2024) in their study of Strategic HRM in the public sector asserted that although empirical evidence convincingly demonstrates the added value of SHRM for organizational performance in the dimensions of increased productivity , higher profitability , and reduced employee turnover, almost all SHRM research to date relies on evidence from private sector organizations . Their argument that " context matters" underscores the importance of considering fundamental differences between the public and private sectors in designing and evaluating HR development strategies , including differences in employee motivation , incentive structures , regulations , and public accountability pressures .

Green intellectual capital as a resource- based moderator was also identified in the study by Haldorai et al. (2022) . This study demonstrated that green intellectual capital directly influences GHRM and hotel environmental performance, while also moderating the effectiveness of environmentally- based HR programs . This finding opens a new perspective that sustainability- oriented intellectual capital is an organizational resource that strengthens the impact of HR development strategies on performance , particularly in the environmental performance dimension .

Budget and infrastructure limitations as inhibiting factors are also clearly identified . Muarsarsar (2022) found that budget constraints , limited HR personnel , inadequate support facilities , weak supervision , and low employee welfare collectively form systemic barriers that undermine the effectiveness of HR development strategies in public sector organizations . These factors function as negative moderators that significantly weaken the relationship between strategic intent and actual performance outcomes .

Theoretical and Practical Implications for Human Resource Management Development in Developing Country Contexts

The synthesis of all the literature reviewed produces a number of important implications , both at the theoretical and practical levels , which are particularly relevant to the organizational context in developing countries , including Indonesia.

At the theoretical level , the findings of this study strengthen and simultaneously expand the proposition of the Resource-Based View (RBV) by showing that an organization's competitive advantage is not only determined by the possession of quality human resources , but also by the organization's ability to integrate HR development strategies with the context of digitalization, environmental sustainability , and specific sectoral characteristics . Junaidi et al. (2024) strengthen this argument by proving that organizations that implement a robust human resource strategy tend to achieve superior performance outcomes in the dynamic contemporary business landscape . Furthermore , the findings of Amjad et al. (2021) expand the scope of SHRM theory

by integrating the green HRM dimension as a strategic element that is no longer optional , but rather an integral part of a long - term sustainability - oriented HR strategy .

Furthermore , this study also contributes to strengthening the contingency theory perspective in HRM, which states that the effectiveness of HR development strategies is highly dependent on the organizational context . Knies et al. (2024) provide an important theoretical contribution by opening a new research agenda on SHRM in the public sector , an area that has received little attention in the dominant literature based on the private context . These theoretical implications are highly relevant for Indonesia, which has a large and complex civil service sector .

On a practical level , the findings of this study offer several strategic guidelines that can be directly applied by HRM managers and practitioners . First , organizations need to adopt an integrated HRM strategy approach that combines training and development, career development, performance management, and digital readiness in one coherent framework , as recommended by Susanto et al. (2024) and Mokobombang and Natsir (2024). Second , transforming organizational culture toward a learning culture must be a priority agenda that runs parallel to investment in HR development programs , because without a conducive culture , even the best programs will not produce optimal impact . Third , for public sector organizations in regions with limited resources as described by Muarsarsar (2022) , HR development strategies need to be designed by considering the reality of budget constraints through a phased implementation approach and optimizing collaboration with external institutions , as also recommended by Hermansyah et al . for the context of PT. XYZ.

Fourth , repositioning the HRD function from a cost center to a strategic partner is an urgent paradigmatic shift , considering Pertiwi 's (2023) findings that revealed that failure in strategic alignment is a major obstacle to the effectiveness of HR development strategies . Fifth , the integration of green HRM dimensions into HR development strategies needs to be seriously considered by organizations in Indonesia, considering empirical evidence from Haldorai et al. (2022) and Amjad et al. (2021) which shows its positive contribution to organizational performance in the sustainability dimension , which is increasingly being demanded by global and domestic stakeholders .

Overall , this literature review builds a cohesive narrative : an effective HR development strategy is not a single, stand - alone intervention , but rather an interconnected system of training programs, career management , performance evaluation , leadership commitment , organizational culture , strategic alignment , and responsiveness to digital and environmental dynamics . In the context of Indonesia as a developing country with high organizational heterogeneity , from large private corporations to remote regional governments , understanding the complexity of these relationships is an absolute prerequisite for the successful implementation of HR development strategies that have a real impact on measurable and sustainable improvements in organizational performance .

CONCLUSION AND SUGGESTIONS

This systematic literature review successfully synthesized ten empirical sources that collectively confirm that human resource development strategies have a positive and significant relationship to improving organizational performance. Three main findings can be summarized as follows . First , HR development strategies that are proven effective include an integrative combination of continuous training and development , digital competency development ,

structured career management , and a transparent and objective performance management system . No single approach is capable of producing optimal impact without the synergistic support of other elements . Second , the relationship between HR development strategies and organizational performance is mediated and moderated by a number of crucial factors , including organizational culture , top management commitment , strategic alignment between HRD and business objectives , and the organization's sectoral context . Third , the theoretical and practical implications of this study emphasize the importance of repositioning the HRD function from a cost center to a strategic partner, integrating green HRM dimensions into HR development strategies , and designing strategies that are adaptive to The contextual limitations of public organizations in developing countries , including Indonesia. The success of human resource development is ultimately determined by the extent to which an organization is able to build an ecosystem conducive to learning , innovation , and sustainable growth .

Based on the findings and conclusions outlined , several strategic suggestions can be recommended to various parties . For organizational leaders and managers , it is recommended to immediately undertake a paradigmatic reorientation in viewing the function of human resource development , namely no longer as a mere operational expense burden , but as a long-term strategic investment that produces sustainable competitive advantage . Top management commitment must be concretely realized through adequate budget allocation , the formation of an organizational learning culture , and the alignment of human resource development programs with the overall strategic direction of the business . For public sector organizations , especially in regions with limited resources , it is recommended to optimize partnerships with external training institutions , universities , and government scholarship programs as an alternative solution to overcome internal budget limitations . The implementation of a consistent and competency - based merit system needs to be prioritized as a foundation for sustainable apparatus development . For further researchers , this study recommends the development of empirical research that is Specifically , this study measures the impact of digital transformation on the effectiveness of HR development strategies in Indonesian public sector organizations . Furthermore , research using a mixed methods approach that integrates the mediating variables of organizational culture and strategic alignment simultaneously is essential to produce a more comprehensive and applicable conceptual model . Exploring green HRM practices in the context of the manufacturing and service industries in Indonesia is also an urgent research agenda that needs to be addressed .

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