

HR Management Strategy in Overcoming Conflicts Due to Differences of Opinion Between Bank Sumut Employees Using the OGSM Method

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ABSTRACT

Common conflicts are faced by large organizations such as Bank Sumut, especially those arising from differences of opinion between employees, namely conflicts that are not managed properly can reduce productivity, lower employee morale, and create a disharmonious work atmosphere. This study was conducted at Bank Sumut with the type of research conducted being field research with a qualitative approach. With data collection through interview techniques on the head of HR at Bank Sumut as a solution to the problem. This study aims to explore and apply Human Resource (HR) management strategies in overcoming conflicts through the OGSM method (Objectives, Goals, Strategies, Measures). The OGSM method is used as a framework for setting goals, objectives, strategies, and measures of success in managing conflict. The main objective of implementing this method is to increase harmony and productivity in the Bank Sumut work environment. from this study is that the OGSM method is an effective tool in conflict management, able to create a more harmonious and productive work environment at Bank Sumut. These findings can be a guide for other organizations in managing conflicts due to differences of opinion in the workplace.

ABSTRAK

Konflik yang sering dihadapi oleh organisasi besar seperti Bank Sumut terutama yang timbul akibat adanya perbedaan pendapat antar karyawan yaitu konflik yang tidak dikelola dengan baik dapat menurunkan produktivitas, menurunkan moral karyawan, serta menimbulkan suasana kerja yang tidak harmonis. Penelitian ini dilakukan di Bank Sumut dengan jenis penelitian yang dilakukan yaitu penelitian lapangan dengan pendekatan kualitatif. Dengan pengumpulan data melalui teknik wawancara pada pimpinan SDM di Bank Sumut sebagai solusi permasalahan. Penelitian ini bertujuan untuk menggali dan menerapkan strategi manajemen Sumber Daya Manusia (SDM) dalam mengatasi konflik melalui metode OGSM (Objectives, Goals, Strategies, Measures). Metode OGSM digunakan sebagai kerangka kerja untuk menetapkan tujuan, sasaran, strategi, dan ukuran keberhasilan dalam mengelola konflik. Tujuan utama penerapan metode ini adalah untuk meningkatkan keharmonisan dan produktivitas di lingkungan kerja Bank Sumut. dari penelitian ini adalah bahwa metode OGSM merupakan salah satu alat yang efektif dalam manajemen konflik, mampu menciptakan lingkungan kerja yang lebih harmonis dan produktif di Bank Sumut. Temuan ini dapat menjadi pedoman bagi organisasi lain dalam mengelola konflik akibat adanya perbedaan pendapat di tempat kerja.

INTRODUCTION

Management is a part of an organ that has a complex purpose in managing a business, managers, workers and working people (Siswadi, 2022). Human Resource Management (HR) has transformed into an essential pillar in modern organizational dynamics. Along with the rapid changes in the global environment, driven by ever-evolving technology and increasingly fierce competition, HR management plays an undeniable strategic role in improving organizational performance. During increasingly fierce global competition, organizations must understand that human resources are not just a cost, but also a valuable asset that can provide a competitive advantage (Collins, 2021). Effective HR management is not just about recruiting and retaining employees, but also about developing a work culture that allows for innovation, adaptation, and optimal performance. Human resource management (HR) is no longer just an administrative function within an organization. Today, the role of HR has evolved to become one of the key elements in a company's overall strategy. By strategically utilizing human resources, organizations can create a significant competitive advantage and improve their overall performance (Tholib, 2024). Conflict in the work environment is a common phenomenon and can be caused by various factors, one of which is differences of opinion between employees. At Bank of North Sumatra, as in many other organizations, conflicts arising from differences of opinion can affect productivity, work morale, and the overall organizational climate. Therefore, it is important for human resource (HR) management to have an effective strategy in overcoming this conflict (Utama, 2023).

Research proves that managers spend as much as 80 percent of their total working time on verbal interactions with others. The skills of processing the information required of a manager include the ability to send and receive information when acting as a monitor, spokesperson, or strategist. It has become a natural demand in the position and obligation as a manager to always be faced with conflict (Sumantrie, 2022). Effective HR management must be able to identify the main causes of conflict, understand interpersonal dynamics, and apply the right approach to resolve them. One of the methods that can be used to formulate and implement HR management strategies is the OGSM (*Objectives, Goals, Strategies, and Measures*) method. The OGSM method offers a structured framework for setting clear goals, formulating appropriate strategies, and measuring the success of its implementation. OGSM as a management tool that connects the vision and mission of the organization with concrete actions. They emphasized that OGSM enables organizations to translate strategies into measurable and manageable operational actions. In the sense that the OGSM Method is a powerful and flexible framework that can be used by organizations of all sizes and industries to achieve their goals. This method helps organizations to focus on what matters most, increase accountability, make better decisions, and improve their performance (Irawan, 2024).

The OGSM method begins by setting the Objectives (main objectives) that the organization wants to achieve. In this context, the main goal is to create a harmonious and productive work environment by minimizing conflicts between employees. Furthermore, Goals (specific goals) are set to achieve these goals, such as improving communication between departments and training conflict management skills. Strategies detail concrete actions that will be taken to achieve these goals. By using the OGSM method, Bank Sumut can design and implement a systematic and effective HR management strategy to overcome conflicts due to differences of opinion between employees (Rachman, 2023).

This approach not only helps in resolving conflicts, but also in building a more inclusive and collaborative organizational culture. Bank Sumut is one of the financial institutions operating in the North Sumatra region. As a financial institution, Bank Sumut has a vision and mission to provide the best service to customers and maintain the sustainability of banking operations efficiently and effectively. Within Bank Sumut, competition between employees can be a challenge that needs to be overcome wisely. Excessive competition can lead to interpersonal conflicts, unfair competition, decreased productivity, and various other negative impacts (Syafri, 2020). In real life there is no completely closed system. Every real-life system has an environment that interacts with it, even if only in a small way. So, the concept of a closed system is a theoretical concept. Without interaction with the environment, behavior is governed entirely by the interaction between the components of the system and the initial or initial conditions. This determines to the last detail how the system behaves. Therefore, the system must be deterministic. The system established for decision-making purposes is always an open system, because decisions or decision-making rules are inputs into the system. The stochastic system is also an open system, since the factors that cause randomness in behavior are the result of forces or events that are not included in the system, usually because the causes of their randomness are not fully understood (Dharma, 2021).

One of the important points of a manager's job in carrying out effective communication in the business organization he handles is to ensure that the intended meaning of the instruction given will be the same as the meaning received by the recipient of *the* instruction and vice versa). This must be the goal of a manager in all communication that he does. In terms of managing their subordinates, managers are always faced with determining the job demands of each position held and handled by their subordinates (*role expectations*) and conflicts can create tensions that will reflect poorly on work attitudes and individual behavior (Umiyati, 2022). A good manager will try to minimize this negative concussion by opening and maintaining effective two-way communication to each member of his or her subordinates. This is where managers are required to fulfill the other side of their interpersonal skills, namely the ability to handle and resolve conflicts. Human resource management (HR) plays an important role in managing conflicts and minimizing the negative impact of competition between employees (Kurniawan, 2020). With the right approach, HR management can create a harmonious, collaborative, and productive work environment. One effective strategy is to increase collaboration between employees. This can be done through the formation of inclusive work teams, the assignment of collaborative project assignments, and the reward for teamwork. HR management needs to hold training and development to improve employee interpersonal skills (Sugiarti, 2022). With investment in a country, there is an increase in the capital owned by the country and there is an increase in the provision of production equipment that can increase production output. The higher the production output, the higher the income of a country, which will result in an increase in income and an increase in welfare (Pasaribu, 2022). This will help them communicate effectively, resolve conflicts wisely, and build harmonious relationships. Transparent policies regarding performance appraisals, promotions, and rewards can reduce tensions and perceptions of injustice among employees. This can be done by providing open feedback, clear criteria for promotion, and fair procedures in decision-making (Widyaningrum, 2019).

The use of technology such as collaboration platforms, employee satisfaction surveys,

and conflict reporting systems can help HR management monitor and handle conflicts more efficiently. Education about work ethics and company values needs to be strengthened regularly. It helps build an organizational culture that values hard work, cooperation, integrity, and mutual respect. The implementation of an effective HR management strategy can provide many benefits, such as increased productivity, decreased conflict levels, increased employee satisfaction, work environment stability, and improved company reputation as a good workplace (Rachman, 2023). The following are three previous studies related to human resource management (HR) strategies in overcoming conflicts due to differences of opinion between Bank Sumut employees with the OGSM method, namely in a study entitled "Human Resource Development Strategies in Efforts to Improve Employee Performance at Bank Syariah Mandiri Batu Sangkar Sub-Branch" by Mirsal (2017).

The human resource development strategy is carried out in an integrated manner by referring to long-term and annual corporate planning. The preparation of this HR Roadmap is based on the results of an accurate and effective analysis of supply and demand and a structured one. The research is related to this research because an integrated and long-term and annual corporate planning-based HR development strategy can help overcome conflicts due to differences of opinion between employees. By using the OGSM method, Bank Sumut can develop an HR Roadmap that focuses on analyzing labor needs and succession planning, as well as improving the quality of employee work through continuous education and training. Then in a study entitled "Implementation of Competency-Based Human Resource Management in an Effort to Improve Employee Work Quality" by Iswanggi Sitompul (2021). This research focuses on the implementation of competency-based human resource management in improving the quality of employee work at Bank Sumut Syariah Padangsidimpuan Branch. This study found that the implementation of competency-based HR management can significantly improve the quality of employee work. This is related to this research because the implementation of competency-based HR management can improve the quality of employee work and reduce conflicts due to differences of opinion. By using the OGSM method, Bank Sumut can develop strategies that focus on developing employee competencies and skills, as well as improving organizational competitiveness through continuous training and education and the research entitled "Analysis of Human Resource Management Strategies in Improving the Quality of Employee Performance" by Dini Yunila Tanjung (2020). This study highlights the analysis of HR management strategies in improving the quality of employee performance. This study found that effective HR management strategies can improve the quality of employee performance through the selection process, performance appraisal, and training and education. The research is also related to this research that the analysis of HR management strategies can help overcome conflicts due to differences of opinion between employees. By using the OGSM method, Bank Sumut can develop a strategy that focuses on developing a positive, inclusive, and innovative work culture, as well as improving the quality of employee performance through a continuous selection process, performance assessment, and training.

From the three studies, an effective and competency-based HR management strategy can help overcome conflicts due to differences of opinion between Bank Sumut employees using the OGSM method. Therefore, Bank Sumut can develop an integrated strategy based on long-term and annual corporate planning, as well as focusing on developing employee

competencies and skills to improve the quality of employee work and the overall competitiveness of the organization. This study shows that an integrated and competency-based HR management strategy can help overcome conflicts due to differences of opinion between employees at Bank Sumut and improve the overall quality of employee performance. By paying attention to the context and challenges faced, Bank Sumut can adopt the right HR management strategy to overcome conflicts due to differences of opinion between employees more effectively.

RESEARCH METHOD

The type of research conducted is field research with a qualitative approach, which is a research procedure that produces descriptive data in the form of speech or writing of observable behavior of people, this aims to understand in depth the HR management strategy in overcoming conflicts due to differences of opinion between North Sumatra bank employees using the OGSM method (Rahmadi, 2011). The location of this research is at Bank Sumut, Medan. I chose Bank Sumut because it is one of the banks because it has a structured and systematic approach like OGSM can help identify the main goals and strategies to resolve conflicts. This study takes time with a span of 2 months by carrying out several stages, including the preparation stage, data collection stage, data analysis stage and the last stage, namely the report writing stage by compiling a report on the results of the research. The data I collected in this study is qualitative data obtained from various data sources, namely in-depth interviews with key participants (marliyah et al., 2022), namely the Head of Human Resources at Bank North Sumatra. Because the Head of the HR Section has in-depth knowledge of HR policies and practices at Bank Sumut. They understand how these policies are designed and implemented to address a variety of issues, including conflicts between employees. By conducting an interview with the Head of HR as a resource person, it will provide very relevant and credible data and insights that are used to overcome conflicts between employees in this study.

Participant observation, namely the researcher was directly involved in the location to observe how Bank Sumut applied an effective HR management strategy to manage internal conflicts caused by differences of opinion among employees. Official documents of Bank of North Sumatra, such as vision, mission, goals, and work programs. And articles, journals, and books relevant to this research are also references. Therefore, the data collection technique used in this study is by in-depth interviews, because it allows the researcher to dig deeper into the experience and participant perspectives that cannot be obtained through other methods, such as field surveys. The data collection technique in this study is structured interviews (marliyah et al., 2024) because OGSM has criteria for solving problems with the phenomenon that occurs. Data analysis and participant observation allow researchers to observe participant behavior in its natural context, which can help researchers to better understand their culture and values, further with documentation used to supplement the data collected to obtain research results that improve Bank Sumut's ability to manage and resolve conflicts effectively, which in turn increases job satisfaction and overall performance.

RESULTS AND DISCUSSION

The resolution of human resource management strategies in overcoming conflicts due to differences of opinion between Bank Sumut employees with the OGSM method with differences of opinion between employees is common in every organization, including in Bank Sumut. Conflicts that arise due to differences of opinion can have a negative impact on productivity, morale, and organizational culture if not handled properly. Therefore, an effective human resource management (HR) strategy is needed to overcome these conflicts. The OGSM (*Objectives, Goals, Strategies, and Measures*) method is a very useful tool in designing and implementing this strategy.

1. Objective

The main goal of this strategy is to create a harmonious work environment at Bank Sumut by effectively managing and overcoming conflicts due to differences of opinion between employees.

2. Goals

Short-Term Goals: Reduce the number of open conflicts among employees by 50% within 6 months. Medium-Term Goal: Increase employee satisfaction with conflict management by 30% within 1 year. Long-Term Goal: Build an organizational culture that values diversity of opinion and manages conflict constructively.

3. Strategies

Conflict Management Skills Training and Development: Conduct regular training for employees and managers on effective conflict management and communication skills. This training should include mediation, negotiation, and problem-solving techniques. Improve Internal Communication: Implement a transparent and open communication system. Using internal platforms such as intranets or communication applications to facilitate discussion and sharing of relevant information. Implementing a formal mediation process: Forming an internal mediation team consisting of trained employees which can act as a mediator in a conflict. This team should be empowered to listen, analyze, and facilitate the resolution of conflicts in a neutral manner. Developing Conflict Policies and Procedures: Formulating and socializing clear policies and procedures regarding conflict management. This policy should include steps to report, assess, and resolve conflicts. Promotes a Culture of Openness and Reward: Build an organizational culture that values differences of opinion and encourages openness. Reward employees who are able to manage conflicts well and show leadership in difficult situations.

4. Measures

Key Performance Indicators: The number of conflict incidents reported and resolved each month. The level of employee satisfaction with the conflict management process, measured through internal surveys. The number of employees who have taken part in conflict management training. The frequency of meetings and the effectiveness of the internal mediation team. Employee Satisfaction Surveys: Conduct periodic surveys to measure employee satisfaction with the work environment and conflict management. Training Evaluation Report: Compile an evaluation report after each training session to measure the improvement of employees' skills and knowledge in conflict management.

Review and Feedback: Conduct regular reviews of conflict policies and procedures and solicit feedback from employees for continuous improvement.

Overcoming conflicts due to differences of opinion between employees requires a structured and strategic approach. The OGSM method assists Bank Sumut in designing a comprehensive and effective HR management strategy. By setting clear goals, measurable goals, the right strategies, and specific performance measures, Bank Sumut can create a harmonious and productive work environment, as well as increase employee satisfaction and engagement.

Bank Sumut experiences internal conflicts among employees based on data or findings on the ground that the lack of effective communication between management and employees can lead to misunderstandings, information that is not conveyed, and reduced employee involvement. This triggered tensions that hindered team cooperation and productivity. Employees often face conflicts with customers, and a lack of skills or support to manage these situations can negatively impact customer service and the bank's reputation. The impact of the conflict that occurred was a decrease in productivity where conflicts between teams caused disruptions to efficient workflows, resulting in the introduction of new products. Employees become more focused on arguments than on their work, resulting in a decrease in output. Then the impact of the conflict causes employee morale to decrease. This happens because the ongoing tension and strife cause stress and decreased morale among employees. They feel undervalued and not heard, which results in an overall moral decline. Cooperation between teams that lack cooperation is also an inhibiting factor and worsens communication and collaboration between employees. By implementing this OGSM method, Bank Sumut can effectively manage and overcome conflicts arising from differences of opinion between employees, thereby creating a more harmonious and productive work environment.

Tabel 1. Matrix OGSM

Conflict	Case	O (Objective)	G (Goals)	S (Strategies)	M (Measures)	Result
Employees have different opinions in meetings or discussions	Employees have different opinions in meetings or discussions	Improve the harmony and productivity of the work environment	Reduce the incidence of conflict due to differences of opinion by 50% in 12 months	Implement conflict management training for all employees	Number of trainings held	Recorded reduction in conflict incidents
	Decreased work enthusiasm and productivity		Increase employee job satisfaction by 20% in 12 months	Develop clear policies and procedures to resolve conflicts	Number of employees who attended training	Increased employee satisfaction scores in internal surveys
			Increase employee participation in conflict management program by 70% in 12 months	Conduct regular mediation and open discussion sessions	Frequency of mediation sessions and open discussions	Increasing employee participation in mediation programs
				Implementin	The amount	Increase the

Conflict	Case	O (Objective)	G (Goals)	S (Strategies)	M (Measures)	Result
				g a reward system for employees who are active in resolving conflicts in a constructive manner	of reward given	number of employees receiving rewards
				Using technology to monitor and analyze conflict patterns and provide real-time feedback	Increased use of monitoring technology tools	More accurate and relevant conflict pattern analysis data

Source: Primary Data processed, 2024

From the table 1, we can see that Objectives (O) are the main goals to be achieved, in this case it is to increase harmony and productivity in the work environment of Bank Sumut. Then Goals (G) which are specific targets to be achieved, such as reducing conflict incidents, increasing job satisfaction, and increasing employee participation in conflict management programs. Strategies (S) also have steps or plans that will be implemented to achieve goals and targets.

This includes conflict management training, clear policies and procedures, mediation sessions, reward systems, and the use of technology. Measures (M) provides methods or indicators used to measure the success of the strategies that have been implemented, such as the number of trainings held, the number of employees who participate in training, the frequency of mediation sessions, and the use of monitoring technology tools. And get the expected results from the implementation of the strategy, such as a decrease in incidents conflicts, increased employee satisfaction scores, increased participation in mediation programs, and more accurate conflict pattern analysis data. By using the OGSM method, Bank Sumut can effectively manage and overcome conflicts arising from differences of opinion between employees, thereby creating a more harmonious and productive work environment. Conflict in the work environment is an inevitable phenomenon, especially in large organizations such as Bank Sumut, where differences of opinion often arise. Conflicts that are not managed properly can negatively impact productivity, employee morale, and the overall work environment. By using the OGSM method, Bank Sumut can effectively manage and overcome conflicts arising from differences of opinion between employees, thereby creating a more harmonious and productive work environment. Conflict in the work environment is an inevitable phenomenon, especially in large organizations such as Bank Sumut, where differences of opinion often arise. Conflicts that are not managed properly can negatively impact productivity, employee morale, and the overall work environment. By integrating Islamic values in HR management strategies through the OGSM method, Bank Sumut can create a more harmonious and productive work environment, as well as reduce conflicts

caused by differences of opinion between employees. In the Qur'an, it is also explained, namely in the Qur'an Surah Ali-'Imran: 159 which means the following (Tarigan, 2017).

Meaning: *"So by the grace of Allah you are gentle with them. If you are harsh and rude-hearted, of course they will distance themselves from your surroundings. Therefore, forgive them, ask for forgiveness for them, and counsel them in the matter. Then when you have made up your mind, then put your trust in Allah. (QS. (Ali-Imran: 159).*

The Qur'an teaches about ethics in resolving a matter in deliberation, namely prioritizing gentle and polite ways, not speaking and acting rudely, let alone hurting the feelings of the person who deliberates. Because if the violent and rude attitude shown will cause antipathy from others. Even though the results of the deliberations to resolve the dispute have been achieved, one must still rely on oneself by trusting in Allah SWT so that the decisions that have been taken together do not violate His provisions and are facilitated by Allah SWT in implementing the results of the deliberation. In the verse, it is explained that three traits and attitudes are sequentially mentioned and ordered to be carried out before deliberation. The mention of these three things, although in terms of the context of the descent of the verse, has its own meaning related to the Battle of Uhud, but in terms of the implementation and essence of deliberation, it adorns the Messenger of Allah and everyone who conducts deliberation. After that, it was mentioned again that one stance must be taken after the results of deliberation and determination. Therefore, an effective Human Resources (HR) management strategy is needed to overcome this conflict. One of the approaches that can be applied is the OGSM (*Objectives, Goals, Strategies, Measures*) method. This method provides a structured framework for identifying goals, setting goals, formulating strategies, and measuring success in managing conflicts. By implementing OGSM in Bank North Sumatra, it has a significant positive effect, namely:

- 1) Conflict Incident Reduction: by applying the OGSM method, making a decrease in conflict incidents demonstrates the effectiveness of the conflict management training applied. Employees become more skilled at managing dissent constructively. Having clear policies and procedures in place to resolve conflicts helps reduce uncertainty and provides a structured path for employees to express their disagreements without creating conflict.
- 2) Increased Job Satisfaction: Increased job satisfaction reflects a more harmonious and productive work environment. Employees feel more comfortable and motivated in carrying out their duties. Mediation and open discussion programs provide a platform for employees to talk and resolve issues directly, which contributes to higher job satisfaction.
- 3) Employee Participation: High employee participation indicates a positive acceptance of the programs implemented. Employees feel that training and mediation provide added value for them. The high level of participation also shows that employees have trust in management in handling conflicts fairly and effectively.
- 4) Use of Technology: The increased use of technology for monitoring and analysis of conflict patterns provides accurate and real-time data to management. This allows for proactive action to prevent conflict escalation. Technology also helps in providing prompt and relevant feedback to employees, increasing transparency and accountability in conflict

resolution.

- 5) Reward System: The reward system successfully encourages positive behavior in conflict resolution. Employees feel recognized and valued for their contributions in creating a harmonious working environment. Rewards also motivate other employees to actively participate in conflict management programs, creating a more collaborative and supportive work culture.

By using the OGSM method, Bank Sumut can take a systematic approach in overcoming conflicts due to differences of opinion between employees. This allows for the identification of the root causes of the conflict, the development of effective strategies, and ongoing evaluation to ensure that the main objectives are achieved. Additionally, this approach also helps to build a company culture that is more open and responsive to differences, which can ultimately improve employee satisfaction and productivity.

CONCLUSION

The implementation of the OGSM method in Bank Sumut's HR management strategy has shown significant results in overcoming conflicts due to differences of opinion between employees. With a decrease in conflict incidents, increased job satisfaction, high participation in training and mediation programs, more effective use of technology, and a motivating reward system, Bank Sumut has succeeded in creating a more harmonious and productive work environment. This proves that the OGSM method is an effective tool for conflict management and can be widely applied in various organizational contexts. Overcoming conflicts due to differences of opinion between employees requires a structured and strategic approach. The OGSM method assists Bank Sumut in designing a comprehensive and effective HR management strategy. By setting clear goals, measurable goals, the right strategies, and specific performance measures, Bank Sumut can create a harmonious and productive work environment, as well as increase employee satisfaction and engagement. The use of the OGSM method in HR management strategies at Bank Sumut shows that setting clear goals, specific goals, appropriate strategies, and regular measurements can significantly reduce conflicts between employees. This approach helps management in directing their efforts more effectively and achieving the desired results. Thus, the OGSM method provides a comprehensive and structured framework for overcoming conflicts due to disagreements between employees at Bank Sumut, allowing management to achieve a more harmonious and productive work environment.

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