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by Perpustakaan Referensi

Submission date: 01-Jan-2025 08:43AM (UTC+0700)

Submission ID: 2559123102

File name: MANUSCRIPT.pdf (166.26K)

Word count: 5811

Character count: 33246

Relevance of the Resourceful Human Management Concept in Employee Management at PT Bank Central Asia, Tbk

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Abstract

Employee management with the concept of resourceful humans is a new paradigm that holds immense potential. It focuses on developing potential, knowledge, and capabilities to significantly increase employee productivity and organizational contribution. This concept is yet to be fully implemented at PT Bank Central Asia. This research aims to uncover the most suitable concept of resourceful humans for application at PT Bank Central Asia, one that can bring about substantial improvements. The research employs a qualitative descriptive method with data collection through interviews and a systematic and comprehensive data analysis model. Effective employee management is crucial for ensuring employees have the ability and knowledge, providing opportunities for development and innovation, and fostering good relationships between employees and the company to create a conducive work environment that can motivate employees. Resourceful human management emerges as a promising concept for PT Bank Central Asia.

Keywords: Resourceful Human Management; Human Resource Management; Employee Performance; Employee Management.

1. Introduction

Business development has experienced extraordinary changes over time. Over the years, businesses have experienced significant changes in technology, strategy, and market prospects. Technology has become the main driver of business growth in the digital era. In recent years, there has been a significant shift towards e-commerce, which has made it possible for businesses to access global markets efficiently. Besides that, sustainable businesses are also receiving increasing attention in line with company efforts to reduce environmental impacts (Lorca et al., 2019). According to Vlačić et al. (2021), the digital era opens new marketing and business communications opportunities. The digital era has brought significant changes to the work environment, including increasing work demands, intense competition, and intensive use of technology. Increasing work demands are caused by job complexity, intense competition, and technological advances. This can cause employees to feel pressured and stressed. Work stress can harm employee productivity and well-being by decreasing work motivation, increasing work errors, and increasing the risk of physical and mental illness. Intense competition also causes companies to work harder to retain customers and increase profits. This can cause employees to feel stressed and insecure. Decreased employee loyalty can harm employee productivity and welfare, such as increasing employee turnover, decreasing job satisfaction, and decreasing company performance. Intensive use of technology can cause employees to feel isolated and disconnected from their colleagues. This can lead to decreased employee productivity and well-being, such as

increased feelings of loneliness, decreased work motivation, and increased physical and mental illness risk. In the digital era, Bank Central Asia is opening up opportunities to reach more customers with its digital services due to increasing business competition. Bank Central Asia expanded its market reach and increased its market share. This requires Bank Central Asia employees to learn new skills and quickly adapt to changes in technology and business strategy. The competition puts pressure on employees to achieve targets and retain customers. Every company generally wants and requires all employees to perform at their best consistently. Effective employee management is needed and increasingly important in the digital era. Motivated and productive employees will better adapt to change and significantly contribute to the company. The resourceful human concept is not only related to management but also develops individual potential, creates an inclusive work culture and guarantees employee welfare (Hartanto, 2009). In this context, the resourceful human concept is no longer just about human resource management but about appreciating the central role of humans in creating innovation, growth, and business success. This means creating a work environment that supports individual development, respects diversity and utilizes technology to increase efficiency. That way, entrepreneurs and employees can continue to work together to face the challenges and opportunities in a business that continues to develop from year to year. So, understanding the resourceful human concept is important at the individual level and in the companies or other business worlds. Companies that can appreciate and optimize the potential of their employees tend to be more innovative,

productive, and sustainable. On the other hand, a society that supports individual development can achieve more significant social and economic progress (Hartanto, 2009). This research will explore the relevance of the resourceful human concept to increasing productivity and well-being in the work environment. This research will try to answer key questions such as how this concept is applied in human resource management, whether there is a correlation between the application of this concept and productivity, and how this concept can affect individual well-being at work. Employee management, human resources (HR), and resourceful human management are important topics in organizational management. This research aims to understand the differences between these two concepts and their application at PT Bank Central Asia, Tbk. Through this research, it is hoped that fundamental differences between HR management and resourceful human management can be identified. Furthermore, this research will evaluate the effectiveness of implementing HR management at PT Bank Central Asia, Tbk. Researchers will also examine whether the resourceful human concept can be applied to this bank. The findings of this research will be the basis for recommending a more appropriate concept to be used by PT Bank Central Asia, Tbk., in employee management.

2. Literature Review

2.1. Human Resource Management

Human resource management is the process of planning, organizing, directing, and controlling activities related to human resources in an organization or company. This activity aims to optimize employee potential and contribution to achieving organizational, individual, and societal goals (Yuliani, 2023).

Effective and efficient human resource management has a positive impact on various parties. Individuals gain opportunities for self-development, job satisfaction, and increased welfare. Organizations reap benefits through increased productivity, competitive advantage, and financial performance. Meanwhile, society feels the benefits of creating jobs, increased welfare, and realizing a more just and prosperous social order. Human resource management can be applied to various sectors, from industry and services to government, and is adapted to the scale of organizations, large or small (Handoko, 2023). According to Yuliani (2023), the main functions of human resource management are:

a. Planning for Human Resource Needs.

This function involves two key activities. First, plan and forecast the organization's workforce demand in the short and long term. Second, an analysis of positions in the organization is needed to determine the

tasks, goals, skills, knowledge, and abilities needed. These two functions are important in carrying out effective human resource management.

b. Staffing according to organizational needs.

Once human resource needs are identified, the next step is to fill the available positions. This involves two important activities: recruitment and selecting candidates or most qualified applicants. Recruitment and selection can be carried out by considering external or internal candidates.

c. Performance assessment.

Performance appraisals are carried out after an employee is appointed. Organizations set performance standards and reward these achievements but must also analyze negative performance. Performance appraisal activities include assessing, analyzing, and motivating employee behavior.

d. Improving employee quality and the work environment.

Human resource management currently focuses on three strategic activities: First, plan, design, and implement personnel training and development programs to improve employee capabilities and performance. Second, the quality of the work environment should be improved, including programs to improve the quality of work life and productivity. Third, physical working conditions should be improved to improve employee health and safety.

f. Realizing Effective Industrial Relations.

After the workforce is filled, the organization must also employ them, pay them, and create conditions that make them enthusiastic and comfortable working. This function includes recognizing and respecting employee rights, establishing procedures for resolving complaints, and researching human resource management (HRM) activities. The issues that arise in these three activities are critical, and their proper handling is important for maintaining effective work relationships.

2.2. Resourceful Human Management

The concept of resourceful human refers to the view that employees are not only productive resources but also have the potential to develop skills, knowledge, and capabilities that can increase their productivity and contribution to the organization or company. Previously, human resources were classified as one of the five important elements, namely employees, machines, money, raw materials, and methods, usually called the 5M. Thus, employees (men) are now recognized as an inseparable component of the 5M category. The ideal concept of a resourceful human reflects traits such as having (*amongst handarbeni*), maintaining and developing (*melu hangrungkebi*), and routine introspection (*mulat sriro hangers wani*), which reflect important

values in industrial relations in Indonesia (Hartanto, 2009). This concept shows that to achieve success in a business or company system, all parties involved, namely employees and entrepreneurs, must have a mutual sense of responsibility.

a. *Rumongso Handarbeni* (Sense of Belonging):

This emphasizes the importance of all parties owning the company or system they work for. This applies not only to management or shareholders but also to employees. A sense of ownership can increase employee motivation and involvement in achieving company goals.

b. *Melu Hangrungkebi* (Guarding and Building):

This concept highlights the shared responsibility to maintain and develop the company or system. This includes maintaining and developing a healthy work environment, employee growth opportunities, and attention to various aspects of sustainability.

c. *Mulat Sriro Hangroso Wani* (Introspection Routine):

Introspection is a process of self-reflection routinely carried out by all parties involved. This refers to the ability to critically assess and correct policies, practices, and behaviors that may be ineffective or inappropriate. Regular introspection helps a company or system develop and adapt to environmental changes.

This concept shows the importance of cooperation between employees and employers in creating a balanced and sustainable work environment. All parties have a role in achieving success in a business system or company, and responsibility lies with management, shareholders, and the entire work community. By implementing this *tridharma*, industrial relations in Indonesia are hoped to become more harmonious and productive (Hartanto, 2009).

This shift in assumptions also creates a stronger foundation for employee career-building and social mobility. With more attention paid to skills development and education, employees have more significant opportunities to advance their careers. This will create an environment where advancement and promotion are based on merit and potential rather than discriminatory factors. In addition, this shift also supports the creation of a more inclusive organizational culture where every voice is valued and employees feel safe reporting problems or innovative ideas (Hartanto, 2009).

Companies and employees can better balance business and individual needs by changing these assumptions. A humane work environment benefits all parties by resulting in higher productivity, improved employee quality of life, and more meaningful contributions to society. Thus, as shown in Table 2.1, shifting basic assumptions about employees is an important step toward a more just, sustainable, and humane workplace future (Hartanto, 2009).

Table 1. Shift in fundamental assumptions about employees in developing a more humane workplace

Employees as Human Resources	Employees as Resourceful Humans
The factor of production is equivalent to machines, materials, money, and methods.	Production actors can manage machines, materials, money, and methods.
Resources or company assets that management can use to create value.	Company members with potential that can be deployed to create value within the company environment.
Completeness of the human-machine system.	Actors who regulate and control machines and production equipment.
Ready-to-use production factors managed to produce planned performance.	Individuals who can commit to delivering the best performance.
Used in production activities according to the principle "The right man in the right place."	Given the opportunity to participate in production activities with the spirit of "The man that can make the place develop and grow."
Hired for having competencies suitable for job demands.	Hired for character, capabilities, and self-development ability.
Work needs to be regulated.	Given the opportunity to regulate their work.
Work needs to be supervised.	Trusted to work accountably.
It starts working only after receiving orders.	Given the opportunity to take the initiative and participate widely and proactively.

Source: Hartanto (2009)

3. Methods

In an ever-changing business era, human resource management is becoming increasingly important for achieving organizational success in Indonesia. Therefore, descriptive qualitative research using a phenomenological approach is an important way to understand the relevance of human resources in the context of employee management in this country. The descriptive qualitative research method with a phenomenological approach is an approach that aims to understand the meaning and individual interpretation of a phenomenon. According to Merriam (2014) who explains that the descriptive qualitative method focuses on "a detailed and detailed explanation of a phenomenon or context with the aim of understanding in depth what is happening in the situation."

In this research, a phenomenological approach will allow researchers to explore a deeper understanding of how individuals in organizations experience and react to

the concept of human resource management. According to Murdiyanto (2020), phenomenological research tries to explain or reveal the meaning of concepts or experiential phenomena based on awareness in several individuals.

This research will use data collection techniques in the form of a questionnaire, where respondents will be asked to answer several questions related to the concept of human resource management and resourceful human management in employee management. This questionnaire will explore individual understanding, views, and experiences regarding this concept. In the context of research regarding the relevance of human resource management concepts in the management of PT Bank Central Asia, Tbk, descriptive qualitative methods will help describe and explain individual understanding regarding the concept and provide an in-depth description of his experience in the work.

This research will focus on comparing two key management concepts in the Indonesian business context: employee or human resource management and resourceful human management. The research subject involved PT Bank Central Asia, Tbk, focusing on the human resources department, employee management, and business practitioners involved in human resources management. The research object also includes evaluating human resource management practices at PT Bank Central Asia, Tbk, emphasizing the extent to which the concept of resourceful human management can be integrated.

The data collection technique was an interview. The interview data collection technique is commonly used in qualitative research to collect information from respondents through direct dialogue. An interview is a communication process between a researcher (interviewer) and an informant research subject to better understand a particular topic. Sugiyono (2018) states three types of interviews: structured, semi-structured, and unstructured. This research used semi-structured interviews. Semi-structured interviews are one of the methods commonly used in qualitative research to collect data through interviews. This technique combines elements of structured and unstructured interviews, thus providing flexibility in exploring information from informants. In semi-structured interviews, researchers can ask additional or adjust questions based on the informant's answers. This allows the researcher to dig deeper into details or problems that arise during the interview. Benefits of using semi-structured interviews include the ability to gain a deeper understanding of informants' perspectives and experiences, the ability to respond flexibly to additional questions, and the ability to dig deeper as it arises naturally during the interview.

Furthermore, the proposed data analysis model includes three steps: data reduction, data presentation, and

conclusion drawing. Using this technique, researchers can summarize relevant information, compare the concepts studied, and draw firm conclusions. To ensure the validity of the data, researchers applied data source triangulation techniques, which combine various data collection techniques and data sources. This approach aims to ensure data reliability and evaluate information from multiple perspectives. This research aims to provide a deeper understanding of human resource management concepts and resourceful human management and evaluate existing practices at PT Bank Central Asia, Tbk. Thus, this research is hoped to contribute to developing human resource management in Indonesia.

4. Result

The analysis was carried out to determine the significant differences between the concepts of employee management, human resource management, and resourceful human management because now is the digital era with technological advances where employee management is still focused on control, efficiency, and utilization of employee skills, resulting in a lack of flexibility and adaptation to changes in the digital era. Based on interviews with research informants, significant differences were found between human resource management and resourceful human management concepts. The analysis of the differences between the concepts of human resource management and resourceful human management shows three significantly different categories: views towards employees, the focus of employee management, and objectives of employee management. In the category of views on employees, human resource management views employees as resources that need to be managed and optimized to achieve company goals. In contrast, resourceful human management views employees as the main asset that has potential. Moreover, the ability to develop and its role is crucial in achieving the Company's targets and objectives. The focus of employee management in human resource management is placing employees according to their expertise and providing education and knowledge to employees. The informant said, "In companies, there is a hierarchy and an organizational structure from management, executors, and down to the bottom. Each requires a different skill. So, if we do not take a skillful approach to recruitment, what will happen is that we will not be able to achieve the principle of "the right man in the right place." Resourceful human management focuses on ensuring employees have the skills and knowledge needed to complete their tasks, building good relationships between employees and management, creating a conducive work environment, and motivating employees. The employee management objectives in human resource management are to increase

efficiency, effectiveness, and acceleration, achieve the organization's vision, mission, and goals, and keep the company system running optimally. Employee management in resourceful human management aims to increase company productivity and efficiency, achieve company targets and goals, improve the quality of company products and services, and increase employee satisfaction and loyalty.

Based on the results of interviews with informants who work at PT Bank Central Asia, Tbk, the concept of human resource management is working well. PT Bank Central Asia's human resource management is good, which can be seen from the view of employees as the main asset and not just a production factor. As stated by the informant, "Humans are the main asset that plays an important role in achieving targets and goals." Focusing on developing human resources at PT Bank Central Asia, Tbk through skill-based recruitment, training, and a culture of learning, informants at PT Bank Central Asia, Tbk said, "a machine without a human running it cannot possibly run" and "for to get quality human resources, employees must be educated and given the knowledge to carry out company activities following the company's wishes." Effective management of human resources at PT Bank Central Asia, Tbk, with a clear organizational structure, standardized work rules, and proportional supervision, an informant at PT Bank Central Asia, Tbk, said, "The organizational structure and hierarchy in the company require different skills—different at each level," and "rules are made so that the system runs well and optimally. Supervision is part of monitoring." Creating a conducive work environment by emphasizing communication, an open work culture, and space for employee initiative was shown by the informant: "The success of the company is very dependent on the communication skills and managerial abilities of human resources. It is important to create an open and collaborative work culture. Employees with proactive initiative in completing tasks."

The resourceful human management concept can and has been partially implemented at PT Bank Central Asia, Tbk. Employees are allowed to actively participate in decision-making and development, as the informant said that the programs in the company are made from employee ideas. PT Bank Central Asia, Tbk allows employees to actively participate in production activities to develop and improve the work environment. If employees do not actively participate, the company will not develop. The informant said, "We believe that without active involvement and participation from employees, the company will not grow. So, in other words, to what extent?" "Yes, to what extent do you believe that the growth of our company can come from the activeness of all our people?" PT Bank Central Asia, Tbk, also still applies the concept of human resource

management by implementing the principle of "the right man in the right place" in managing employees based on skills and expertise.

A better concept to use at PT Bank Central Asia, Tbk, is resourceful human management. Based on the results of interviews with informants, they prefer to use the resourceful human management concept, as said by the informant, "Because when we employ people who have lots of thoughts, lots of ideas, Automatically, it will be easier for humans to develop. More to be invited to move forward. It is easier to get away with, in other words." PT Bank Central Asia, Tbk, encourages innovation and employee creativity and believes in developing employee potential and ideas to improve the system, as the informant also said. "Therefore, it is proven that many programs are implemented. In our company, everything comes from potential or employees' ideas, not technological creations or current trends. AI (artificial intelligence): Everything comes from our employees' thoughts." PT Bank Central Asia, Tbk, emphasizes developing employee character and confidence to encourage active participation, as explained by the informant. "Back to the previous question. The company will not work if it only relies on one or two people. Even though our director or CEO may only be a genius, development will be slow if it is not supported and does not listen to the aspirations or initiatives of employees from below. Why is that? Returning to the previous answer, effectiveness, efficiency, acceleration through recruitment, and human development are the right company culture." The management concept of resourceful humans is relevant to employee management at PT Bank Central Asia, Tbk. The application of resourceful human management can help Bank Central Asia, Tbk, achieve targets and goals more effectively and efficiently.

5. Discussion

This research looks at the relevance of the resourceful human management concept in employee management at PT Bank Central Asia, Tbk, and how applying the human resource management concept works well in employee management at PT Bank Central Asia, Tbk. Based on the analysis of the concepts of resourceful human management and human resource management, significant differences can be categorized into three categories: views of employees, focus of employee management, and goals of employee management. According to Yuliani (2023), human resources are important to achieving company goals. Based on the results of the analysis, the view toward employees in human resource management is appropriate, as employees are seen as important assets that need to be managed well and optimized to achieve company goals.

According to Hartanto (2009), the view is that employees are not only productive resources but also have the potential to develop skills, knowledge, and capabilities that can increase their productivity and contribution to the organization. The analysis results show that resourceful human management also views employees as the main asset, as they have the potential to innovate and have exemplary commitment. The success of the company depends on the contribution of the employees themselves. The focus of employee management in the human resource management concept, according to Yuliani (2023), is placing employees according to their expertise, providing training and education, and having strict control over employee performance. According to the research results, the focus of employee management in the human resource management concept also places employees according to their expertise, providing education and knowledge, and having strict control over employee performance. According to Hartanto (2009), the focus of employee management in resourceful human management is developing employee potential, building good relationships between employees and management, and creating a conducive work environment as the results of the analysis showed that the focus of employee management in resourceful human management also focuses on providing opportunities for employees to develop, ensuring employees have the skills and knowledge needed to complete their tasks, open communication, to create a conducive work atmosphere or environment and build good relationships between employees and management. The aim of employee management in the human resource management concept, according to Yuliani (2023), is to increase efficiency and effectiveness and to implement and maintain all human resource policies and procedures that help the company achieve its goals, and in the results of the analysis of employee management objectives in the resource management concept humans are also to increase efficiency, effectiveness, and acceleration, achieve the vision, mission, and goals of the organization, as well as keep the company system running optimally. According to Hartanto (2009), the goal of employee management in the resourceful human management concept is to maximize employee potential, increase employee productivity and happiness, and increase work ethic, team spirit, and innovative learning spirit. The analysis of employee management objectives in the resourceful human management concept also matches the objectives of increasing employee satisfaction and loyalty, achieving company targets and goals, and increasing company productivity and efficiency.

PT Bank Central Asia, Tbk, has implemented the concept of human resource management well, as stated by informants, who state that people are the main asset, not just a production factor. This shows that PT Bank

Central Asia, Tbk, respects and considers employees the key to organizational success. PT Bank Central Asia, Tbk, focuses on employee development and recruiting skill-based employees. This shows that PT Bank Central Asia, Tbk, is committed to improving employee quality and ensuring employees have the skills to achieve company goals. PT Bank Central Asia, Tbk, has a clear organizational structure, standardized work rules, and proportional supervision. With this, PT Bank Central Asia, Tbk, has an effective system for managing employees. A conducive work environment at PT Bank Central Asia, Tbk, is created by emphasizing communication, an open work culture, and space for employee initiative. This shows that PT Bank Central Asia, Tbk, is trying to create a positive and supportive work environment for employees. According to Yuliani (2023), the concept of effective human resource management can achieve various benefits, such as increasing productivity, achieving company targets, and competitive advantage, as well as having carried out good employee planning, staffing (based on ability or expertise), employee development, and creating and maintaining effective working relationships. PT Bank Central Asia, Tbk, has implemented the concept of good human resource management.

Based on PT Bank Central Asia's analysis results, Tbk also applies the resourceful human management concept in employee management. PT Bank Central Asia, Tbk provides opportunities for employees to participate actively in decision-making and developing company programs. This is in line with the management concept of resourceful humans. According to Hartanto (2009), employees are not only productive resources but also have the potential to develop skills, knowledge, and capabilities that can increase their productivity and contribution to the organization. Employees also feel like they own the company or the system implemented in the company, not only for management or share owners but also for employees. A sense of ownership can increase motivation and involvement in achieving company goals. PT Bank Central Asia, Tbk, uses an objective and transparent performance appraisal system to assess employee performance. This aligns with the concept of resourceful human management, which emphasizes the importance of fair and transparent performance appraisals to motivate employees and improve employee performance (Hartanto, 2009). PT Bank Central Asia, Tbk, currently uses a combination of two concepts, resourceful human management and human resource management in employee management, so the resourceful human management concept can be applied at PT Bank Central Asia, Tbk.

Employee management is critical at PT Bank Central Asia, Tbk, and the resourceful human management concept is more suitable to be applied at PT Bank

Central Asia, Tbk, because the work culture of PT Bank Central Asia, Tbk emphasizes employee development and empowerment. The success of internal programs comes from the ideas and potential of employees. The informant said, "Because I think resourceful human management means that employees can further develop their inner potential and provide their innovations so that employees will consider that they are part of the company where they work." This statement shows the concept of resourceful human management. Suitable for implementation at PT Bank Central Asia, Tbk, to increase employee motivation and involvement and provide opportunities for employees to innovate and be creative. PT Bank Central Asia, Tbk, still applies the "right man in the right place" system to managing employees based on skills and expertise. This can lead to discrimination against employees who do not have skills and expertise and create a challenging and competitive work culture. According to Hartanto (2009), the "right man in the right place" system can limit the opportunities of employees who do not have specific skills and expertise. A challenging and competitive work culture can negatively impact employees' mental and physical health and reduce productivity. By implementing resourceful human management, PT Bank Central Asia, Tbk, can become a more adaptive and innovative company in this digital era.

6. Conclusions

Research conducted in a thesis at PT Bank Central Asia, Tbk, shows that the company has adopted the concepts of human resource management (HRM) and resourceful human management (RHM) and applied them to the practice of company activities. The company implements the HRM human resource management concept well, one of which is Based on the analysis described in the previous section regarding the discussion of the concepts of human resource management (HRM) and resourceful human management (RHM), it can be concluded that both management concepts show the existence of quite different views of employees, management focus, and work goals. The concept of human resource management (HRM) believes that companies see employees as assets that need to be optimized. This differs from the resourceful human management concept (RHM), which assesses employees as individuals with great potential. The different views of employees from these two management concepts also make the focus of the two different. In contrast, the human resource management (HRM) concept focuses more on placement and control to achieve targets and efficiency. Meanwhile, the resourceful human (RHM) management concept focuses more on development

and empowerment, intended to increase productivity, innovation, and employee loyalty.

Research carried out in the thesis focused on several activity practices, such as skilled recruitment and an apparent organizational structure. Meanwhile, applying the resourceful human (RHM) management concept can be seen through indications of employee opportunities to participate in program development activities and emphasis on the company's work culture. At PT Bank Central Asia, Tbk, the resourceful human management concept can be applied because employees are involved in decision-making and development and are encouraged to participate actively in production activities with a spirit of development and improving the work environment. Based on the research results, it was concluded that between the two management concepts, the resourceful human (RHM) management concept is more appropriate and suitable to be applied at PT Bank Central Asia, Tbk, because it is more in line with the company culture, which prioritizes employee development and innovation, so that through gradual changes in management concepts and more focus on resourceful human (RHM) management, this company can be more adaptive and responsive in the digital era.

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