

THE EFFECT OF PERFORMANCE APPRAISAL & FUTURE GROWTH, TRAINING & DEVELOPMENT, AND MANAGEMENT SUPPORT TO EMPLOYEES ON EMPLOYEE RETENTION

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *performance appraisal & future growth*, *training & development*, dan *Management Support To Employees* terhadap *employee retention* pada PT PLN UP3 Madiun. Seperti halnya banyak perusahaan di sektor publik maupun swasta, PT PLN UP3 Madiun juga menghadapi tantangan dalam mempertahankan karyawan, pekerja yang memiliki karakteristik dan ekspektasi kerja yang berbeda dari generasi sebelumnya. Pergantian karyawan yang cukup tinggi dalam beberapa tahun terakhir, terutama pada tenaga kerja non organik dan kontrak, menjadi indikasi bahwa terdapat masalah dalam aspek retensi karyawan. Penelitian ini menggunakan pendekatan kuantitatif dengan data skunder yang diperoleh melalui laporan keuangan. Teknik analisis yang digunakan adalah regresi linier berganda dengan bantuan aplikasi SPSS versi 21. Hasil penelitian menunjukkan *performance appraisal & future growth* tidak berpengaruh signifikan terhadap *employee retention* pada PT PLN UP3 Madiun. *Training & development* tidak berpengaruh signifikan terhadap *employee retention* pada PT PLN UP3 Madiun. *Management Support To Employees* berpengaruh positif dan signifikan terhadap *employee retention* pada PT PLN UP3 Madiun.

Kata Kunci: *Performance Appraisal & Future Growth, Training & Development, Management Support To Employees, Employee Retention.*

Abstract

This study aims to analyze the effect of performance appraisal & future growth, training & development, and management support to employees on employee retention at PT PLN UP3 Madiun. Like many companies in both the public and private sectors, PT PLN UP3 Madiun also faces challenges in retaining employees, particularly workers who have different characteristics and job expectations compared to previous generations. The relatively high employee turnover in recent years, especially among non-permanent and contract workers, indicates issues in employee retention. This study uses a quantitative approach with secondary data obtained from financial reports. The analysis technique employed is multiple linear regression with the assistance of SPSS version 21. The results indicate that performance appraisal & future growth do not have a significant effect on employee retention at PT PLN UP3 Madiun. Training & development also do not significantly affect employee retention at PT

PLN UP3 Madiun. However, management support to employees has a positive and significant effect on employee retention at PT PLN UP3 Madiun.

Keywords: *Performance Appraisal & Future Growth, Training & Development, Management Support To Employees, Employee Retention.*

A. INTRODUCTION

Human beings are the most valuable resource, and behavioral science provides numerous techniques and programs that can guide the more effective utilization of human resources (Fadly, 2024). Human resources play a crucial role in interaction with capital, materials, methods, and machinery. The existing complexity can determine the quality of human resources. Therefore, it is necessary to always be careful and consider every aspect. This aims to achieve increasingly improved human resource performance.. Good human resources are essential for companies to fulfill their vision and goals (Ningsih et al., 2024). Human resources are the organization's most valuable asset because they serve as operators, managers, producers, and designers of all organizational systems. They are the main driving force behind organizational operations (Tambunan & Pandiangan, 2024).

Perusahaan Listrik Negara (PT PLN Persero) is a state-owned company engaged in the service sector. PT PLN (Persero) was established with the purpose of serving customers in the field of electricity, particularly in the distribution of electric power from substations to customers according to their needs (households, social sectors, and industries). PT PLN UP3 Madiun, as one of the customer service implementation units in the electricity sector, carries a significant responsibility to provide reliable and high-quality electricity services in the Madiun area and its surroundings. The company's success in achieving operational and service targets cannot be separated from the contributions of its employees.. Like many companies in the creative service sector, PT PLN UP3 Madiun Madiun also faces challenges in retaining employees, particularly workers from the new generation who have different work expectations compared to previous generations. The main pillar and driving force of a company is its human resources. Therefore, the presence of human resources or employees is an essential element that

must be optimally managed to realize the company's vision and mission. Human resources exist to manage and develop personnel competencies to help the company achieve its goals. Thus, the company must clearly understand which employees have potential and how the company can retain these employees.

Table 1. Employee Retention Data at PT PLN UP3 Madiun

Tahun	Jumlah Karyawan	Karyawan Masuk	Karyawan Keluar	Turnover (%)	Retensi (%)
2020	118	2	4	7%	93%
2021	116	4	8	9%	91%
2022	114	6	11	11%	89%
2023	117	8	13	12%	88%
2024	116	10	15	13%	87%

Sumber : PT PLN UP3 Madiun, 2025

The data shows fluctuations in the number of employees from 2020 to 2024. In 2020, the number of employees was at its lowest point, with 95 employees, then experienced a significant increase, reaching its peak in 2022 with 134 employees. After that, the number of employees decreased again in 2023 (125 employees) and 2024 (116 employees). Specifically, in the context of creative and service companies such as PT PLN UP3 Madiun, employee retention is a strategic issue that must be addressed seriously. High demands for creativity, fluctuating workloads depending on client projects, as well as differences in employment status (permanent employees vs. freelance/contract workers) often lead employees to leave the company. In addition, limited career development pathways in the small and medium-sized business sector can reinforce this tendency.

The phenomenon in the work environment of PT PLN UP3 Madiun shows that the company has established measurable and structured work targets or Key Performance Indicators (KPIs) for all employees, both in operational and administrative areas. Indicators such as SAIDI, SAIFI, distribution efficiency (losses), customer satisfaction, as well as speed in handling disruptions and complaints reflect a strong performance appraisal system based on actual work

results. This performance evaluation is also supported by other indicators such as participation in training, timely report submission, and achieving minimum scores in annual evaluations.

Table 2. Performance Appraisal at PT PLN UP3 Madiun

No	Aspek	Indikator KPI	Target
1	Gangguan Jaringan (SAIDI)	Rata-rata durasi pemadaman per pelanggan per bulan	SAIDI < 30 menit/pelanggan /bulan
2	Gangguan Jaringan (SAIFI)	Rata-rata frekuensi pemadaman per pelanggan per bulan	SAIFI < 1 kali/bulan
3	Efisiensi Distribusi	Tingkat rugi-rugi daya dalam jaringan distribusi listrik	Losses maksimal 8%
4	Respons Gangguan	Waktu tanggap penanganan gangguan sejak laporan masuk	< 2 jam
5	Kesehatan dan Keselamatan Kerja	Kepatuhan terhadap standar K3 dan nihil kecelakaan kerja	Zero accident, 100% sesuai SOP
6	Kepuasan Pelanggan	Indeks Kepuasan Pelanggan (IKP)	> 85%
7	Penyambungan Pelanggan Baru	Lama proses penyambungan sejak pembayaran dilakukan	≥ 95% pengaduan selesai < 24 jam
8	Penyelesaian Aduan	Waktu penyelesaian pengaduan pelanggan ≥ 95% pengaduan selesai < 24 jam	≥ 95% pengaduan selesai < 24 jam
9	Akurasi Laporan Administrasi	Ketepatan waktu dan keakuratan laporan keuangan dan manajemen	100% laporan selesai sebelum tanggal 5
10	Pengembangan SDM	Tingkat partisipasi pelatihan pegawai	100% minimal 1 pelatihan/tahun
11	Evaluasi Kinerja Individu	Skor evaluasi kinerja tahunan	Minimal skor 85 dari 100

Sumber : PT PLN UP3 Madiun

The Key Performance Indicator (KPI) indicators implemented by PT PLN UP3 Madiun are an essential component of its Performance Appraisal system. Each aspect being assessed ranging from the quality, operational efficiency, to client satisfaction and complaint resolution serves as an objective measure to evaluate the contributions of employees, teams, and work units toward the company's targets.

According to Wiliandari (2014), Training & Development is one of the solutions to address the problem of declining organizational performance caused by the deterioration of employee capabilities. Handoko (2013) in Juwita (2019) emphasizes that an organization or company must always pay attention to productivity, education, and training, as training encompasses all activities designed to improve employee performance. Sutrisno (2016) in Syahputra & Tanjung (2020) states that training is an activity that can acquire, enhance, and develop employees' potential and productivity, resulting in more disciplined employees with specific skills and expertise. Meanwhile, development is an activity continuously aimed at preparing employees for new positions by fostering growth, transformation, and advancement within an organization.

Training refers to the company's planned efforts to facilitate the learning of competencies, knowledge, skills, and work-related behaviors, with the goal of ensuring employees master the knowledge, skills, and behaviors emphasized in the training and apply them in their daily activities (Noe, 2020). The main objective of training is to improve employee performance, while development tends to be more formal, preparing individuals' abilities and expertise for future positions. The phenomenon at PT PLN UP3 Madiun Madiun demonstrates the company's commitment to developing employee competencies through regular Training & Development programs conducted throughout the year. The training includes various essential aspects, ranging from technical skill enhancement such as graphic design, digital printing, and event management to the strengthening of soft skills such as leadership, effective communication, and customer service. This indicates that PT PLN UP3 Madiun focuses not only on service quality and operational efficiency but also on strengthening its human resources as a long-term company asset.

Table 4. Training & Development at PT PLN UP3 Madiun

No	Bulan	Nama Program Pelatihan	Tujuan Pelatihan	Peserta Sasaran
1	Januari	Safety Induction & K3 Listrik	Meningkatkan pemahaman K3 dan zero accident di lapangan	Teknisi, Petugas Lapangan
2	Februari	Pelatihan Pelayanan Pelanggan Berbasis Digital	Meningkatkan kualitas layanan berbasis aplikasi PLN Mobile	Frontliner, Call Center, Admin Layanan
3	Maret	Supervisi & Monitoring Jaringan Distribusi	Meningkatkan kemampuan inspeksi dan <i>troubleshooting</i> jaringan	Supervisor Teknik, Teknisi Senior
4	April	Pelatihan Pengelolaan Gangguan dan Pemulihan Cepat	Meningkatkan waktu tanggap saat gangguan listrik	Teknisi Respon Cepat
5	Mei	Manajemen Proyek Kelistrikan	Meningkatkan kompetensi dalam proyek konstruksi listrik	Staf Teknik, Pengawas Lapangan
6	Juni	Pelatihan Komunikasi Efektif di Tempat Kerja	Meningkatkan komunikasi antar tim dan ke pelanggan	Semua Divisi
7	Juli	Digitalisasi Administrasi dan Laporan Kinerja	Meningkatkan akurasi pelaporan keuangan dan teknis	Staf Administrasi, Keuangan, Teknik
8	Agustus	Customer Satisfaction & Handling Complaint	Strategi meningkatkan kepuasan dan menangani aduan pelanggan	Frontliner, Admin Pelayanan
9	September	Pelatihan Leadership & Decision Making	Meningkatkan kemampuan kepemimpinan dan pengambilan keputusan	Koordinator, Supervisor, Calon Pemimpin
10	Oktober	Pemeliharaan Rutin Jaringan dan Gardu Distribusi	Meningkatkan keterampilan pemeliharaan berkala jaringan	Teknisi Lapangan
11	November	Pelatihan Anti Fraud dan Etika Kerja	Membangun integritas dan budaya kerja bersih	Semua Divisi
12	Desember	Evaluasi Kinerja dan Rencana Pengembangan Tahun Depan	Review hasil kerja dan persiapan roadmap pelatihan tahun berikut	HRD, Supervisor, Manajemen Area

Sumber: PT PLN UP3 Madiun, 2024

Training & Development is an essential part of human resource management strategies aimed at enhancing employees' capabilities, knowledge, and skills so they can perform their tasks more effectively and efficiently. In a work environment such as PT PLN UP3 Madiun,

operating in the electrical services sector with high technological dynamics and public service demands, Training & Development programs are crucial. These programs not only affect short-term performance but also play a significant role in maintaining employee continuity and loyalty. By providing appropriate and continuous training programs, PT PLN UP3 Madiun can improve employee retention rates while creating a competent, loyal workforce ready to face future challenges. Research conducted by Yonatan (2019) indicates that Training & Development positively affects employee retention. However, a study by Wulandari and Virya (2019) concluded that Training & Development does not have a significant effect on employee retention. Training & Development can be considered influential when it helps employees enhance their potential, which in turn improves productivity and fosters a comfortable working environment.

Perceived Organizational Support (POS) refers to how employees perceive that the organization values their contributions and cares about their well-being, and vice versa, to achieve organizational goals (Eisenberger & Huntington, 1986; Rhoades & Eisenberger, 2002). POS has an impact on several employee behavioral outcomes in organizations, including organizational commitment, job satisfaction, performance, stress, employee retention, and withdrawal behaviors such as tardiness, absenteeism, and turnover (Putra & Rahyuda, 2016; Rhoades & Eisenberger, 2002). In this study, POS serves as a mediator in the relationship between Career Development Programs (CDP) and employee retention. The researcher assumes that the perceived support from the organization fosters employees' sense of belonging, trust, and commitment to the organization. The phenomenon observed in the working environment of PT PLN UP3 Madiun Madiun shows that management support toward employees (Management Support To Employees) is one of the crucial factors in retaining the workforce. In a project-intensive creative organization that often faces tight deadlines, the relationship between supervisors and subordinates plays a strategic role in creating a conducive work climate.

Table 5. Management Support To Employees / POS at PT PLN UP3 Madiun

No	Jenis Achievement	Deskripsi	Bentuk Penghargaan/Insentif
1	Pencapaian Target Kinerja	Karyawan atau tim berhasil memenuhi atau melampaui Key Performance Indicators (KPI).	Bonus kinerja (performance bonus)
2	Kerja Sama Tim yang Solid	Tim menunjukkan kinerja kolektif yang positif dan sinergis dalam mencapai target.	Outing kantor atau gathering tim
3	Kinerja Unggul Berkelanjutan	Karyawan menunjukkan performa tinggi secara konsisten dan berpotensi memimpin.	Promosi jabatan/kenaikan posisi

Sumber: PT PLN UP3 Madiun, 2025

Consistent attention and support from management can strengthen the emotional bond between employees and the organization, thereby reducing turnover intentions and improving employee retention. Management's commitment to listening to employees' aspirations, providing opportunities for growth, and creating a supportive work environment is a long-term investment that directly impacts the stability and sustainability of human resources at PT PLN UP3 Madiun. The importance of organizational support in developing competitive advantage and sustainability also creates a close relationship with employees' affective commitment (Bouraoui et al., 2019). Therefore, organizations seeking to retain their employees in the long term must pay attention to and enhance employees' affective commitment by providing sufficient support and attention.

In the relationship between management support and employee retention at PT PLN UP3 Madiun, management support refers to the care, assistance, and facilitation provided by leaders or supervisors to employees in task execution, career development, and the fulfillment of work-related needs. This support may include open communication, the provision of training, recognition of performance, availability of adequate resources, as well as fairness in evaluation and promotion processes. In the work environment of PT PLN UP3 Madiun, management support is crucial because the company operates in the public service sector, which requires a loyal, competent, and highly committed workforce. When management provides tangible support to employees, it creates a positive work atmosphere and strengthens employees' emotional attachment to the company. According to research conducted by Ardana (2019),

organizational support has a positive and significant effect on employee retention, indicating that the greater the organizational support, the higher the employee retention.

B. THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

Employee retention

Employee retention refers to an organization's ability to retain its employees, particularly those who are competent, over the long term. It is influenced by managerial support, career opportunities, job satisfaction, and human resource development (Menezes et al., 2025). According to Nelson and Kurnaedi (2023), employee retention is a strategic process undertaken by organizations to retain high-quality and highly contributing employees in the long term. This includes various efforts such as providing competitive compensation, a positive work environment, clear career paths, and recognition of work achievements.

Performance Appraisal & Future Growth

Performance Appraisal & Future Growth is a systematic evaluation process of employee performance that is fair and transparent, serving as a basis for determining future career development opportunities (Nawaz & Pangil, 2016). According to Linawati and Mukaddimah (2020), performance appraisal is a formal process conducted by organizations to evaluate an employee's performance systematically over a certain period.

Training & Development

Training & Development refers to learning and development programs aimed at improving job satisfaction, building organizational commitment, and effectively retaining employees through quality enhancement and increased job satisfaction (Mirić & Slavković, 2023). According to Safitri et al. (2024), training and development is a systematic process designed to improve employees' skills, knowledge, and attitudes to perform their work effectively. Training focuses on short-term skills related to current tasks, whereas development is long-term, focusing on career growth and readiness for greater future responsibilities.

Management Support To Employees

Management Support to Employees, also known as perceived organizational support, refers to employees' perceptions of tangible support from management, including open communication, personal attention, task assistance, and performance recognition that create a conducive work climate (Supi et al., 2023). According to Baliartati (2017), management support is defined as the extent to which employees believe that management values their contributions and cares about their well-being.

Hypothesis Development

Based on the theoretical review, the research hypotheses are proposed as follows:

H₁: Performance appraisal & future growth are hypothesized to have an effect on employee retention.

H₂: Training & development are hypothesized to have an effect on employee retention.

H₃: Management support to employees is hypothesized to have an effect on employee retention

C. RESEARCH METHOD

This study employed a quantitative method using primary data collected via Google Forms. The sample was selected using purposive sampling, resulting in 116 respondents. The research instrument was a questionnaire utilizing a Likert scale. Data processing was conducted using SPSS 21 software..

D. RESULTS AND DISCUSSION

Normalitas Test

Table 6 Normalitas Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		116
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,89286688
Most Extreme Differences	Absolute	,070
	Positive	,070
	Negative	-,059
Kolmogorov-Smirnov Z		,753
Asymp. Sig. (2-tailed)		,622
a. Test distribution is Normal.		
b. Calculated from data.		

Sumber: SPSS 21, 2025

Based on the Kolmogorov–Smirnov test, the results indicate that the regression model has residuals that are normally distributed. This finding is supported by the significance coefficient of Sig = 0.165, which is greater than the threshold of 0.05.

Multikolinieritas Test

Table 7 Multikolinieritas Test

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
	(Constant)	22,335	3,305		6,758	,000		
1	X1	,123	,086	,144	1,427	,156	,778	1,285
	X2	-,087	,085	-,092	-1,020	,310	,970	1,031
	X3	,183	,078	,237	2,331	,022	,774	1,292

a. Dependent Variable: Y

Sumber: SPSS21, 2025

Based on Table 7, the calculation results indicate that the Variance Inflation Factor (VIF) values for the independent variables Performance Appraisal & Future Growth (X1), Training & Development (X2), and Management Support To Employees (X3) are all less than 10. This indicates that there is no strong correlation among the independent variables. Furthermore, the tolerance values for X1, X2, and X3 are all greater than 0.1, which also confirms the absence of multicollinearity. Thus, the regression analysis can be conducted reliably, and the model is considered free from multicollinearity problems.

Heteroskedastistas Test

Table 8 Heteroskedastistas Test

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
	(Constant)	4,897	2,169		2,258	,026
1	X1	-,005	,056	-,010	-,094	,926
	X2	-,044	,056	-,076	-,797	,427
	X3	,003	,052	,007	,067	,946

a. Dependent Variable: ABS

Sumber: SPSS 21, 2025

Based on Table 8, the probability values for each variable are greater than 0.05 (alpha). Therefore, the decision taken is to accept H₀, which indicates that there is no heteroskedasticity in the model.

Parsial t Test

Table 9 Parsial t (t Test)

Coefficients ^a						
Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	22,335	3,305	6,758	,000	
1	X1	,123	,086	,144	1,427	,156
	X2	-,087	,085	-,092	-1,020	,310
	X3	,183	,078	,237	2,331	,022

a. Dependent Variable: Y

Sumber: *Output SPSS*

The criteria for the t-test are as follows: H_0 is accepted if: $t_{\text{calculated}} < t_{\text{table}}$ H_0 is rejected if: $t_{\text{calculated}} \geq t_{\text{table}}$ The critical value is determined at a significance level of $t = 5\%$. To obtain the t_{table} , a two-tailed test is used with a significance level (α) = 0.05 (5%) and degrees of freedom = $n - k - 1 = 116 - 4 - 1 = 111$. Based on these calculations, the t_{table} value is 1.981.

E. DISCUSSION

- 1) The Effect of Performance Appraisal & Future Growth on Employee Retention at PT PLN UP3 Madiun. The test results show that the t-value is 1.427, which is lower than the t-table value of 1.981, and the significance value is $0.156 > 0.05$. Thus, H_0 is accepted and H_1 is rejected. This means the hypothesis is rejected, indicating that performance appraisal & future growth does not have a significant effect on employee retention at PT PLN UP3 Madiun.
- 2) The Effect of Training & Development on Employee Retention at PT PLN UP3 Madiun. The test results show that the t-value is -1.020, which is lower than the t-table value of 1.981, and the significance value is $0.310 > 0.05$. Thus, H_0 is accepted and H_2 is rejected.

This means the hypothesis is rejected, indicating that training & development does not have a significant effect on employee retention at PT PLN UP3 Madiun.

- 3) The Effect of Management Support to Employees on Employee Retention at PT PLN UP3 Madiun. The test results show that the t-value is 2.331, which is greater than the t-table value of 1.966, and the significance value is $0.022 < 0.05$. Thus, H₀ is rejected and H₃ is accepted. This means the hypothesis is accepted, indicating that management support to employees has a positive and significant effect on employee retention at PT PLN UP3 Madiun..

F. CONCLUSION

Performance appraisal & future growth has no significant effect on employee retention at PT PLN UP3 Madiun. Training & development has no significant effect on employee retention at PT PLN UP3 Madiun. Management support to employees has a positive and significant effect on employee retention at PT PLN UP3 Madiun.

G. SUGGESTIONS

Future research can expand on this topic by including additional variables, such as leadership, job satisfaction, organizational culture, or work-life balance, which may also influence employee retention.

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