



Development of Human Resource Management Strategy Based on Law and Ethics in the Company of Pt. Pos Indonesia Palu

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ABSTRACT

This research aims to analyze the development of law-based human resource management strategies and human resource strategies towards law-based ethics at PT. Pos Indonesia Palu Branch. This study uses an empirical juridical research method with a qualitative approach, which is carried out through interviews and literature studies. The data used consisted of primary, secondary, and tertiary data that were analyzed qualitatively deductively. The results of the study show that the law-based human resource management strategy at PT. Pos Indonesia Palu Branch has been implemented through the preparation of personnel policies based on labor laws and regulations, the implementation of the company's code of ethics, the implementation of training and development based on legal awareness, as well as a system of supervision and enforcement of fair and proportionate work discipline. Human resource strategies towards law-based ethics also play an important role in forming a work culture that is professional, with integrity, and obey the law. The integration between legal and ethical aspects in human resource management not only provides protection for the rights and obligations of employees, but also supports the application of the principles of good corporate governance and improves the performance and image of PT. Pos Indonesia as a State-Owned Enterprise.

INTRODUCTION

The era of globalization has rolled out, the dominance of information technology as the infrastructure of business people. The economy will be more based on knowledge, rather than land or traditional machinery. Economic assets are no longer physical, such as buildings, machinery or other property. But it is intellectual in nature, such as market perception, relationships, corporate image, brand image, patents, credibility, vision, and specialized knowledge.

Competition between companies is getting sharper, therefore, companies need a strategy on how to compete healthy, steady and can raise the company's name in the business world. This strategy is regulated in a system commonly called management in an organization or company. All these things will be governed by the person who is authorized to hold this power, called a manager. Management is a process of cooperation between two or more people to achieve organizational goals by planning, organizing, directing, coordinating, and controlling to achieve organizational goals effectively and efficiently by using human resources and other resources.

The shift in the role of managers in HR management is now changing, in the past, managers were synonymous with someone who always gave instructions and HR was a group of people who only received orders. Now, those roles have changed. Leadership, guidance and support, giving instructions, controlling results as well as excellent monitoring and evaluation are all roles achieved by an HR manager. Human Resource Management that is well implemented will make a considerable contribution in efforts to achieve the goals or objectives of the organization or company.

Human resources (HR) play a key role in transforming the national legal system. The quality, integrity, and capacity of law enforcers, ranging from judges, prosecutors, police, to advocates, will greatly

determine the quality of legal products and their implementation in the field. Building superior human resources is a shared responsibility to strengthen the nation and realize a prosperous country. Superior, resilient, and quality human resources physically and mentally will have a positive impact, not only on increasing the nation's competitiveness and independence, but also in strengthening national development.

Human resources play an important role and it is recognized that non-human assets, including natural resources, also have an important role, but if they are not supported by quality human resources, organizational goals are difficult to achieve. No matter how advanced a technology, information development and availability of capital, but without the support of skilled human resources, it will be difficult to achieve its goals. The role of human resources in the present and future is decisive for the success of an activity carried out, both government and private. Human resources are an important part of a government that is the planner in every activity.

An organization is formed to achieve a certain goal. Organizations can be in the form of improving services, fulfilling and asking for markets, improving the quality of products or services, increasing competitiveness, and improving organizational performance. Each organization, team, or individual can set its own goals. Achievement of organizational objectives shows the results of the organization's work/work achievements and shows as the performance or performance of the organization. The results of the organization's work are obtained from a series of activities carried out by the organization. To ensure that these activities can achieve the expected results. Management efforts are needed in carrying out their activities.

Realizing that human resources are very important in the organization, it is necessary to improve their efficiency, quality and production. Therefore, it is necessary to develop an atmosphere that can generate active roles and working conditions that can encourage to develop and improve their abilities optimally. To achieve these conditions, the company has an actionable effort, namely holding education and training as human resource development in the company so that what the company expects can be achieved properly. Therefore, companies need to conduct an assessment. This is carried out by the company because the company wants a maximum capability, therefore the company must think about the importance of education and training in the development of human resources (HR) in the company.

Legal development is a fundamental process in developing a democratic and just state governance system. In Indonesia, efforts to create a quality legal system face a complex challenge that requires a comprehensive and strategic approach. The dynamics of legal transformation in Indonesia cannot be separated from the context of the nation's long history. From the colonial era to the post-reform period, the national legal system has undergone various phases of significant change, but still faces a number of fundamental structural problems.

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Human resource development in Indonesia faces significant challenges, as seen from the ranking of 46 out of 67 countries in the International Institute for Management Development (IMD) World Talent Ranking (WTR) in 2024. This ranking reflects various problems, such as inequality of access to education, lack of skills training, and lack of mastery of technology in the industrial era 4.0. These challenges are increasingly complex with global market competition and rapid technological changes. Therefore, improving the quality of human resources is a crucial agenda to face this challenge.

Improving the quality of legal human resources is not only the responsibility of one party, but must involve the government, educational institutions, and the community. The government needs to create policies that support the development of legal human resources, such as scholarships, training, and institutional reforms so that law enforcers are more professional. Educational institutions play a role in producing law graduates who are not only academically intelligent, but also ready to face real-world challenges. Meanwhile, the community has an important role in supervising and encouraging positive changes in the legal system, so as to create justice that is in the public interest.

Problem Formulation

Based on the background of the research, the following problems can be identified:

How to develop a law-based human resource management strategy in PT. Pos Indonesia Palu branch?

How is the human resource strategy for legal-based ethics in the company of PT. Pos Indonesia Palu branch?

RESEARCH METHODS

The method used is empirical juridical research. Empirical juridical is an approach by looking at a legal reality in society, this type of research is also used to see legal aspects in social interaction in society, and functions as a support to identify and clarify the findings of non-legal materials for the purpose of research or legal writing. The research location is the object of research where the determination of the research location is carried out, intended to facilitate or clarify the location that is the target of the research. The research location is in accordance with the title Development of Human Resource Management Strategies Based on Law and Ethics in the Company of PT. Pos Indonesia Palu.

The data collection technique in this study is to conduct an interview, which is to conduct a question and answer directly between the researcher and the respondent or the source or informant to obtain information, the interview is an important part of an empirical legal research. Because without an interview, the researcher will lose important information that is only obtained by asking directly to the source or informant. And also the data used in this study is data as commonly used in legal research in general, namely primary data, secondary data, and tertiary data. All data obtained are analyzed by qualitative deductive or observation of the problems being researched that occur in the field.

THEORETICAL FOUNDATION

Definition of Human Resource Management

Human resource management has several definitions put forward by experts. According to Hasibuan (2019), human resource management is the science and art of managing the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. According to Dessler (2010), human resource management is a policy and practice to meet the needs of employees or aspects contained in human resources such as management positions, employee procurement or recruitment, screening, training, compensation, and employee performance assessment. Based on some of the above understandings, it can be concluded that human resource management is a study of human labor problems that are regulated according to the order of their functions, in order to be effective and efficient in realizing the goals of the company, employees and society.

According to Dessler, Gary Human Resource Management is the process of acquiring, training, assessing and compensating employees and to take care of their workforce relations, their health, safety and justice-related matters. Management is also often said to be an art because of the application of knowledge and skills to achieve a goal. Meanwhile, management is a science because in management there is the use of management techniques. Therefore management is said to be a science. From a number of definitions above, it can be concluded that management is a process or activity starting from Planning, Organizing, Actuating, and Controlling (POAC) to achieve pre-set goals effectively and efficiently.

Its function

Recruitment and selection

Training and development

Performance evaluation

Compensation and welfare

Industrial relations

HR Management Strategy Theory

According to Emeagwali, HR strategic planning includes a series of systematic steps to identify and plan for human resource needs that support organizational goals. HR strategic planning is a critical stage in ensuring the alignment between organizational needs and available human resources. This process involves a series of structured and forward-oriented steps to identify, measure, and manage human resources effectively.

HR goals should be measurable and measurable, including aspects such as employee retention rates, productivity, and employee satisfaction. Emphasizing the importance of setting goals that are directly related to operational success and the achievement of the organization's vision. Setting clear HR goals helps direct HR management efforts towards desired outcomes. For example, if an organization identifies employee retention rates as a priority, specific goals can be set to reduce turnover rates. Appropriate strategies can then be designed to achieve those goals, such as the development of a career development program or a review of compensation structures. HR strategies must also be in line with the organization's vision and mission and consider external and internal environmental factors. If the organization operates in a fast-growing industry, HR strategies may involve increasing employee recruitment and development efforts to deal with the increasing needs of the workforce. On the other hand, if there is a change in labor regulations or government policies, HR strategies must be adjusted to comply with those changes.

Theory of Employment Law

Labor Law, which used to be called labor law or *arbeidrechts*, is also the same as the meaning of the law itself, which is still diverse according to the point of view of each legal expert. Labor law is a set of regulations, both written and unwritten, that regulate employment. The definition of employment is everything related to labor before, during, and after the employment period.

For comparison, the following is explained the opinions of several legal experts regarding the meaning of labor law.

Soepomo, mentioned that: Labor law is a set of rules, both written and unwritten, that relate to incidents where a person works for another person by receiving wages.

Mr. NEH van Esveld, mentioned that: Labor law does not only cover employment relations where work is carried out under the leadership of the employer, but also includes work done by hired workers who perform the work at their own responsibility and risk.

Mok in Kansil, mentions that: Labor law is a law that relates to work done under the leadership of another person with a state of livelihood that is directly related to that work.

Employment law serves to regulate a harmonious relationship between all parties related to employment. Aspects regulated in labor law include: Placement, Industrial Relations, Occupational Safety and Health, Welfare and Social Security, Implementation of the Social Security System, Outsourcing.

Good Corporate Governance (GCG) Theory

Good Corporate Governance (GCG) can also be called Good Corporate Governance is part of the performance process used by corporate organs or banks in order to provide more advantages for the company with long-term and consistent goals but still pay attention to other stakeholders, of course based on applicable legal rules. Good Corporate Governance (GCG) according to the World Bank is defined as a series of laws, rules, and procedures that must be followed in order to create efficient performance, encouraging long-term impacts that are continuous for stakeholders and the entire community.

The theory used in this study is that the provisions of Good Corporate Governance (GCG) are legally in accordance with the provisions of BI in Bank Indonesia Regulation (PBI) Article 1 number 10 No. 8/4/PBI/2006 as amended in Bank Indonesia Regulation No. 8/14/PBI/2006 concerning the Implementation of Good Corporate Governance for Commercial Banks. Good Corporate Governance (GCG) is an effort to improve the internal conditions of national banks in accordance with the Indonesian Banking Architecture (API) in order to improve the quality of bank implementation and protect stakeholders in order to improve the Bank's performance in order to achieve the success of the bank. The five principles are transparency, accountability, accountability, independence and fairness.

So based on the description of Good Corporate Governance, it can be concluded that Good Corporate Governance is a management system or management that is planned so that the company's performance better increases the company's compliance with applicable rules, meets the ethical values embraced by the community, and protects stakeholders in the company.

RESEARCH ORIGINALITY

Yusuf, M. (2021) "The Implementation of Law-Based Human Resources Management and Local Wisdom Values" This study takes place in local government agencies and shows that the implementation of law-based HR strategies needs to pay attention to cultural and local contexts, including the ethical values that live in the community. Meanwhile, what the author will compile only focuses on how to develop a Human Resource Management Strategy based on law and ethics in the company of Pt. Pos Indonesia Palu

Arifin, H. (2022) "Analysis of PT Pos Indonesia's HR Strategy in Improving Employee Competence" A special study within PT Pos Indonesia that emphasizes technology-based competency training and development strategies. However, this study has not highlighted the legal and ethical aspects in depth, so it is a research gap for advanced topics. Meanwhile, what the author will compile only focuses on how to develop a human resource management strategy based on law and ethics in the company of Pt. Pos Indonesia Palu.

Lestari, P. & Kurniawan, D. (2021). The Effect of Work Ethics on Employee Performance with Job Satisfaction as an Intervening Variable. *Journal of Management Science*, 9(2), 115-124. This study explains that work ethics that are applied consistently have a significant effect on employee performance. The researchers highlight the importance of establishing an ethical organizational culture in the long term. Meanwhile, what the author will compile only focuses on how to develop a human resource management strategy based on law and ethics in the company of Pt. Pos Indonesia Palu.

DISCUSSION

Development of a Legal-Based Human Resource Management Strategy at Pt. Pos Indonesia Palu Branch

Human resource management (HR) is an important factor in determining the success of organizations, including in the state-owned business sector such as PT. Pos Indonesia. In the context of the development of the digital era and changes in labor regulations, companies are required to implement a human resource management strategy that is not only managerially effective but also in accordance with applicable legal provisions. The development of a law-based human resource management strategy means that every aspect of workforce management, from recruitment, placement, training, to employee dismissal, must be based on the principles of justice, legal certainty, and protection of workers' rights as stipulated in labor laws and regulations in Indonesia.

PT. Pos Indonesia Palu Branch as a state-owned enterprise (SOE) engaged in postal services and logistics has the responsibility to ensure that its human resource management system is in line with the provisions of Law Number 13 of 2003 concerning Manpower, as updated by Law Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of the Job Creation Law into Law. In this context, the development of a law-based HR strategy is not only a normative obligation, but also a strategic need in building a professional, productive, and high-integrity work culture.

The Legal Basis of Human Resource Management at PT. Pos Indonesia

Regulations regarding employment relations, rights, and obligations between workers and companies are clearly regulated in the Labor Law. In addition, as a state-owned enterprise, PT. Pos Indonesia is also subject to the provisions stipulated in Law Number 19 of 2003 concerning State-Owned Enterprises. Article 2 of the law emphasizes that the purpose of the formation of SOEs is to contribute to the national economy and pursue profits. Therefore, HR management at PT. Pos Indonesia must be able to balance legal compliance and the achievement of business targets.

In terms of employment relations, Article 1 number 15 of Law Number 13 of 2003 states that an employment relationship is a relationship between an employer and a worker based on a work agreement that has elements of employment, wages, and orders. Thus, all HR management activities at PT. Pos Indonesia, including in the Palu branch, must refer to the principle of legality in every internal policy implemented. In addition, Law Number 11 of 2020 concerning Job Creation and its derivative regulations, such as Government Regulation Number 35 of 2021 concerning Fixed-Time Work Agreements, Outsourcing, Working Time, and Termination of Employment, provide a new direction for a more flexible but still fair employment policy. This is an important guideline for PT. Pos Indonesia in drafting employment contracts, performance appraisal systems, and industrial relations dispute resolution.

Principles of Legal Based HR Management Strategy

The law-based HR management strategy contains several main principles, namely legal certainty, justice, protection of workers' rights, and corporate responsibility. These four principles are the basis for PT. Pos Indonesia Palu Branch in developing human resources policies.

First, the principle of legal certainty requires that every personnel policy has a clear legal basis and can be accounted for. In practice, every internal policy such as the determination of working hours, performance appraisals, the provision of benefits, and the imposition of disciplinary sanctions must be outlined in the company's regulations ratified by the employment agency.

Second, the principles of justice and equality require that PT. Pos Indonesia provides equal treatment to all employees without discrimination. Article 5 of Law Number 13 of 2003 affirms that every worker has the same opportunity without discrimination to obtain employment and fair treatment.

Third, the principle of protection of workers' rights is related to the guarantee of living wages, social security, job security, and the right to unionize. PT. Pos Indonesia as a state-owned enterprise is required to comply with the provisions of Law Number 24 of 2011 concerning the Social Security Administration Agency (BPJS), which requires companies to register all employees in the BPJS Employment and BPJS Kesehatan programs.

Fourth, the principle of corporate responsibility emphasizes that every HR policy not only pays attention to the interests of the company, but also the welfare of employees and their families. This principle is in line with the concept of corporate social responsibility (CSR) as stipulated in Article 74 of Law Number 40 of 2007 concerning Limited Liability Companies.

Implementation of Legal-Based HR Strategy at PT. Pos Indonesia Palu Branch

PT. Pos Indonesia Palu Branch has made various efforts to develop a law-based HR strategy through three main approaches, namely: (a) improving employee competence and professionalism, (b) implementing a regulation-based work system, and (c) strengthening industrial relations dispute resolution mechanisms.

Improving Employee Competence and Professionalism

This strategy is realized through technical and non-technical training that is tailored to the needs of the position. The training program is carried out based on the provisions of Article 11 paragraph (1) of Law Number 13 of 2003, which states that every worker has the right to receive job training to improve their competence. Law-based training is also provided for HR employees to understand normative aspects in employment management, including the drafting of employment contracts, disciplinary supervision, and legal protection for employees.

Implementation of Regulation-Based Work System

PT. Pos Indonesia Palu Branch develops a work system that refers to labor law standards and internal regulations of SOEs. For example, in terms of regulating working hours and overtime, companies are guided by Article 77 and Article 78 of the Labor Law, which limit working time to a maximum of 40 hours per week with certain overtime arrangements. In addition, the company also implements a work code of ethics based on the principles of integrity, professionalism, and accountability.

Strengthening Industrial Relations Dispute Resolution Mechanisms.

The company establishes a special unit that handles employee complaints so that any disputes can be resolved internally before involving external parties. This mechanism refers to Law Number 2 of 2004 concerning the Settlement of Industrial Relations Disputes. Thus, dispute resolution can be carried out peacefully and efficiently through internal mediation, without necessarily leading to a litigation process.

Challenges and Solutions in Law-Based Human Resources Development

In practice, PT. Pos Indonesia Palu Branch faces several challenges in implementing a law-based HR strategy. The first challenge is rapid regulatory changes, especially after the enactment of the Job Creation Law and its derivative regulations. This change requires the HR department to always update knowledge and adjust the employment administration system.

The second challenge is the limitation of human resources who understand the aspects of labor law in depth. This often leads to administrative errors such as drafting a work agreement that does not conform to the legal format. To overcome this, it is necessary to conduct regular labor law training for HR staff and unit managers. The third challenge is the enforcement of work discipline that is balanced between the interests of the company and the rights of workers. In this case, the company must ensure that any disciplinary action has a strong legal basis so as not to cause industrial disputes in the future.

Legal Strengthening and Innovation Strategies in HR Management

To strengthen the implementation of law-based HR strategies, PT. Pos Indonesia Palu Branch can take several strategic steps, including:

Build an internal HR legal audit system, to ensure that every personnel policy and practice is in accordance with the provisions of the law.

Integrating information technology in employment law administration, such as digital contract management systems and employee legal archives.

Increase collaboration with regional employment agencies, such as the Palu City Manpower Office, to update legal information and minimize violations of work norms.

Adopt the principle of good corporate governance (GCG) in human resource management in order to create transparency and accountability in every decision that has an impact on employee rights.

Human Resource Strategy for Law-Based Ethics in PT. Pos Indonesia Palu Branch

Human Resources (HR) Strategy has a very important role in shaping and maintaining a law-based work ethic in a company, including in PT. Pos Indonesia Palu Branch. In the context of State-Owned Enterprises (SOEs), human resource management is not only required to achieve optimal performance, but must also be based on legal compliance, ethical values, and the principles of good corporate governance. Therefore, the HR strategy implemented must be able to integrate legal and ethical aspects in all managerial and operational activities of the company.

One of the main strategies of HR in building law-based ethics is through the preparation and implementation of internal company policies that are in line with applicable laws and regulations. PT. Pos Indonesia as a state-owned enterprise is obliged to comply with the provisions of labor law, such as Law Number 13 of 2003 concerning Manpower and its derivative regulations, as well as special regulations for SOEs. HR policies that include recruitment, placement, promotion, and termination of employment must be implemented in a transparent, fair, and non-discriminatory manner to reflect ethical values and legal certainty for all employees.

In addition, the application of the company's code of conduct is an important instrument in a law-based HR strategy. The code of ethics serves as a code of conduct for employees in carrying out their duties and responsibilities, both in internal and external relationships. In the environment of PT. Pos Indonesia Palu

Branch, this code of ethics is the foundation for instilling the values of integrity, professionalism, responsibility, and compliance with the law. An effective HR strategy must ensure that the code of ethics is socialized in an ongoing manner and understood by all employees, so as to be able to prevent violations of the law and work ethics.

The HR strategy is also realized through education and training programs that are oriented towards increasing legal awareness and professional ethics. Training on work discipline, compliance with regulations, and understanding the legal consequences of violations are an important part of shaping the legal culture in the company. With continuous coaching, employees of PT. Pos Indonesia Palu Branch is expected to be able to carry out its duties professionally and avoid practices that are contrary to the law and ethics, such as abuse of authority or violations of operational procedures.

Furthermore, HR strategies towards law-based ethics are also reflected in the system of supervision and enforcement of work discipline. PT. Pos Indonesia Palu Branch needs to implement an effective internal monitoring mechanism to ensure that every policy and rule is implemented consistently. Sanctions for ethical and legal violations must be carried out firmly, proportionately, and in accordance with applicable regulations. This aims to create a deterrent effect and maintain fairness and trust in the work environment.

Thus, an HR strategy that is integrated with law-based ethics at PT. Pos Indonesia Palu Branch is a strategic effort to create human resources who are professional, with integrity, and obey the law. This strategy not only contributes to improving the company's performance, but also strengthens the image of PT. Pos Indonesia as a state-owned enterprise that upholds ethical values, legal certainty, and social responsibility.

CONCLUSION

Based on the results of the discussion, it can be concluded that the human resource strategy towards law-based ethics at PT. Pos Indonesia Palu Branch is an important element in realizing professional human resource management, integrity, and legal compliance-oriented. The implementation of this strategy is reflected through the preparation of HR policies based on labor laws and regulations, the implementation of the company's code of ethics, legal awareness-based training and development programs, and a fair and consistent system of supervision and discipline enforcement. The integration between legal and ethical aspects in human resource management not only provides protection for the rights and obligations of employees, but also supports the creation of good corporate governance and improves the performance and image of PT. Pos Indonesia as a State-Owned Enterprise.

ADVICE

Based on this conclusion, it is recommended that PT. Pos Indonesia Palu Branch continues to strengthen the implementation of legal and ethics-based HR strategies through internal policy updates that are responsive to labor regulatory developments, regular legal and ethical training for all employees, and strengthening a transparent and accountable internal supervision system. In addition, companies also need to increase the role of the HR department as a driver of legal culture and work ethics so that every employee not only understands the applicable rules, but also has moral awareness in carrying out their duties and responsibilities, so as to create a conducive, fair, and sustainable work environment.

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