
Academia Open



By Universitas Muhammadiyah Sidoarjo

Academia Open

Vol. 11 No. 1 (2026): June
DOI: 10.21070/acopen.11.2026.14002

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Academia Open

Vol. 11 No. 1 (2026): June
DOI: 10.21070/acopen.11.2026.14002

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Human Resource Management Practices and Work Productivity in Construction Firms

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Abstract

General Background: Human Resource Management (HRM) is a critical determinant of organizational success, particularly in labor-intensive industries where employee productivity directly shapes performance outcomes. **Specific Background:** Within construction service organizations, HRM practices such as planning, recruitment, evaluation, and motivation are systematically implemented to sustain operational efficiency and workforce performance. **Knowledge Gap:** Despite the recognized importance of HRM, practical challenges such as managerial inefficiencies and nepotism within family-based organizational structures may hinder optimal productivity outcomes. **Aims:** This study aims to examine the role of HRM in supporting work productivity while identifying facilitating and inhibiting factors within the organizational setting. **Results:** The findings indicate that structured HRM functions—including strategic recruitment, multi-level performance evaluation (daily, monthly, quarterly), incentive and punishment systems, flexible work arrangements, and supportive work environments—contribute to sustained productivity. However, nepotism emerges as a key structural constraint affecting objectivity and employee morale. **Novelty:** This study provides an integrated qualitative perspective linking managerial functions, workplace conditions, and organizational culture to productivity within a construction industry context. **Implications:** Strengthening merit-based policies and professional HRM practices is essential to ensure sustainable productivity, organizational resilience, and long-term competitiveness in construction service firms.

Highlights:

- Structured managerial processes enable consistent workforce monitoring and task execution.
- Compensation mechanisms and working conditions shape discipline and output stability.
- Informal power structures reduce fairness and weaken workforce morale.

Keywords: Role, Human Resource Management, Work Productivity.

Published date: 2026-05-04

Introduction

Management is fundamentally a complex process encompassing planning, organizing, directing, and controlling to achieve organizational goals effectively and efficiently. In the contemporary corporate landscape, the success of an entity is not merely dictated by its market strategies or financial backing, but increasingly by the quality of its Human Resource Management (HRM) [1]. Because they offer the operational and creative drive required for growth, human resources are regarded as an organization's most important component, frequently surpassing the significance of capital and technology [2]. Even the most sophisticated technological assets may fall short of their full potential in a cutthroat market if these people are not managed strategically. As a result, HRM is essential to long-term viability and organizational stability [3].

Because employee quality directly affects overall job productivity, human resources play a strategic role in deciding the course of all organizational activities. Productivity is a crucial metric for evaluating employee performance in any professional context, which is complex and impacted by a number of internal and external factors [4]. Comprehensive training programs, strong incentive systems, high levels of inner and extrinsic motivation, and favorable working environments are some of these motivators [5]. Employees are more likely to show high levels of engagement and productivity when these factors are in line. As a result, managing these human resources necessitates a thorough comprehension of operational and psychological aspects to guarantee that each person makes the best possible contribution to the overall goal [6].

Despite its significance, the practical implementation of staff management frequently encounters major obstacles that result in a decrease in productivity [7]. According to research, the main causes of declining output include subpar management techniques such as inadequate supervision, low job satisfaction, and small remuneration packages. Employee loyalty to the company tends to decline when they feel underappreciated or lack clear direction, which causes performance to stagnate [8]. Moreover, inefficiencies and resource loss may result from the lack of an organized oversight system [9]. Organizations that want to keep a competitive edge and encourage an excellence culture among their employees must address these managerial gaps.

An efficient HRM framework is necessary to maximize employee potential and improve corporate performance in a sustainable manner in order to address these problems [10]. In addition to managing employees administratively, effective management entails strategically integrating their abilities into the organization's long-term goals. This entails fostering an atmosphere that promotes ongoing development and gives staff members the resources they need to advance with the sector [11]. Businesses can maintain high levels of present productivity while being ready for future difficulties by concentrating on sustainable performance [12]. Thus, a proactive HRM strategy serves as a catalyst for both company success and personal growth.

An important illustration of the vital necessity for strong HRM procedures is PT. Y, a developing construction services company. The management of labor and technical personnel is crucial to guaranteeing investor satisfaction in the construction business, where project deadlines and quality requirements are strict [13]. The company's ability to deliver excellent service and uphold its reputation is largely dependent on how well-coordinated and motivated its human resources are. The complexity of managing a diverse workforce rises with corporate expansion, requiring increasingly advanced HRM interventions [14]. This background emphasizes the close connection between the quality of human resources and the operational excellence needed in the construction industry.

The resilience displayed by PT. Y, particularly in its ability to attract investors and withstand severe worldwide shocks like the COVID-19 epidemic, shows the critical significance of its management [15]. Surviving such crises requires more than just financial reserves; it demands a flexible and highly motivated workforce capable of adapting to rapidly changing circumstances. The company's success in these trying times indicates that its HRM practices have played a foundational role in maintaining work productivity despite external pressures [16]. This survival serves as a testament to the fact that strategic human resource handling is a key determinant of organizational resilience and adaptive capacity.

In light of these factors, this study focuses on a thorough examination of HRM's contribution to raising worker productivity, particularly at PT. Y. Through an analysis of this company's internal dynamics, the study seeks to determine how certain managerial tasks—like hiring, assessment, and motivation—affect overall productivity. In a real-world context, the study will investigate the connection between managerial actions and the workforce's output. Ultimately, the findings are expected to provide valuable insights into best practices for HRM in the construction industry and offer recommendations for addressing existing challenges like nepotism and structural.

Literature Review

1. Work Productivity

Work productivity is defined as the inherent ability of an individual or a collective group to generate goods and services within a predetermined timeframe or in accordance with a strategic plan. Productivity in this sense includes both technical proficiencies, sometimes known as skills, and physical capacities [17]. In the context of academia, skill is defined as the ability needed to carry out and finish particular activities effectively. For any firm hoping to accomplish its goals, maximizing staff productivity is essential. It is a state in which employees perform to the best of their abilities, guaranteeing that the final product precisely matches the original organizational planning [18]. Furthermore, high productivity reflects an optimal synergy between available resources and human effort, which is essential for maintaining competitive advantage in a

dynamic industry.

2. Management Processes

Management is a systematic process that integrates the core activities of planning, organizing, directing, and controlling. The term "process" signifies that these activities are performed methodically by managers at all organizational levels to ensure consistency and goal alignment [19]. In theoretical frameworks, this cycle begins with planning and concludes with controlling, which subsequently feeds back into new planning phases. However, in practical management, these functions often overlap and occur simultaneously.

The specific components of the management process are detailed as follows:

- Planning:** This involves formulating the "what, how, who, and when" of an activity. Planning acts as a bridge connecting the current state of the organization to its desired future goals. Effective planning must account for future environmental conditions to ensure that decisions remain relevant and impactful.
- Organizing:** This function focuses on structuring the organization to implement the established plans. Key considerations in organizing include clear task allocation, defining timelines, and setting specific performance targets for every member.
- Implementation/Directing:** This stage involves leadership activities aimed at guiding, directing, and regulating all operations to ensure that assigned tasks are executed according to the plan.
- Controlling:** According to established management theories, controlling consists of three critical stages: (1) determining performance standards to test the quality of work; (2) measuring actual performance against these standards; and (3) taking corrective actions to address deviations, inefficiencies, or waste.

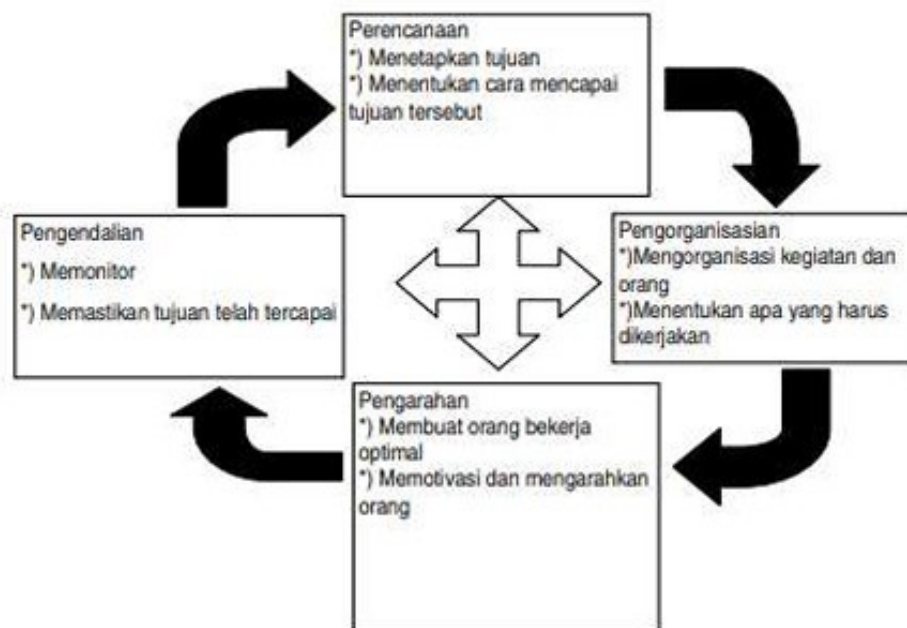


Figure 1. Management Process

3. Human Resources

A strategic approach to managing organizational structures, skills, motivation, and development is represented by human resources (HR). HR is seen as a crucial component that, along with money and tangible assets, is the main force behind success in every business. HR serves as a non-material or non-financial asset that is vital to the organization's survival and takes the form of both physical and non-physical potential. Therefore, in order to improve total organizational performance and efficiency, HR must be efficiently managed through specialized functions, often known as Human Resource Management (HRM) [20].

HR planning is seen as a linear process that uses short-term procedures and historical data to inform long-term strategic predictions. The following are the main goals of HR planning:

- Determining the number and caliber of employees needed for particular organizational roles.

- b. Making sure that workers are always available to meet present and future demands in order to avoid openings in crucial positions.
- c. To increase labor productivity, reduce task overlap and enhance cooperation.
- d. Preventing labor imbalances, such as staff surpluses or shortages.
- e. Acting as a fundamental resource for hiring, choosing, paying, disciplining, and assessing performance.

The creation of a comprehensive HRM plan entails a number of methodical steps, including gathering and organizing corporate and personnel data, performing in-depth job analyses and producing comprehensive job descriptions, projecting the supply and demand for personnel, and creating a personnel balance sheet to match human resources with organizational needs.

Method

This research is designed using a qualitative descriptive approach to provide an in-depth and nuanced understanding of how human resource management (HRM) practices specifically influence work productivity at PT. Y [21]. This methodology's emphasis on interpretive analysis enables the researcher to explore intricate social dynamics and organizational behaviors that are not fully captured by numerical data. In order to ensure that the results accurately reflect the real, everyday reality of the workplace, the study is classified as field research, which means that data is collected directly from the company's natural context. This method is crucial for figuring out the subtle ways that managerial choices affect worker morale and productivity in the particular setting of the construction services sector.

PT. Y was chosen as the research subject because of its important position as a growing construction company that mainly depends on technological know-how and human labor. The study's major method of gathering rich, primary data is in-depth interviews with informants who have a thorough understanding of the company's internal activities [22]. These interviews are founded on the self-reporting approach, where participants' candor and unique perspectives are crucial. The study guarantees that the data gathered is not only accurate but also profoundly reflective of the organizational culture and the particular difficulties encountered by the employees by fostering a mutual understanding between the researcher and the informants.

Systematic observation is used in addition to interviews to confirm and enhance the data collected. In this study, observation is defined as the process of documenting and examining observable behavioral events in their natural setting, with a particular emphasis on the interactions between employees and management during working hours [23]. The researcher can observe directly how HR rules are implemented and how they immediately affect production levels by spending time on-site. A more comprehensive understanding of the function of HRM in the day-to-day operations of the firm is made possible by this direct interaction, which enables the identification of pertinent events and environmental elements that might not be specifically highlighted in interviews.

The study employs strict data validity checks using triangulation to guarantee the accuracy and consistency of the results [24]. In particular, the researcher cross-verifies the information gathered from various informants, observation sessions, and documentation using source, time, and technical triangulation. In qualitative research, this multi-layered validation procedure is essential to reduce bias and guarantee that the results are supported by a reliable and consistent body of data. The study may confidently offer a valid representation of the managerial procedures and their results at PT. Y by comparing data from different viewpoints and time periods.

The final stage of the methodology involves a systematic data analysis process, which follows an interactive model consisting of data reduction, data display, and conclusion drawing [25]. Because qualitative data consists primarily of words and textual descriptions, the analysis involves organizing and condensing large volumes of field notes and interview transcripts into meaningful patterns. During data reduction, irrelevant information is filtered out, while data display allows the researcher to organize the remaining information into a structured format for easier interpretation. Ultimately, the synthesis of this data leads to the drawing of verified conclusions that address the research questions regarding HRM's role in productivity, ensuring that the final report is both academically rigorous and practically relevant.

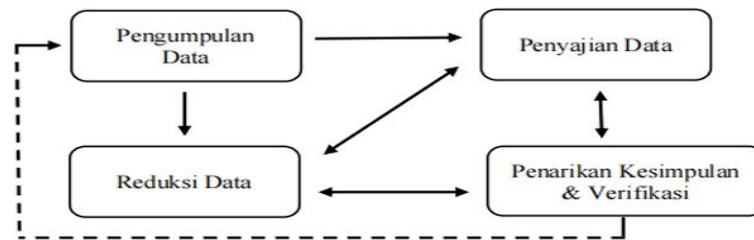


Figure 2. Data Analysis Techniques

Results and Discussion

A. HRM in Enhancing Work Productivity at PT Y

Human Resource Management (HRM) plays a pivotal role in establishing the systems, environments, and work strategies necessary to bolster both individual and collective productivity. At PT Y, the management framework strictly adheres to core principles involving planning, implementation, and evaluation to ensure operational excellence. Every policy goes through a thorough deliberation process throughout the planning stage to ensure that it is in line with the organization's long-term goals. For example, the hiring process is a strategic choice based on a careful evaluation of departmental requirements rather than just a standard administrative chore. This careful preparation guarantees that new hires are only hired when there is an obvious need and when the company's budget properly justifies the financial implications.

Work productivity is a crucial indicator of how well a person uses their time, effort, and resources to meet corporate goals. According to Sutrisno's theoretical framework, productivity is essentially a mindset that continuously looks for ways to better current circumstances. The belief that one can perform better now than yesterday and that even greater success is possible tomorrow is what defines this mindset. By establishing punctuality as the fundamental criterion for productivity, PT Y internalizes this attitude. Since attendance discipline shows an employee's dedication to the company's demanding work schedule, the management views it as the first step toward greater operational efficiency.

PT Y evaluation procedure is organized methodically over three different time periods: daily, monthly, and quarterly, each of which has a specific diagnostic function. The quarterly evaluation is the most comprehensive, involving all stakeholders within the organization to review strategic progress and address macro-level challenges. Meanwhile, the monthly evaluations function as a platform for reporting departmental achievements and assessing whether short-term targets have been met. On a more granular level, daily reports allow employees to communicate immediate technical obstacles to their supervisors. In order to maintain a constant flow of productivity, this multi-layered evaluation method makes sure that no bottleneck is overlooked and that remedial actions may be taken quickly [26].

Additionally, systematic evaluation offers a clear way for staff members to understand their performance strengths and areas that need improvement. The management can provide focused interventions that promote ongoing improvement by recognizing deficiencies in technical execution, time management, or communication skills. With this method, appraisal is no longer seen as a punitive measure but rather as a useful instrument for career advancement. Employees are more inclined to take responsibility for their work and aim for better task execution when they are aware of the precise standards by which they are evaluated. Therefore, in the construction industry, evaluation serves as a motivator for upholding high standards of service delivery [27].

Evaluation is essential for maintaining organizational accountability and responsibility among different teams and departments, even beyond personal development. In order to ensure that the company's resources are being used as intended, management can hold personnel accountable for their outputs through an open and equitable evaluation system. Because of this openness, there is a strong organizational culture that fosters trust between management and employees.

Employee morale stays high and they are more likely to coordinate their individual efforts with the company's overarching objective when they believe the assessment process is fair. As a result, this internal trust transfers into outward dependability, boosting stakeholders' and investors' faith in the company's management [28].

At PT Y, planning and evaluation are integrated to establish a feedback loop that maintains productivity despite market instability. The management can improve their future planning to be more flexible and adaptable by regularly reviewing the findings of their assessments. In the construction business, where project variables can change quickly owing to external economic or environmental considerations, this iterative process is very important. This disciplined management cycle directly contributes to PT Y capacity to sustain its productivity levels. In the end, the organization's ability to continuously produce high-quality infrastructure projects is ensured by the synergy between strategic planning and rigorous evaluation.

B. Supporting and Inhibiting Factors of Work Productivity

The productivity levels at PT Y are influenced by a complex interplay of supporting and inhibiting factors, with intrinsic motivation serving as a primary driver of employee performance. High levels of motivation empower individuals to work with

greater diligence and efficiency, often exceeding the basic requirements of their job descriptions. When employees are genuinely motivated, they exhibit an enthusiasm that significantly impacts the quality and quantity of their output. For instance, an employee who finds personal fulfillment in their work is likely to finish assignments faster and generate more accurate work. The company's ability to meet its technical criteria is greatly aided by this internal motivation.

Furthermore, high work motivation cultivates a strong sense of organizational citizenship and psychological ownership in addition to improving individual task performance. Motivated workers are more aggressive in protecting the company's reputation and have a deeper concern for the accomplishment of group objectives. In order to maximize project results, they are typically more eager to work together and exchange knowledge with coworkers. This cooperative attitude fosters a strong corporate culture where teamwork takes precedence over individual rivalry. Because of this, the business has a cohesive team that can successfully navigate challenging construction projects by working together to solve problems and assist one another [29].

Another important contributing aspect to PT Y operational success is the physical and psychological environment of the workplace. Management understands that sustaining high productivity over time requires a secure, cozy, and supportive work environment. The provision of sufficient safety equipment and protective facilities is essential for workers in high-risk construction locations because it gives them the peace of mind they need to concentrate. Beyond physical safety, the organization's psychological atmosphere is defined by mutual respect and openness. Interpersonal relationships thrive when management fosters a culture that values cooperation and open communication, which results in a more cooperative and effective work process [30].

On the other hand, nepotism is a major concern in family-based organizational systems, and some restricting variables can seriously impair employee performance. When jobs or career chances are given based more on personal connections or family ties than on qualifications, experience, or demonstrated skill, this is known as nepotism. Unqualified people may be assigned to crucial positions as a result of such practices, which invariably leads to bad decision-making and a drop in the general caliber of the work. The company's competitive advantage is diminished when strategic roles are occupied by people who lack the requisite skills. Because the company is unable to make good use of its human resources, this systemic inefficiency may result in a notable decline in productivity.

The growth of high-potential workers who have no personal ties to the leadership is likewise seriously hampered by nepotistic inclinations. Due to the unequal distribution of opportunities throughout the workforce, it restricts the chances for merit-based progression, which causes human resource development to stagnate. This lack of equity often results in a decline in morale among talented employees, who may feel that their hard work and skills will never be truly recognized or rewarded. Over time, this can lead to the loss of top talent to competitors and a general sense of apathy within the remaining staff. Therefore, addressing these structural biases is essential for the company to maintain a truly productive and professional work environment [31].

The management must place a high priority on impartiality and professionalism in all facets of human resource management in order to overcome these obstacles. PT Y can lessen the detrimental impacts of personal prejudices and guarantee that the most qualified people oversee the organization's projects by setting precise, merit-based hiring and promotion standards. In addition to increasing efficiency, strengthening the internal audit of HR procedures and promoting a meritocratic culture will boost the company's reputation among outside investors. Balancing the traditions of a family-owned business with modern, professional management standards is the key challenge that the organization must navigate to ensure sustainable growth and continued operational excellence.

C. The Correlation Between HRM Roles and Productivity Enhancement

Work productivity is one of the primary indicators used to assess the success and viability of an organization or enterprise. It measures how efficiently and effectively employees produce outputs within a specific timeframe, serving as a reflection of the organization's overall health. However, it is important to recognize that productivity is not solely a product of advanced technology or sophisticated equipment; it is profoundly influenced by how human resources are managed. Because HRM offers the foundation for matching individual skills with corporate needs, it becomes essential in this situation. Every employee in the company is positioned to make a significant and quantifiable contribution to the company's success because to effective HRM.

HRM is a broad category of procedures and guidelines intended to manage employees in a company as effectively as possible. This function's main goal is to make sure the company has the correct number of employees who are motivated and have the abilities needed to accomplish strategic objectives. By focusing on the "human" element of the business, HRM transforms a group of individuals into a synchronized and high-performing team. In the construction industry, where labor costs and technical expertise represent significant portions of project budgets, the ability of HRM to maximize human potential is directly correlated with the company's profitability and market reputation [32].

A critical role of HRM in enhancing productivity is the identification and management of high-potential talent within the organization. A corporation can proactively prepare future leaders to assume more responsibility by implementing systematic succession planning initiatives. Even when important positions change, the organization's leadership continuity and operational success are maintained because to this strategic forethought. PT Y can prevent the productivity declines that frequently happen when critical positions are left open or replaced by unfit candidates by building a pipeline of competent successors. Thus, the organization's long-term stability and expansion are protected by effective talent management.

Additionally, HRM is in charge of creating policies that promote a positive work-life balance, which directly affects employee

concentration and long-term productivity. Initiatives like mental health support programs, flexible work schedules, and sufficient leave entitlements are now considered crucial elements of a high-performance culture rather than just bonuses. Workers are typically happier, healthier, and less likely to burn out when they feel that their employer values their personal well-being. They are able to focus better and participate more fully in their work because of their emotional and physical stability. As a result, a helpful HRM framework increases loyalty and decreases turnover, both of which are essential for maintaining productivity [33].

The way management conveys corporate values and performance standards to employees is another way that HRM and productivity are correlated. Employees are better able to comprehend how their specific duties contribute to the company's larger goals when HRM enables clear and regular communication. Employees are more motivated and encouraged to take initiative in their work when there is a clear purpose. HRM reduces the conflict that may result from miscommunications or mismatched objectives by promoting a feeling of community and common purpose. The cumulative impact on organizational productivity is significant and revolutionary when all employees are heading in the same direction [34].

In the end, HRM's function at PT Y is what propels the company to greater levels of productivity and service excellence. HRM makes sure that the company's human capital is always operating at its best by combining talent development, employee well-being, and strategy alignment into a unified management framework. Effective people management will continue to be the key difference for success in the increasingly competitive construction sector. Therefore, the continuous refinement of HRM practices is not just an administrative necessity but a strategic priority that directly dictates the company's future trajectory and its ability to deliver value to its investors.

D. Theoretical Model Construction

Human Resource Management (HRM) holds a crucial position in the theoretical construction of employee productivity models. By employing the right strategies, HRM can optimize individual potential to achieve organizational goals effectively and efficiently. Within management theory, the four pillars of planning, organizing, directing, and evaluating form the basis for successful human resource interventions. Recruitment is the first step in creating a productive staff during the planning stage. The foundation of a strong HRM system is the idea of "the right man on the right job," which guarantees that hiring and selection are conducted with a high level of technical and psychological inspection in order to match candidates with the proper organizational positions.

When a business effectively hires people whose skills match those needed for the position, the time it takes for them to adjust is reduced, and they can start boosting the production of the firm right away. On the other hand, a lack of selectivity in the hiring process frequently results in serious operational problems, such as high turnover rates, job unhappiness, and competency gaps, all of which negatively impact productivity. Consequently, the HRM theoretical model highlights that the quality of output (performance) is directly determined by the quality of input (recruitment). The company establishes a culture of excellence and high efficiency by viewing hiring as a strategic investment rather than a job-filling endeavour [35].

The approach emphasizes the critical role that ongoing training and development play in sustaining productivity after the hiring stage. A contemporary HRM framework must be able to create and carry out training initiatives that improve workers' hard and soft skills. These kinds of training programs are crucial in a time of rapid technological advancement to guarantee that staff members are able to use the newest techniques and resources efficiently. In order to give workers a clear path for advancement, this model also incorporates career planning and promotion pathways. Employee incentive to succeed is greatly increased when they perceive a promising future within the organization, which results in a steady rise in both individual and group productivity.

Another fundamental component of HRM's theoretical building of productivity is employee motivation. The management needs to design an incentive program that is seen as just, open, and truly inspiring. The model places a strong emphasis on non-material acknowledgment, such as possibilities for career advancement and public recognition, in addition to material benefits like attractive salary and bonuses. Workers are more likely to cultivate a strong feeling of loyalty and accountability if they perceive that the leadership values their efforts. Because it motivates people to go above and beyond their basic responsibilities in order to attain organizational excellence, this psychological contract between the employer and the employee is a potent motivator of productivity [36].

The HRM model's key instrument for gauging how well employees have achieved their goals and realized their potential is still evaluation. Employees can recognize their strengths and shortcomings in a non-threatening setting using an impartial and open performance evaluation system. The management may make well-informed judgments on more training, rotations, or promotions thanks to this data-driven approach to evaluation. When employees believe that their performance is being monitored fairly, it creates an environment of healthy accountability where everyone strives to improve. Evaluation thus serves as the mechanism for feedback and recalibration, ensuring that the organization's productivity levels remain on an upward trajectory [37].

Finally, the theoretical model of HRM emphasizes the importance of a healthy and supportive work environment—both in its physical and psychological dimensions. In order to ensure that the workplace is favorable to good performance, management must maintain open lines of communication and cultivate harmonious relationships among employees. The workforce's "sense of belonging," which has a direct impact on their morale and productivity, is enhanced by a collaborative environment and a strong sense of organizational involvement. Harmonious labor relations are also essential for avoiding disputes that can cause disruptions to operations. In conclusion, the construction of this theoretical model demonstrates that productivity is the result of a holistic approach to management that values human dignity, technical competence, and strategic alignment.

Conclusion

The research concludes that Human Resource Management (HRM) at PT Y plays a fundamental role in driving organizational efficiency by strictly adhering to the core managerial functions of planning, recruitment, organizing, implementation, and evaluation. The recruitment process, which is carried out with high professional standards by carefully balancing the urgency of open jobs with the company's financial resources, is a strategic highlight of their HRM approach. This ensures that every hire is a planned investment in human capital. A strong, multi-layered evaluation system with daily, monthly, and quarterly reviews has also been institutionalized by the organization. High levels of productivity are directly sustained by a culture of continuous improvement and quick problem-solving, which is made possible by the management's ability to continuously assess operational issues and accomplishments.

The study also shows that a flexible work schedule that encourages a healthy work-life balance and a supportive work environment with sufficient facilities that guarantee employee safety and comfort greatly boost productivity at PT Y. Establishing a systematic system of rewards and penalties is an effective way to motivate staff members to uphold discipline and pursue excellence in their everyday work. Nevertheless, the study also reveals a significant structural issue in the form of possible nepotism, a frequent hazard in family-run businesses. Long-term professional development and organizational objectivity are threatened by this propensity for subjective placement based more on personal connections than merit. In order to lessen this, the organization must keep bolstering its merit-based rules to guarantee that its human resource development stays fair and competency-focused.

Acknowledgements

The author would like to express their sincere gratitude and appreciation to all parties who contributed to the successful completion of this research. Special thanks are extended to the management and staff of PT Y for their openness and cooperation in providing the author with the opportunity to conduct field research within their organization. The insights and data provided were invaluable to the depth of this study.

Additionally, the author would like to express their sincere gratitude and respect to the research supervisors, Professors Rini Sugiarti and Christantius Dwiatmadja. Their extensive knowledge, ongoing direction, and helpful criticism during the research process were crucial to the accomplishment of this essay. The author is truly grateful for their dedication and mentorship in ensuring this study meets a high academic standard.

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