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Servant Leadership and Human Capital Management: Case Study in Citibank Indonesia

Andre^{a*}, Donald Crestofel Lantu^b

^{ab} School of Business and Management, Institut Teknologi Bandung, Jl.Ganesha 10, Bandung 40132, Indonesia

Abstract

Servant leadership is one of type leaderships that popular nowadays. Moreover, servant leadership is concept leadership that suggest leader to serve the employees to improve performance of employee. Human capital Management is systems that support employees to make sure that employees will increase the performance. Nowadays both of concepts usually implemented in the company. However, we still do not know that if both of those concepts can be put together in one company or no.

This paper is aimed to explore and examine the implementation of servant leadership and human capital management in business. The methodology used is qualitative research with case study approach. The data will be collected through two main ways: (1) biography and other documents analysis of several company in the Indonesia and foreign country such as Unilever, Indonesia Port Company, Telkom, Bank DBS, IDEO, Netflix, and Blackrock Company. (2) Interviewing and observing one big bank in the world which is Citibank. Researcher interviews Citibank which located in Indonesia and interviews several important people such as manager of Citibank, trainer of Citibank, Human Resource of Citibank, and others. From the secondary data which is biography and other document analysis, research will create a idea concept of human capital and servant leadership. Then, research will compare the ideal model of servant leadership and human capital management in the Citibank Company. Citibank Company is multinational company which research thinks that the company has a good system in both leadership and human capital management.

The results of this research are expected to provide richer knowledge and insights that are related to the implementation of servant leadership and human capital management in the business, both in the Indonesian and foreign country context. This research may encourage more qualitative studies on the operationalization of servant leadership model in the workplaces so that could be useful for practitioners who want to embrace the idea as a meaningful and effective way of leading knowledge workers. Besides, we will know about the ideal concept of human capital management and servant leadership which may be will be useful for some company to implant those concept.

* Corresponding author.

E-mail address: andre.sbm@sbm-itb.ac.id

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1. Main text

Robert K Greenleaf in his book tells a lot about the implementation of servant leadership. He thinks that the word “leader” itself has two meanings, first the leader as status and seconds the leader as activity that must be done in the company. Leader who put the word leader as their status will treat his employee as servant and he does not know how to deal with that. It is different with people who act like leader. In this case people who act like leader does not care about his status in organization or his status social. However, those people can treat people well and respect each other’s. Those activities can make him become a true leader. Nowadays, Greenleaf thinks that a lot of manager in the organization or big company always make his action based on his priority for himself. Manager rather thinks about the condition of employee about his decision or his activity. Hence, there are a lot of selfish manager who makes the paradigm that the leader is antagonists and just think about him. Besides, from those thinks a lot of people think that the relation between employee and leader are negative and just give advantages to one side which is leader. Because of that problems and Greenleaf remember story about Leon in the book *Journey to the East*, Greenleaf offers a solution which is servant leadership to fix the problems like that in the organization.

Servant leaderships mean that type of leadership which acts like servant who serve all of the people in the organization. In fact the core of the servant leadership is the leader must take care all of his employees. Greenleaf thinks that the leadership must come from the initiative of the each individual. Besides, Greenleaf said in his book that servant leadership come from the feel that people want to serve other people serve. Hence, their consciousness will bring him to act as leader. Moreover, Leader must be able to change other people because their attitude and charisma. This different concepts between servant leadership and other type leadership is in the servant leadership leader act like servant who care with other people and the priority of his action is serve other people. Thus, we can see that the main characteristic which differs between the servant leadership with other type of leadership is the feel to serve other people first before there are feel to need to lead people.

In the concept of servant leadership it is very important to know about understanding concept and listening concept. The servant leader must have both understanding and listening in their characteristic. First, The servant leader must have listening concept because leader must know all of the condition in his company or about the condition of his employees. Hence, leader will know anything about the condition and what employees want for their future. Besides, if there are problems, leader is able to listen a lot of solution from a lot of people and make it easier to solve the problem. Second, Understanding which means that leader must understand that leader must know the skills and limitation of organization or his employees. Hence, the job of leaders make sure that condition from those situations and search the best solution from those problems not make people do what they cannot do.

However, not just understanding and listening the most important skills for the servant leader. The language which used by the servant leader is differ with other type of leadership. The language which used by the servant leader is based on the action not from speak. Nowadays, a lot of employees do not trust the word which be spoken by the leaders. However, different with the action, employee thinks that action is the easiest language to be understood. If they see their leader act some things they know how the characteristic of the leader and what they want to explain to them.

2. Concept Servant Leadership and Human Capital

If we see deeply, we can see that the concept of servant leadership is similar to the concept of Human Capital Management. Both Human Capital Management and servant leadership have similar main characteristic. Servant leadership is the willingness of individual to give the best to other people first for making sure other people develop. Moreover, Human capital management is system which try to improve the employees; hence the performance of the

employees is improved and in the end improved the performance of the company itself. Both of servant leadership and human capital management have same concept to improve the employees to become better and more skillful.

However there are different treatment in development employees in Human Capital Management and servant leadership. In the concept of Human Capital Management, employees were treated like precious asset. Company was considered invest some money for the employees to make sure that employees will work for that company. However, the employees were not treated as passive asset which can be sold, bought, or changed anytime. Besides, employees cannot be treated as machine which can work anytime without mistake and without good treatment. In this case employees was treated as assets to make sure the employees can be trained and can be developed so in the future company will get bigger return from those employees. However, not only the company will get the return from this treatment, the employees will get the return too. The employees will get the better return because after this treatment the employees will get more skill which make them get higher salary, satisfying in the job, safety in working and better future.

In the concept servant leadership how to improve the performance is based on the attitude of the leader who help each other to improve all of the people skills. Company does not treat the employee with system and rule like the system which in the concept of human capital management. In the process of servant leadership, the leader will feel responsible about the improvement of their employees. The leader will give everything that employees need to make sure employees get what they want. In this case if the employees need help or something, the leader will help and make sure that anything that employee's need is ready.

In the company, there are a lot of people work and activity in there. Hence, there are a lot of different types of people in there such as different in ras, culture, religion, language, and others. Besides, we know that good organization or company must have great communication between the employees. Thus, the leader will have important role in here. Manager must be able to all of the changes in both inside the company and outside the company. Besides, the manager must make sure that all of the people in the company or organization do what must they do right. Hence, one the most important factor is language. Thus, type of communication that the leaders use in the company must be right to make sure all the communication spread well. Moreover, the language that manager use must suitable with the company itself. With the correct language the company hopes that will create better communication process.

We cannot deny that sometimes system does not work well as we predicted before. In the Human Capital Management we cannot deny that there are no system that create relation between the employees and the company itself. Employees can be assumed as free agent who can move out from the company anywhere and anytime. If the employees who already be trained move out from the company, it means that the process of invest to the human resource is failed. Hence, the company must train again the new human resource and company will lost money and time again. Similar with the concept of servant leadership which there are no guarantee that employees who already be treated well leave the company. Hence, the company needs some relation to make sure that the relation between company and employees well.

In the concept of Human capital management, how to create the relation between company and employees is by putting Value on the Company to the employees. This process began since the company recruit new employees. Besides, there are several systems that make the relationship from company to employees better such as reward system, engagement process, and others. However, there are no guarantees that those system will keep the employees forever. Besides, we know that leader always control all of the systems above. Then, we can combine both servant leadership and human capital management in one company. The Human Capital management concept is to make sure that employees have relation to the company. On other hand, servant leadership is to make sure that employees have relation with the company. If leader in every process use servant leadership; hence employees will become more comfortable and feel being watched out by the company.

3. Process Human Capital Management and Case Study

Human capital management is process creating value in the company or organization through the proper steps (Ingham: 2007). In the end the value creations will be useful for the stakeholders such as shareholders, consumer, employees, and people. Hence, we can say that creating value is creating culture or value with build capability to

make sure the business grow well. and prior the special opportunity to create competitive advantage in the organization. For reaching those value there are some activities that was connected with the creating value such as build capability to the future, create acceleration for business strategy, and choose the right advantage from main opportunity to create competitive advantage.

The next step in process of human capital is improving value. According to Hall (2008) there are several components that must be noted to make sure when the company build the system, the system will reach the competitive advantage. There are 4 important components to make sure the system well such as affectivity executive team (people who have important position in the company, leader performance, employees performance, and beat the competitors. After value was created by creating value, the value will be developed by process called improving value. Then to make sure that value is useful for the competitive advantage company or organization, those values must be processed by process is called leveraging value. Leveraging value is process where the resources must be developed to make sure they will create competitive advantage. Related to this problem, the company will face to the strategy to improve its human capital.

Dave Ulrich, Wayne Broadbank, Jac Fiz-enz and CIPD UK said there are 4 process categories in Human capital Process such as:

1. Acquisition Process is process which is done by company to make sure that when company do strategy for the company, the company will always have what their need for that strategy. In this process, there are some human capital process is implemented and designed for this strategy such as succession planning, system human resource management and assessment system
2. Development Process is process which is done by the company to make sure that all of the human resource or human assets who already in the company will have opportunity to develop or improve their competency or skills to become better and better. In this process, there are several system of Human capital which is implemented and designed such as learning and training system and development of leadership.
3. Engagement Process is process which is done by the company to make sure that all of the human resource or human assets, especially who have high competency and high skills have good relationship with the company. In this process, there are several system of Human Capital which is implemented and designed such as employee relationship system and industrial relationship system
4. Retention Process is process which is done by the company to make sure that all of the reward which company give to the employees can create specific competency and make sure that every individual in the company will work longer in the company.. In this process, there are several system of Human Capital which is implemented and designed such as reward system and work management system.

In this case study we will see the company from Indonesia and the company from foreign country implement the system of Human capital management in their company. We will see how those companies implement the system into 4 processes such as Acquisitions Process, Development Process, Engagements Process, and Retention Process. Then we will see how the companies create the culture of company itself. With this case study we want to see if there are different or no in implementation the human capital management in the Indonesia and foreign country.

3.1. Creating Value in Indonesia

There are several ways to create value in some company or organization. One the ways is what the Pelindo do for their company. Pelindo change their name from Pelindo 2 become IPC or Indonesia Port Corporation. Their change their identity as commitment that company did to become better and better. Besides, their change their identity to throw away the old system which conservative to become modern system. In the new system, the main focus for IPC is people and tools itself. The change of system itself is similar to changing value or culture, from old one to the new one.

Other example is from Bank DBS in Indonesia. Bank DBS create the value of their company based on the culture and the value from the location that the company was located. Indonesia was located in Asia; hence, they used Asian culture to its company. There are different implementation of culture and tradition in the Asia; hence, the management of human capital management too different with others. In Asia, the culture is identic with the kinship and mutual cooperation between the people. Hence, DBS create the standard service and program based on Asian Culture which is RED (Respectful, Easy to deal with, and Dependable). With the system and culture which

appropriate with the local culture, bank DBS trust the employee will feel more comfortable and get more valuable value from this culture.

3.2. Creating Value in Foreign Country

There are a lot of factors that affect the culture of some company. One of the factors that affect the culture is the vision and mission of company itself. Besides, the vision and mission usually is created by the leader. The leader has fully control and right in the company. Hence, leader can do anything in the organization and company. Moreover, leader can choose what will become the culture and tradition of his company. The example is Blackrock Company which thinks that culture and tradition in the company is very important. In the Blackrock company we can see that a lot of commitment from top executive who care and control the development of culture company. Moreover, in the Blackrock Company the leader must have good attitude and they think that good leader must work not just sit down and let the employee do the rest. Blackrock does not afraid to fire or change the leader that company thinks does not competent and can destroy the culture of the company.

In the implementation of the culture, there are several ways to implement the culture well. IDEO give example how to implement the culture well. IDEO has culture which is people in the company must help each other and together reach the goal. The implementation of this culture cannot be forced. They said that the implementation must be done by inspiration. Hence, the culture will be created in every employee's hearth. If the employees are asked what the culture of the company, they must be able to answer it. Besides, the good culture in the company can be seen when people see how the employees work in the company. Thus, if the process of creating value success, the employees will directly use the culture when they do their activity and become a habits for them.

3.3. Acquisitions Process in Indonesia

There is several type of acquisition process in Indonesia. For the recruiting process itself there are different process between one company and other company whenever their located in one country. For example Telkom company. People who can apply to the Telkom are people who have GPA more than 3 from 4 and from the University which have good reputation. Besides, Telkom thinks GPA just formal requirement for applying to the Telkom. Telkom thinks that skills and knowledge not a main requirement for working in Telkom. The first scanning that will be seen by Telkom is their attitude. People who have good attitude and passion are people who will become priority for become the Telkom's employees. Besides, we will see how to attract those people to apply to the job. In the Unilever company to attract new employees Unilever does not do anything and wait until new employee come to work in Unilever. There are 2 activities that Unilever do to attract the new employees. First, Unilever improve their Brand itself. The stronger the brand it means that more powerful and competent the company. Besides, stronger the brand the people will be attracted to work in that company. Moreover, Unilever directly take potential employees who still study in the university. They visit some university in Indonesia and offer jobs to them. Besides, they directly present what is Unilever and what is the benefit when they work in Unilever. Moreover, students more understand and more attract to apply job when the method of delivering information is presentation.

Then, there are several unique acquisition programs which not all of the company uses it. For example, Bank DBS which have program member get member which is called Staff Reveal Program. Bank DBS will give incentive like money if employees' success gives the company right people to work in DBS. This program is available for the entire worker in the bank DBS. Other unique acquisition program is from Pelindo or IPC. IPC has programs to search the employees to work in important position in IPC. The program is called "Lelang Jabatan". Besides, if the company needs some employees to work in some specific job, IPC has technology programs to find employees in the data base company which suitable for those positions.

3.4. Acquisitions Process in Foreign Country

Foreign country acquisition process has similar with acquisition process in Indonesia. NetFlix one of the company in foreign country thinks that they do not need to employ people who have skills and smart but do not suitable with

the position that company offers. Although those people smart but they still cannot or exactly do not know what they must do in this job. Moreover, NetFlinks thinks that the quantity of employees is not important thinks. Higher quantities of employees do not always make the speed of jobs or the performance increase. One senior person sometimes does it better than a lot of people do it together. The leader or manager sometimes will see that some position needs help from other employees. However, if leader direct ask to the employees sometimes they do not need additional help. Because of that in the recruitment process foreign company will always ask to the all of the employees first about additional help then discuss it whether need new employees or no.

For the acquisition process, foreign company usually has similar acquisition process like in Indonesia Company. They prefer people who have good attitude to people who have high score in university. They just put the GPA to the requirement to easier the scanning process. If there is no requirement like that the company will have difficulty to choice the employees because too much people apply to the company. Besides, for attract the people usually foreign company will directly go to the event in campus such as career weeks. In the career week, company does not need too much effort to attract the student. The student will come and see the booth of the company. They think the careers week in university one of the most interesting place to offer jobs.

3.5. Development Process in Indonesia

There are several training programs which is used for the development employees in the company. Every company usually has different training programs, but the goal of this program to increase or improve the employees skills. One of the examples of development process is Global Talent Program by Telkom. Global talent program is program which new employees will be given training for 3 months to reach some goals in business. Those people will work not in Indonesia; they will work in Branch Company of Telkom in foreign country. The people who success in this program usually will get higher position when back to Telkom. Besides, Telkom give a opportunity for employees to study again in foreign country. However, this program was limited just for employees who still not 45 years old to get their master or doctor degree.

However, people who go to the foreign country does not leave without preparation. They usually will be given syllabus and methodology. In the syllabus and methodology usually there are several process such as pre-departure, training, mentoring, evaluation process, and coaching. In the pre-departure training, employee will be given such as motivation, character, and attitude. They think that those 3 factors motivation, character, and attitude are very important before they leave to other country. Company will not give too much knowledge or theory; it is because they will give that when they work directly later in the foreign country. Then, other company such as Unilever has different development programs with others company. Unilever has program that is called management Trainee (MT). This program success makes Unilever one of the companies that almost all of the employees become from those programs. Hence, there are no people who can directly get position in Unilever without join this Program. All of the employees will be given direction appropriate with the value and culture of Unilever itself. Unilever thinks that employees should know what the Unilever want from them; hence, employees can work well.

Unilever design that program for 3 years; thus, all of the people in the MT program can be trained in several divisions in Unilever. The employee usually will change to other division when they already work for 9 months. Besides, every process of this program is directly watched by leader. However, if people cannot graduate from this program, those people must leave from Unilever. On other hand, people who success will have opportunity to have better future. Moreover, in this program Unilever will give chance to have carrier in foreign country for 6 months. Unilever trust that development of human resource 70% on the job training, 20% coaching or mentoring, and 10 % in the class. In the on the job training employees will learn a lot of and more understand by doing it directly. For coaching, it will be directly done by the line manager. Hence, the employees will directly learn from the expert.

Next for the IPC Company, different with other company, IPC does not directly do training. First they do some test and based on the result they separate the employees. IPC usually separate the employees based on the talent of employees. People who have high talent will be put together in one group and they will be called Hippo or High Potential people. Hippo people usually get more experience than people who do not join this group. Hence, similar with Unilever, IPC will do rotation system for the employees. IPC thinks with this rotation system it makes people can get high position in company in short time. In the past , people could not become manager when 29 years old, but now it is possible. This becomes motivation for the employees to work harder.

3.6. Development Process in Foreign Country

In the recruitment and development the employees a lot of new method is used. Nowadays, the development of technology rapidly grows. It is makes there are a lot of tools and technology which help company to develop the employees. There is an example from Blackrock Company. Blackrock Company has technology to develop their employees. They have programs which can be adjusted the passion and talent of the employees to the training that they must to do. With these programs, the company can reduce a lot of money and time to analyze that and make the process of development employees become better and better.

Moreover, in the development process in the foreign country similar with the development programs in Indonesia. Company usually uses job rotation to make sure that employees have a lot of experience and they know a lot about the company. However, in the development process Team executive do not just waiting until the employees become better. Executive team always controls the development process. They want to make sure that the new employees comfortable with the company and make sure that new employees are known they is important. Moreover, when the development process is running, the company hopes that creating value for the company can be done.

3.7. Engagement Process in Indonesia

For engagement process, some companies that this is about communication process. For example, Telkom said that one of the mos factor for doing all of the strategy of human resource is intensification communication process. Moreover, the mechanism about structured decision making from the board of directors meeting to the decision directors which in the end will spread to all of the Telkom companies. .We can see here that Telkom give a lot of attention to the human resource, it is proven by there are a lot of attention from high position in Telkom. Hence, we can conclude that Telkom put the human resource as their main value in the company.

In the Unilever Company, the engagement process is about keep the employees comfort, one of the ways is keep the working environment. To create the comfort working environment, Unilever try to make the employees do not bored and make the working environment like family. Moreover, bigger the company means that more complex the company and usually employees will do job harder than before. Unilever try to balance those difficulties by giving a lot of facility to the employees. The example of the facility such as Unilever has several clubs in sport and music; moreover, Unilever give facility gym to the employees which can be used anytime. Besides, for making sure those employees comfortable, Unilever has program call flexi hours. Flexi hours means that employees can work anytime and anywhere they want. The company just wants all of the tasks from the employees is finish. Besides, Unilever has similar with Telkom in the attention from executive team. Unilever do not give all of the human resource thinks to the Human resource Development. All of the people in the Unilever from the highest position always talk and watch out the human resource. We can see the commitment of executive team from meet board of directors. In the meeting of board of directors, they always put human resource problems as important problems. Moreover, they can discuss about it 2 until 3 times a year.

3.8. Engagement Process in Foreign Country

Technology sometimes can help communicate between employees in the company. In the foreign company, they prefer to use technology to help them communicate with each other. For example is NetFlix company, they have programs that called Block. Block is online chat program which can be used by all of the employees in the company. This program makes the communication between employee more clear. Besides, this program not one way communication but two ways communication which make two people can talk and give answers. Program blocks help and make the communication between leader and employees easier. Hence, employees can give comment and feedback to the company or leader to make the employees more comfortable when working.

3.9. Retention Process di Indonesia

For the reward system, Unilever said that why people left his jobs from a company because the company do not gift the right reward or beyond reward. Unilever trusts that system reward is the last things that employees see in the company. A lot of company thinks that reward is the number one that employees see. There reasons why people left his jobs usually because the leader who act bad or cannot lead employees well. Besides, a lot of companies always keep the employees for working in the company but giving higher wage. However, Unilever like already told before thinks that employees sometimes do not need wage or money. Unilever thinks that sometimes give a challenge jobs is one of the ways to keep the employees.

Whenever Unilever does not thinks that reward as money is important, Unilever still has several reward programs which give money to the employees. Unilever gives competitive wages for the employees; besides Unilever give the employees some programs such as give money for employees who already work for 4 years to credit house and car. However, if the employees want to leave the job before the credit finish, they must pay all plus the interest tax. Hence, the employees will difficult to leave Unilever, and it is hard for other company to recruit Unilever employee. Moreover, there are several programs such as day car for children, give hand phone, and best hospital for the employees who sick

Other example for reward system is in the bank DBS. Bank DBS give reward to the employees like money which enough for the employees. Bank DBS has principle which is pay by the performance. This principle treat the employees, that the employees will be paid appropriate with the performance that their do as long as they become DBS employees. Besides, employees who show higher performance than usual and have higher potential than other employees absolutely will get more reward. Bank DBS do this to make sure that the employees still competent. Moreover, every years bank DBS always do benchmarking or compare their reward or wage to other company. Bank DBS do that to make sure that reward and wage that he give to the company can compete with other competitor and make sure that the employees loyal to the company

3.10. Retention Process in Foreign Country

There are some systems that sometimes work better if the system adapt with the culture of the company and use sense; one of the examples of this system is Reward system. In the foreign country the company thinks that the reward system will work better if those systems adapt with the culture and follow the sense not general rule. They think that sometimes if you use sense than rule, both company and employees will get more benefit. For example when in vacation, if company limit the vacation days of the employees sometimes the employees will have trick to take vacation in busy time. It can be dangerous for the company itself when they lost their people to vacation. On other hand, if company just does not too strict about the quantity of vacation days and just the company tell the employees not to take vacation in busy days it will be better. Besides, the employees will not feel like in a bird cage and feel comfortable to work in there.

Besides, foreign company thinks that reward is not to important for people who really work for the company. It is similar with the company in Indonesia. They think that reward just additional motivation for the employees. It is because that if employees work for the company, they will not think about the reward or wage. Besides, in the Netflix Company, they always ask the wage in the interview before the employees join the company. This is done by the company to compare wage that company offer and wage that the employees want. If there are similarity between two wages, sometimes it will become additional motivation to work in there.

4. Conclusion

Both servant leadership and Human Capital management has similar goals to increase the performance employees which in the end will increase the performance company itself. Servant leadership concept is how leader communicate and help employees to reach the company goals. Human Capital Management is systems which there are several process and steps to improve the employees' performance. Based on the several case study in Indonesia and foreign country, Researcher identify linkages between some of these and found that:

1. There are relationship between Human Capital Management and Leadership

2. Foreign company and Indonesian Company have different types of Human Capital Management process
3. Servant leadership can be combined into human capital management concept
4. The combination of servant leadership and human capital management can create strong relationship between employees, leader, and company.
5. Ideal concept of human capital management and servant leadership

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