

Talent Management In Increasing Company Competitiveness In The Business World

Adi Rahmat^{a1}, Yulihardi^{b2}, Afrida^{b3}

^a Universitas Lancang Kuning, Pekanbaru, Indonesia

^b Universitas Baiturrahmah, Padang, Indonesia

adirahmat@unilak.ac.id

* corresponding author

ARTICLE INFO

Article history:

Received 12 Feb 2022

Revised 29 March 2022

Accepted 25 May 2022

Keywords:

Talent Management

Competency Management

Competitiveness

Company

Business

ABSTRACT

Management with human talent skills should be understood regarding employee performance in private or public entity businesses and staff performance enhancement and contributing to ethical and socially responsible activities. Management with human talent abilities has gained significant importance today; hence, each firm must have adequate knowledge of this functional area. This research focuses on the factors that influence human talent skills in organizations since its theoretical development, where concepts and theories of human talent and skills management are discussed. Additionally, the discussion presents the findings of empirical studies conducted on human talent development in various companies worldwide. In contrast to what is conceptually described, Indonesia.

Copyright © 2022 International Journal of Artificial Intelligence Research.

All rights reserved.

I. Introduction

Human resources are a crucial component of any organization, whether it is a government agency, a private business, or a social venture where the employee receives a specified remuneration or reward. The corporate world will develop if it is backed up by qualified human resources (Harmen, 2018). The story of science and information technology in the current era of globalization encourages organizations to be able to analyze and anticipate changes in the environment or business climate by responding quickly, precisely, effectively, and efficiently; thus, every organization is required to have resources. Human resources (HR) that are dependable and qualified to carry out the company's operational activities (Raharjo & Nafisah, 2006).

Most companies in Indonesia are characterized by informality and lack of clarity when describing the actual function and appropriate nature of the positions that exist in each company. This situation makes their human resources less competitive. Organizations that are not well defined structurally (that is, in terms of functions and operating procedures) will be weak and at a disadvantage compared to competing companies (Waasi, 2021). It is widespread to observe that companies do not use manuals, procedures, and adequate internal regulations that allow better administration of human resources; they prefer to set short-term guidelines for direct direction without reaching the anticipatory and planning stages of future activities (Ellitan, 2007). 2002).

Another essential weakness pointed out by companies in Indonesia is the informality in decision-making and the labor relations process. The selection, personnel recruitment, and adaptation process are not transparent and accountable (Adnan & Kumiasih, 2000). Besides that, what is characteristic in many of these organizations is that the company is run by one person, who is generally the manager (assisted by several collaborators who are family

members), because of the distrust generated in delegating management functions to people other than family members or relatives (Azwari, 2016).

The talent management process refers to planning and organizing the personnel and positions that make up the company and directing and controlling their activities. It has been proven that the company's efficiency is greater than the sum of the efficiency of the workers, and that must be achieved through rationality (Chan & Claudia, 2018). On the other hand, the new trend in terms of the competitiveness of human resources is to regard the personnel working in the company as another client, in the sense of understanding that people are the priority in an organization. Collaborators should be treated as customers, which means understanding their needs and achieving adequate performance in their work. If the worker is emotionally stable, he will perform his activities adequately; therefore, he will serve the customer best, achieving customer loyalty (Nisa et al., 2016).

A good company is one whose vision, mission, and values previously set are run by several talented employees who work together and in synergy (Darmawati, 2021). Lewis & Heckman (2006) said that talent management includes selecting and developing employees who are considered talented at producing people whose talents can be expanded to become an investment in the company. Capelli (2008) argues that: "Talent management is concerned with finding the right people with the right skills for the right positions." Employee development within the company is also very supportive of the company's success. Employee development through training and education is a planned effort from the organization to improve employees' knowledge, skills, and abilities, likewise with employees' career development within the company.

It is understood that the importance of human talent management in the company is to ensure that employees work effectively in achieving the goals, where the need to improve their productive capacity and skills should be considered so that they can fight on their own and give their best in their work, come to feel satisfied with activities they do (Lewis & Heckman, 2006). Today, it is necessary for employees to dispel the fear that the unknown generates and enter the adventure of changing their interior through continuous innovation, understanding reality, and facing the company's future. The market is changing and uncertain (Angliawati & Fatimah, 2020).

Therefore, companies need to implement programs and strategies to compete effectively in the market and thus achieve their organizational goals. Talent management is an integral part of organizational processes, including detecting personnel needs and developing programs that satisfy them (Anugrah, 2019). In talent management, revealing several things that are very important for the continuity of the organization (Labola, 2019), including (1) focusing on the strength of talent management, the company will realize and assess the talent of the workforce, which is needed now and in the future, (2) the organization will understand the business case and will succeed by linking talent management with an organizational strategy that will broadly have an impact on improving performance, and (3) the organization will seek effective ways to assess talent and determine the impact that will occur between superiors and subordinates.

In a company, it is essential to understand that workforce efficiency has a start and foundation in the recruitment, selection, and recruitment of good collaborators. However, the main thing is proper HR management to spread employees' potential and significantly improve the company's performance to become more competitive in the global market (Irawati et al., 2017).

Finally, the main objective of this work is to describe the importance of human talent management in organizations and their impact on business competitiveness, for it is necessary to theorize about management postulates on talent management and human

competence from the perspective of business strategy, to assess the role of human talent in supporting efficiency and effectiveness in a business context.

II. Method

This study uses a qualitative approach. This article is a literature study, a series of activities related to data collection methods through reading, recording, and managing research materials (Nasution, 2017). A literature study was conducted by browsing books, articles, national and international journals, dictionaries, and thesaurus. The literature review presented in this study is essential for deepening the study to explain the phenomenon and previous research studies to show the relationship between the research being carried out and those carried out. The data analysis technique uses the Milles and Huberman (1994) model, consisting of data collection, data reduction, presentation, and conclusion/verification.

III. Result and Discussion

Sinambela (2021) reveals that organizations nowadays have the main objective of ensuring that their human resources meet the specific skills to fill the jobs. However, it is common to observe that many companies are unaware of their competencies and do not apply for new jobs. Strategies aimed at changing methods and techniques to improve performance, productivity, and people development. For the authors, competency-based management implies that a performance index is assigned to each job to identify products in the workforce careers of collaborators. Performance evaluation is an element that functions to measure the work done by a worker or employee; besides, it serves to determine the level of skill of workers in their job positions. Lastly, job performance is input for decision-making to establish improvement plans in human resource administration and job growth programs.

In their study, Masdar et al. (2009) stated that competency management is a factor that allows the evaluation of specific personal competencies for each job in an organization. This is beneficial for the personal growth of collaborators, as they occupy a position or are responsible for a particular task and contribute to the organization's development. For the authors, these considerations lead corporate leaders to invest in people, given that it is highly profitable and in conjunction with personal and professional development within the organization. According to the author, the competencies defined by the organization can be in the form of main competencies, referring to all collaborators, particular managerial competencies, i.e., for those who run the organization and have other people on their side, positions, and lastly, particular competencies assigned to each functional unit of the company.

According to Ferrinadewi & Djati (2004), differentiation is crucial in human resource management. This consideration is based on the fact that some employees provide more excellent value to the organization. For the author, the differentiation of human talent must align with its strategic importance and specificity and the performance of workers in their work. The different skills of individuals and their level of performance in their work are the two fundamental stages in analyzing organizational processes. In order of that idea, Setiaji (2004), in their study, determined that individual perceptions and responses of collaborators should be examined, in terms of increased use of workforce differentiation, as this contributes to the effectiveness of human talent management systems and practices.

Meanwhile, Tirtayasa (2019) states that motivation is a fundamental element in organizations, so that company collaborators have good performance to achieve the proposed goals and increase organizational productivity. Motivation can be applied in different ways in an organization and helps to describe employee behavior in the workplace. Likewise, for the author, collaborators' performance is reflected in the activities they carry out in their work area; it all depends on the form and way in which collaborators in an organization are motivated.

For Sunarsi (2018), the world of work currently requires many skills, abilities, and talents; it is no longer enough to complete a professional career without having the appropriate degree. Competition is getting more challenging, and the socio-economic situation of many countries does not allow the availability of jobs in sufficient numbers. For this reason, it is more critical than graduates of any career have the best preparation and experience to stand out in the workplace. The

area of human resources has to evolve, from a service area, into a strategic business partner. Therefore, the 'area has a goal of helping people and organizations to achieve their goals. The strategic development of human talent must be consolidated as a competitive advantage.

Prasojo et al. (2017) stated that the selection of the right personnel, work environment, and training are factors that affect the continuity of cooperation in an organization; despite an increase in salary or benefits; employees value a good work environment and that the organization invests in their training and development. The author concludes that training and work environment can lead to staff turnover; therefore, constant job training is essential and works based on an excellent and motivating work environment. In developing human talent management, analysis, forecasting, and potentization of collaborator behavior must be carried out and consider the internal dynamics of the workforce and knowledge. According to the authors, those leading the human talent process identified that change had less impact when training and skills development plans were implemented. Similarly, they perceive that changes are beneficial for the organization. They help reduce tension, improve the work environment, reduce uncertainty, and increase work team participation as adaptation goes hand in hand. The person in charge of human resource management must be an impact assessor and guarantor of the effectiveness of the adaptation process of the collaborator workforce. After all, they must be aware of the singularity or uniqueness that existed before the change because they know the competence of their collaborators.

Johan et al. (2021) in Talent management, the relationship between three variables must be determined: organizational climate, intrinsic motivation, and job satisfaction. Social psychology and the study of human behavior in organizations have made it possible to establish specific work dynamics and explain the origins of behavior in different social systems; In this case, the organization must consider what increases worker motivation, such as strengthening autonomy and empowerment. In this way, activities can promote aspects that enable increased job satisfaction.

In its broadest sense, the company is a "unique world" that includes many factors and elements - technical, material, financial, and infrastructure, which must be put to good use to achieve the goals and achieve the proposed objectives. In these elements, strategy and human talent are essential for its resilience and survival, especially in times of crisis marked by intense competition and the desire to differentiate and position, leading companies to reinvent themselves. Themselves in search of new markets and business models. It is there where these two factors come into play through good management of human talent and its alignment with the organization's strategy to achieve change.

Subyantoro (2009) states that organizations, like individuals, have their personalities, and each organization is different because of these unique characteristics. It consists of behaviors, relationships, and interactions, determined by the members who make it up. Through a set of beliefs and values shared by company workers, culture is found at a high level of abstraction, allowing conditioning organizational behavior to determine ways of thinking, feeling, and acting. In some cases, turnover is beyond the organization's control when the volume of pensions by employee decision increases sharply. When the labor market is competitive and there is a strong supply, staff turnover generally increases, resulting in a considerable loss of human talent and valuable economic resources to the organization. Finally, the authors suggest to continue measuring organizational culture and periodically rotating personnel to maintain a good working environment, strengthen its development, and correct possible deficiencies that may arise, avoiding long-term losses.

Economic and human success based on human talent- presupposes a conscious, pragmatic orientation directed at processes that will strengthen the necessary qualities. Many studies accept the concept of human capital as a set of capacities, knowledge, and skills of employees and company managers. It was concluded that many elements could be called essential factors for the company to achieve an optimal level of development. Still, the most important is the holistic integration of employees with the resources or work tools they need (technology, information systems, etc.). The company's service quality lies in the possibility of retaining human talent over a long period.

A. Talent Management in the Business World

Human talent is an essential component in the company. This body of work is guided by the rules and regulations governing its operations, behavior, attitudes, and responsibilities; thus, their performance will reflect the social situation of the company. The competitiveness of human talent should be understood as the specific skills and abilities that every employee and worker possess to

perform their job functions in the best possible way. Also, this term refers to the fact that human talents must be continuously trained, managing to improve their performance through their valuable contribution to the organization. The main challenge for those in charge of human talent is to achieve the welfare of collaborators, directing them to increase the productivity level of the workforce (Tansley, 2011).

Another central aspect of competitiveness is the place occupied by each individual in the organization, understanding that there are specific tasks, responsibilities, and organizational goals. Organizational behavior and work environment are aspects that support or hinder the competitiveness of human talent. Human talent competes hand in hand with intelligently accepting new business challenges, such as globalization, permanent context changes, and knowledge assessment (Scullion & Collings, 2011).

In addition, the workforce's competitiveness must be following the organizational change process; apart from the specific tasks that each individual in the organization has, there is a strategic function where workers are understood as a source of sustainable competitive advantage for the organization. The development of a competitive factor in the workforce is accompanied by creativity, innovation, teamwork, effectiveness, and, above all, support for the training of permanent employees.

Leadership is another fundamental aspect that influences the competitive factor. It helps foster a relationship of trust, a climate of respect, teamwork, reduced conflict, greater productivity, and greater motivation, enthusiasm, and satisfaction at work. The word leadership is used in a fundamental sense which refers to an interpersonal process or influence, leading a group of people in a particular direction, oriented towards achieving specific goals by non-coercive means.

Thunnissen et al. (2013) stated that talent management is generally related to training on development strategies, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating, and maintaining talented employees through various initiatives. Why is a talent management strategy needed? Perhaps that is the initial question that must be answered in this discussion. Some of the arguments underlying the use of talent management strategies for employee development, among others:

1. Organizations can find or identify talented employees who can support superior organizational performance.
2. Talented employees will be able to be developed to accept greater responsibility to face the challenges ahead.
3. The appointment and selection of high-level leaders can be taken from the talent pool, which means succession can be fulfilled internally.
4. From the budget aspect, budget constraints for employee development must be addressed by setting priorities in employee development. With employee mapping, employee development can be carried out more effectively and efficiently in terms of budget.
5. Developing a talent pool in talent management will create opportunities for fostering relationships and networking among talented employees. In the future, the network will become an essential factor when these talents occupy important positions in the organization.

The results that firms can achieve through talent management techniques include filling top management roles with qualified individuals, removing any uncertainty about the performance of personnel selected to leadership positions within the company. Investment in talent management can result in the development of quality employees and the production of high-quality work, demonstrating that there is a significant relationship between talent management and employee performance.

B. Competency *Management* in the Company

Regarding the measurement of the competence of the workforce, special mention is made of performance evaluation. This instrument allows the measurement and quantification of the level of competence of the workforce in each job, i.e., indicators that provide information about job performance in the organization. According to Mangkunegara (2005), performance evaluation is a continuous and systematic process carried out by a company to measure the value contributed by a

worker to it. However, the measurement cannot be as long as their permanent in the company or estimate all aspects of the workforce at the same time, but rather, a partial evolution, that is, in a particular time or performance, not of workers at a certain stage.

Considering the preceding, management according to competence is defined as management carried out to identify the knowledge, skills, and abilities of collaborators in their work and evaluate their performance. In performance evaluation, it is possible to highlight the inadequacy of workers or employees concerning their work commitments.

Rohida (2018) considers that a qualitative analysis of the work must be carried out to identify competencies because the evaluation refers to the knowledge, abilities, and skills to perform job functions appropriately. Performance evaluation is a formal system of review and evaluation and allows directing the organization's strategic plan. With this competency-based conceptualization of management, the importance of assessing knowledge on the part of the company is observed; Likewise, it invites human talent to commit to a more significant level with the organization. Strengthening human resources by managing beneficial competencies to generate a tremendous competitive advantage in the organization.

Meanwhile, according to Yunus (2012), management with competence will contribute to the process of selection, inclusion, training, and position analysis in the company; in turn, this will enable the organization to be clear about its strengths in the area of human resources, which results in a proactive work culture in value creation in the company.

The author emphasizes that management with competition tends to optimize collaborators' performance, supported by their abilities, skills, and knowledge, to become an intangible element that results in organizational efficiency and effectiveness. Competencies are framed within the organization's context. They can be incorporated into its practices, policies, systems, and processes to help motivate and support staff so that their performance is of the highest quality. Work quality is strived for through competency-based management.

The findings show that 55% of the directors of this company stated that there was a beneficial effect after implementing the competency model and that the results contributed to the improvement of collaborator performance. On the other hand, the survey shows a general trend in the category of personnel development as part of the change process at the organizational level; this is because the surveyed companies have developed a training process for their collaborators. However, the results obtained also indicate the need to review the knowledge management scheme designed by the analyzed company, because although it has a positive impact on employee performance, it is a waste of the same potential, overriding awareness, dissemination, and transmission of knowledge about the process to develop skills before the change. As well as permanent measures in terms of feedback on the training process aimed at organizational change.

The results obtained in this study demonstrate the importance of training its collaborators for any company. Similarly, it can be concluded that management based on competence implies a process of change at the organizational level; therefore, the stages of training, qualification, and performance evaluation are essential in support of this model; consequently, it should be aligned with competitiveness—human talent in the business environment.

IV. Conclusion

Human talent is a strategic factor in any business or organizational setting, not only because of its role in implementing strategy but also because of its potential to be a source of lasting competitive advantage. The strategic factor is not only because of its role in implementing business strategy but also because of its potential to be a source of sustainable competitive advantage. Extensive administrative practice on the human resources component leads to better business growth prospects; that is, higher human resource qualifications show better business growth prospects. They are the advantages that companies derive from strategic business management. Undoubtedly, one of the challenges is better adapting human resources to the new forms of technology in the world. On the other hand, business leaders must trust their employees more, providing them with all the necessary physical and emotional elements to maximize human resources and prepare organizations for today's competitive challenges. Human resources must be motivated, organized, and involved in strategic decisions. Organizational success requires work teams to coordinate goals and create a

favorable working environment that secures human resources and makes them more competitive in a globalized world. Lastly, competency-based management enhances the company's competitiveness by leveraging your best resources human talents by verifying your skills, expertise, and knowledge. Human capital can significantly affect an organization's success and competitive position in the market if adequately guided.

References

- [1] Italy. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 31(6), 1254-1267.
- [2] Adnan, M. A., & Kumiasih, E. (2000). Analisis Tingkat Kesehatan Perusahaan untuk Memprediksi Potensi Kebangkrutan dengan Pendekatan Altman (Kasus pada sepuluh perusahaan di Indonesia). *Jurnal Akuntansi dan Auditing Indonesia*, 4(2), 131-152.
- [3] Angliawati, R. Y., & Fatimah, F. (2020). Peran Talent Management Dalam Pembangunan SDM Yang Unggul. *Jurnal Sain Manajemen*, 2(2), 28-40.
- [4] Anugrah, C. M. R. (2019). Kajian Penerapan Manajemen Talenta dalam Rangka Mengoptimalkan Kinerja Sumber Daya Manusia pada Bank Bri Kantor Cabang Sukabumi Kantor Wilayah Bandung. *Digital Economic, Management and Accounting Knowledge Development (DEMAND)*, 1(1), 1-18.
- [5] Azwari, P. C. (2016). Masalah Keagenan pada Struktur Kepemilikan Perusahaan Keluarga di Indonesia. *Akuntabilitas*, 9(2), 173-184.
- [6] Cappelli, P. (2008). *Talent Management for The Twenty-First Century*. *Harvard Business Review*, 86(3), 74.
- [7] Chan, A., & Claudia, A. (2018). Analisis Manajemen Talenta pada PT. PLN (Persero). *Jurnal Bisnis dan Kewirausahaan*, 14(3), 125-132.
- [8] Darmawati, H. (2021). Pengaruh Knowledge Management dan Talent Management terhadap Pengembangan Karir Karyawan. *Jurnal Riset Manajemen dan Bisnis*, 1(1), 36-41.
- [9] Ellitan, L. (2002). Praktik-Praktik Pengelolaan Sumber Daya Manusia dan Keunggulan Kompetitif Berkelanjutan. *Jurnal manajemen dan Kewirausahaan*, 4(2), 65-76.
- [10] Ferrinadewi, E., & Djati, S. P. (2004). Upaya Mencapai Loyalitas Konsumen dalam Perspektif Sumber Daya Manusia. *Jurnal Manajemen dan kewirausahaan*, 6(1), 15-26.
- [11] Harmen, H. (2018). Pengaruh Talent Management dan Knowledge Management Terhadap Kinerja Karyawan PT. Perkebunan Nusantara II (Survei Pada Kantor Direksi Tanjung Morawa). *JKBM (Jurnal Konsep Bisnis Dan Manajemen)*, 4(2).
- [12] Irawati, A., Sudarsono, B., & Lestari, L. (2017). Pengaruh Manajemen Bakat dan Pengelolaan Sumber Daya Manusia terhadap Kinerja Karyawan PT Jawa Pos Media Televisi (JTV) di Surabaya. *Eco-Entrepreneur*, 3(1), 210-224.
- [13] Johan, M., Budiadnyana, G. N., Admiral, A., Asbari, M., & Novitasari, D. (2021). Kepemimpinan Karismatik dalam Perspektif Karyawan UMKM: dari Motivasi Intrinsik hingga Tacit Knowledge Sharing. *Edumaspol: Jurnal Pendidikan*, 5(1), 598-613.
- [14] Labola, Y. A. (2019). Konsep Pengembangan Sumber Daya Manusia Berbasis Kompetensi, Bakat Dan Ketahanan Dalam Organisasi. *Jurnal Manajemen & Kewirausahaan*, 7(1), 28-35.
- [15] Lewis, R. E., & Heckman, R. J. (2006). *Talent Management: A Critical Review*. *Human Resource Management Review*, 16(2), 139-154.
- [16] Mangkunegara, A. A. P. (2005). *Evaluasi kinerja SDM. Tiga Serangkai*.
- [17] Masdar, S., Asmorowati, S., & Irianto, J. (2009). *Manajemen Sumber Daya Manusia Berbasis Kompetensi Untuk Pelayanan Publik*. Airlangga University Press.
- [18] Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. Sage.
- [19] Nasution, M. K. M. (2017). *Penelaahan Literatur. Teknik Penulisan Karya Ilmiah*, 3.
- [20] Nisa, R. C., Astuti, E. S., & Prasetya, A. (2016). Pengaruh Manajemen Talenta Dan Manajemen Pengetahuan Terhadap Kinerja Karyawan (Studi pada Karyawan PT. PLN (Persero) Distribusi Jawa Timur, Surabaya) (Doctoral dissertation, Brawijaya University).
- [21] Prasojo, L. D., Mukminin, A., & Mahmudah, F. N. (2017). *Manajemen strategi human capital dalam pendidikan*. Yogyakarta: UNY Press, Edisi, 1(3), 16-24. Yogyakarta: UNY Press, Edisi, 1(3), 16-24.

- [22] Raharjo, S. T., & Nafisah, D. (2006). Analisis Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja, Komitmen Organisasi dan Kinerja Karyawan (Studi Empiris pada Departemen Agama Kabupaten Kendal dan Departemen Agama Kota Semarang). *Jurnal Studi Manajemen Organisasi*, 3(2), 69-81.
- [23] Rohida, L. (2018). Pengaruh era revolusi industri 4.0 terhadap kompetensi sumber daya manusia. *Jurnal Manajemen Dan Bisnis Indonesia*, 6(1), 114-136.
- [24] Scullion, H., & Collings, D. G. (2011). *Global talent management: Introduction* (pp. 19-32). Routledge.
- [25] Setiaji, B. (2004). Pengaruh Diferensiasi Upah Antar Propinsi Terhadap Kesempatan Kerja. *Economic Journal of Emerging Markets*, 9(2).
- [26] Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja Yang Solid Untuk Meningkatkan Kinerja*. Bumi Aksara.
- [27] Subyantoro, A. (2009). Karakteristik Individu, Karakteristik Pekerjaan, Karakteristik Organisasi Dan Kepuasan Kerja Pengurus Yang Dimediasi Oleh Motivasi Kerja (Studi Pada Pengurus KUD di Kabupaten Sleman). *Jurnal Manajemen dan Kewirausahaan*, 11(1), 11-19.
- [28] Sunarsi, D. (2018). Pengembangan Sumber Daya Manusia Strategik & Karakteristik Sistem Pendukungnya: Sebuah Tinjauan. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 2(3), 178-194.
- [29] Tansley, C. (2011). What Do We Mean by The Term “Talent” In Talent Management? *Industrial And Commercial Training*.
- [30] Thunnissen, M., Boselie, P., & Fruytier, B. (2013). Talent Management and The Relevance of Context: Towards A Pluralistic Approach. *Human Resource Management Review*, 23(4), 326-336.
- [31] Tirtayasa, S. (2019). Pengaruh Kepemimpinan, Budaya Organisasi, dan Motivasi terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45-54.
- [32] Waasi, N. (2021). *Manajemen Sumber Daya Manusia*. Osf.io
- [33] Yunus, E. (2012). Pengaruh Kompetensi Sumber Daya Manusia Terhadap Kinerja Pegawai KPPBC Tipe Madya Pabean Tanjung Perak Surabaya. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 16(3), 368-387.