

HRM ASPECTS AND THEORIES IN IMPROVING EMPLOYEE PERFORMANCE AT STIE SAMPIT, CENTRAL KALIMANTAN, INDONESIA

*Rinni Wardani

Doctoral Management Science Program, Faculty of Economics and Business
Universitas Palangka Raya, Central Kalimantan, Indonesia

Author's email:
rinniwardani11@gmail.com

*Corresponding author: rinniwardani11@gmail.com

Abstract. Research in the field of human resources with green HRM theory that focuses on work competency, work skills and employee performance. The study was conducted at STIE Sampit in Kotawaringin Timur district in Central Kalimantan Province, Indonesia. The sample in the study amounted to 30 employees who had active status and were analyzed quantitatively using SEM PLS. The results show that the importance of the role of HRM theory in improving employee performance from the analysis shows significant and positive. The implications of the study of the role of employee competency greatly support employee performance and work skills can encourage employee expertise and confidence in producing good performance levels, so there needs to be ongoing training provided by STIE Sampit.

Keywords: Employee Performance, HRM Theory, Work Competence, Work Skills.

1. INTRODUCTION

Human potential can only be determined through the knowledge, skills and abilities possessed by a person because it can be measured according to the provisions of a job or position held. In order for knowledge to improve employee performance to be more focused, the knowledge in question is to improve work skills. According to the theory of Organizational Behavior according states that human resources are the quality of effort made by a person/employee in producing goods/services and have economic value to increase profits and to meet their life needs (Saifudin et al., 2021). That is why humans in an organization are grouped into parts or work units to make it easier to manage, organize or what is called human resource management. A leader is a very important person in an institution or organization, be it a formal organization or a non-formal organization. Or even a socio-religious or non-religious organization. So a leader is required to have certain requirements and have advantages over the people he leads, such as being faithful, mental, authoritative and competent. Furthermore, skills, a worker is technically or practically able to complete work according to targets and even exceed company targets in the field of work (Carballo-Penela et al., 2023). Thus, work knowledge and skills are abilities that are called potential for self-development.

The performance of college employees currently requires work competence and work skills from these employees (Alenzi et al., 2022). Because human resources that have all three elements will create quality work results, because positive thinking and positive human actions are basic capital from birth and are improved from learning and training. Even though the company has a great system but does not have qualified workers (quality human resources), the business will not be able to run in balance in maintaining the business.

Throughout 2022-2024, the Sampit College of Economics (STIE) in East Kotawaringin Regency has actively implemented digital transformation to achieve a long-term strategy that requires a workforce with skills (creative in digital applications). In the digital-based banking industry economy, a participatory leadership style is needed such as:

1. Having good intelligence or intelligence.
2. Self-confidence and membership
3. Being sociable and friendly to anyone
4. Creative, full of initiative and having a passion or desire to progress and develop to be better than before.
5. Influential and authoritative organizer
6. Having expertise or skills in their fields.
7. Likes to help give guidance and can punish consistently and wisely.
8. Has emotional balance or stability that is patient.

Based on the results of field observations, it shows that it is necessary to make system changes such as providing education in improving work quality (Muafi & Kusumawati, 2021), providing education in improving work competencies and work skills. Because increasing abilities and processes, coordinating and moving others in activities carried out more efficiently and effectively to achieve goals.

2. LITERATURE REVIEW

2.1 *The Role of Work Competence in Improving Employee Performance*

Work competence is a combination of knowledge, skills, and attitudes needed by an employee to carry out their duties effectively. In the context of an organization such as STIE Sampit, work competence is the main foundation in efforts to improve employee performance (B., 2023).

1. Relationship between Competence and Performance

High work competence allows employees to:

- Complete work with accuracy and efficiency,
- Adapt to changes in technology and organizational policies,
- Produce optimal individual and team performance, and
- Contribute to achieving the institution's strategic goals.

In other words, the higher the level of competence of an employee, the greater their chances of delivering superior performance.

2. Types of Competencies That Influence Employee Performance

Table 1. Competence Improve Employee Performance

Type of Competency	Activity Description	Achievement
Technical Competency	Mastery of academic administration, campus digital technology	Accelerates services, reduces errors
Managerial Competency	Work planning, team leadership, decision-making	Improves managerial efficiency and coordination
Social Competency	Communication, teamwork, public service	Enhances work relationships and stakeholder satisfaction
Personal Competency	Work ethic, responsibility, discipline	Encourages consistency and integrity in task implementation

(Source: by author, 2025)

2.2 *The Role of Work Skills in Employee Performance*

According to (Khan et al., 2022), skills are technical or practical abilities in a field of work. According to (Elshaer et al., 2021), work skills basically indicate a person's quality in doing a job. Work skills can be improved through training and experience. While work experience is the process of forming attitudes towards professionals through learning experienced over time. Therefore, the longer the work period, the higher or longer the work experience, if so, the higher the knowledge and skills, and the better the performance. So, skills can be the result of training and experience (Oroh et al., 2023).

Training in work skills is an increase in skills because of learning to carry out tasks

that form skills. In other words, training is the formation of work attitudes and morals. According to (Bahuguna et al., 2023), training means education in the narrow sense, especially with teaching, physical training and discipline. Training is basically seen as an application to increasing skills, because to learn to carry out tasks. On the other hand, development focuses on a process that is related to growth and maturity, which is often called "diklat" (education and training).

Training is an effort to improve skills is technical or practical ability in a field of work, while knowledge is intellectual ability about a job. Training is an activity to improve a person's work ability in relation to economic activities (Yuliandi & Tahir, 2019). Training helps employees understand practical knowledge and its application, in order to improve the skills, abilities and attitudes needed by the organization in an effort to achieve goals. With training, the attitude, behavior and skills and knowledge of employees are increasingly developing in the sense of improvement. Training or training in a broad sense contains the meaning of employee development (Lin et al., 2022). Education and training in a broad sense cannot be separated, and in education and training contains the meaning of the words guidance and coaching or development (Wang et al., 2022). Guidance or coaching itself is an effort to maintain, guide, direct, monitor, establish and develop potential continuously to obtain higher/better efficiency and results and quality from further development.

Based on the HRM ASPECTS and several previous studies, the following is the proposed research conceptual framework:

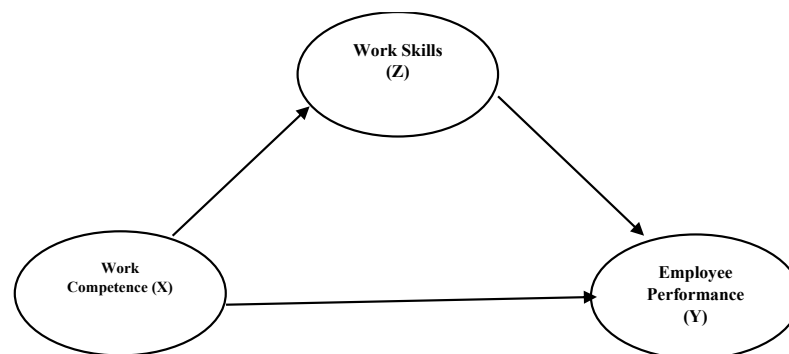


Figure 1. Research Conceptual Framework

The research hypothesis is a temporary answer to the problems raised in advance and needs to be tested. The hypothesis in this study is formulated as follows:

- H1: Work competence affects Employee Performance
- H2: Work Skills affect Employee Performance
- H3: Work competence affects Work Skills
- H4: The Mediating Role of Work Skills in the Relationship between Work Competence and Employee Performance

3. RESEARCH METHODS

The research method used is quantitative research, according to (Kristinae et al., 2020), Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis. While in analyzing data using descriptive statistics. Descriptive statistics are used to analyze data by describing or depicting the data that has been collected as it is without intending to make conclusions that apply to the public or generalization (Nahan et al., 2019). In this study, there are two data sources used by researchers, namely:

1. Primary Data is a data source that directly provides data to data collectors. The primary

data collectors in this study were distributing questionnaires to 38 employees/craft workers at STIE Sampit.

2. Secondary Data. According to (Kristinae, 2021), secondary data is a source that does not directly provide data to data collectors. The collection of secondary data carried out in this study was by using articles, books, journals, websites and previous research results.

The location of the study was at STIE Sampit, Kotawaringin Timur Regency in Central Kalimantan Province, Indonesia. The study was conducted when the research permit was issued within a period of approximately 1 month of data collection with a Likert scale questionnaire directly to 30 employees, which was then processed. The one-tailed hypothesis is a hypothesis that tests one direction. The one-way hypothesis is used to test something that is clearly greater or smaller than the initial hypothesis. The PLS (Partial Least Square) analysis used in this study uses the smart PLS version 3.0 program which is run using computer media (Christa & Kristinae, 2021).

4. RESULTS AND DISCUSSION

To ensure the results of the questionnaire are valid and reliable, a convergent validity test is carried out on all variables with reflective indicators which will be evaluated from the loading factor value (outer loading) of each construct indicator item. Table 1 presents the outer loading value from the processing results on SmartPLS for reflective indicators. The test was carried out by running the program twice because there were several indicators items whose values were below the required values.

Table 2. Outer Loading

Variable	Item	Outer Loading
Work Competence	X.1	0.819
	X.2	0.814
	X.3	0.737
	X.4	0.799
	X.5	0.812
	X.6	0.847
	X.7	0.739
Work Skill	Z.1	0.817
	Z.2	0.836
	Z.3	0.805
Employee Performance	Y.1	0.827
	Y.2	0.863
	Y.3	0.793
	Y.4	0.752
	Y.5	0.772

(Source: analyzed by author, 2025)

Based on the outer loading value presented, it can be seen that the loading factor value of all reflective construct indicators is >0.60 , which means that all construct indicators are valid. Convergent validity testing can also be done by looking at the AVE value of the research variables. The AVE value is presented in Table 2 and from the table it can be seen that the AVE value of all variables with reflective indicators shows a value of >0.50 , which means convergent validity.

Table 2. AVE Value

Variable	AVE
Work Competence	0.682
Employee Performance	0.611
Work Skill	0.784

(Source: analyzed by author, 2025)

4.3 Engineering's Contribution in Providing Innovative Solutions

The field of engineering makes a real contribution through technological innovation that supports the fulfillment of basic human needs efficiently and sustainably. One of the interesting case studies comes from Kenya, where a solar-powered water filtration system successfully provided access to clean water for remote villages. The project supports SDG 6 (Clean Water and Sanitation) and SDG 7 (Clean and Affordable Energy), by harnessing solar energy to power pumps and water filtration systems.

In the energy sector, advances in solar panel technology and micro-hydro systems in the mountainous regions of South Asia show that engineering can play a direct role in reducing carbon emissions and improving energy access. In India, the "Smart Villages" program combines Internet of Things (IoT) technology, agricultural sensors, and blockchain-based energy management to create self-sustaining and efficient smart villages. This innovation has a dual impact: supporting local economic development while maintaining ecological balance.

However, there are major challenges in terms of technology transfer and limited human resources to manage the system in a sustainable manner. Therefore, engineering innovation needs to be accompanied by local training, technical education, and social approaches so that the technology developed is not only technically functional, but also accepted and managed by the beneficiary communities.

2) Discriminant Validity

Discriminant validity is tested by comparing the square root of AVE with the correlation between constructs in the model as seen in Table 3.

Table 3. Correlation values

Indicator	Work Skill	Employee Performance
Work Skill		0.586
Work Competence	0.892	0.375

(Source: analyzed by author, 2025)

Table 3 shows that each construct is greater than its correlation value, so that the construct in this research model can be said to have a good discriminant validity value.

3) Reliability

Reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. To measure the reliability of a construct with reflective indicators, it can be seen from the Cronbach's alpha and composite reliability values. Composite reliability tests the reliability value between the indicators of the constructs that form it.

Table 4. Results of Instrument Reliability Testing

Variable	Cronbach's Alpha	composite reliability
Work Skill	0.872	0.884
Employee Performance	0.853	0.869

Work Competence	0.941	0.952
-----------------	-------	-------

(Source: analyzed by author, 2025)

The Cronbach's alpha value and composite reliability of the research variables with reflective indicators can be seen. The value is >0.60 . In accordance with the rule of thumb, all latent variables with reflective indicators have good composite reliability in exploratory research (Hair et al. 2014).

It can be said that all instruments used in this study have met the criteria or are suitable for use in measuring work skills, work competencies, and employee performance variables.

b) Structural Model Evaluation (Inner Model)

Conducting an evaluation of the structural model with PLS, starting with assessing the goodness of fit model. The goodness of fit check is carried out by looking at the R Square value of the test results and calculating the Q2 predictive relevance value of the structural model. Q2 predictive relevance measures how good the observation value is produced by the model.

The evaluation of the structural model also aims to see the value of the parameter coefficient of the relationship path between latent variables. This relationship path coefficient will be assessed from the T-Statistic it produces so that it can be used to see the significance of the relationship between variables. The significance of the relationship between variables is used to answer the proposed research hypothesis. 1) Goodness of Fit Examination

The Goodness of Fit model is evaluated based on the Q2 predictive relevance value calculated from the R-Square value of the model. The Q2 value is based on the coefficient of determination of all dependent variables or endogenous variables. The magnitude of Q2 has a value with a range of $0 < Q2 < 1$ where the closer the value is to 1, the better the model. In the structural model of this study, there are two endogenous variables, namely competitive advantage, and organizational performance. The coefficient of determination (R2) of the two endogenous variables is presented in Table 5 below.

Table 5. Goodness of Fit Test Results

Structural Model	Endogen Variable	R-Square Adjusted
1	Work Skill (Z)	0.819
2	Employee Performance (Y)	0.771

(Source: analyzed by author, 2025)

The path coefficient test in this study tested the relationship between the variables of Work Skills, Work Competence and Employee Performance. From the test results, it was found in accordance with the rule of thumb for testing the structural model, where the relationship between variables that are considered to have a significant influence is with a t-statistic value > 1.96 at $\alpha = 0.05$. These results will be used to test the proposed research hypothesis.

Table 6. Results of Direct Influence Hypothesis Testing

Hypothesis	Variable	Coefficient test	T statistic	P Value*)	Results
H1	Work Competence → Employee Performance	0.769	10.114	0.000	Accepted
H2	Work Competence → Work Skill	0,862	24.321	0.000	Accepted

H3	Work Skill → Employee Performance	0.561	1.984	0.002	Accepted
----	-----------------------------------	-------	-------	-------	----------

*) significant at $\alpha = 0.05$

(Source: analyzed by author, 2025)

Table 6 shows that all hypotheses can be proven empirically (accepted). Based on what is presented in the table and figure, an analysis of the research hypothesis can be carried out. The results of testing the direct effect hypothesis can be explained as follows.

H1: The effect of work competence on employee performance

The test results show that there is sufficient empirical evidence to accept this hypothesis. The path coefficient value of the relationship between work competence variables and employee performance is 0.779 with a t-statistic value of 10.114 (> 1.96) and a P value of 0.000 which is smaller than $\alpha = 0.05$ which means significant. A positive path coefficient can be interpreted as a unidirectional relationship.

From these results, it can be concluded that the better the level of work competence, the more significant the employee performance will be.

Performance as a form of public assessment of service quality is basically an accumulation of various aspects of assessment given by customers. The HR management process which includes policies, strategies and practices to be implemented must always be linked and adjusted to the formulation of the implemented organizational strategy (Juniarti et al., 2022). Every change and adjustment of the organization's strategic focus as a form of response to changes in the external environment must always consider the ability to manage the utilization of the potential of the HR owned. Designing HR systems and practices that are consistent with the role of work competence in achieving the vision, mission and goals. The important role of work competence style through the measurement of indicators has good intelligence or intelligence. Believe in yourself and membership (Davies et al., 2011). Sociable and friendly to anyone. Creative, full of initiative and has a desire or desire to advance and develop to be better than before. Influential and authoritative organizer. Has expertise or skills in his field. Likes to help give instructions and can punish consistently and wisely.

H2: The Influence of Work Competence on Work Skills.

The results of testing the influence of work competence on work skills can be proven by looking at the path coefficient estimate value of 0.885 with a critical point value (t-statistic) of 24,321 (> 1.96) and a P value of 0.000 smaller than $\alpha = 0.05$ which means significant. The test results show that there is sufficient empirical evidence to accept the hypothesis that states that better work skills from work competence encouragement. These results indicate that increasing work competence can improve work skills. Work competence is considered a type of behavior that is different from task-oriented behavior and work relationship-oriented behavior that encourages employee work skills, such as increasing employee creativity, self-effectiveness, being able to manage time effectively and efficiently at work.

H3: The effect of work skills on employee performance

The test results of the effect of work skills on improving employee performance can be proven by looking at the path coefficient estimate value of 0.544 with a critical point value (t-statistic) of 1.984 (> 1.96) or Pvalue 0.002 smaller than $\alpha = 0.05$ which means significant. The test results show that there is sufficient empirical evidence to accept the hypothesis that better work skills will improve employee performance. A positive path coefficient value means that the relationship between work skills and employee performance has a unidirectional relationship. A unidirectional relationship means that if work skills increase, employee performance will also increase.

b. Indirect Path Coefficient Testing (Mediation)

The purpose of testing the mediation influence path coefficient is to see the position or position of the mediation variable in the model. The mediation effect is the relationship between exogenous and endogenous constructs through connecting or intermediate

variables. The influence of exogenous variables on endogenous can be direct but can also be through connecting or mediating variables. A variable that is suspected of being a mediating variable can act as a perfect mediating variable, partial mediation or not as a mediating variable.

Table 7. Results of Indirect Effect Hypothesis Testing

Hypothesis	Variable	Coefficient test	T statistic	P Value*)	Results
H4	Work Competence → Work Skill → Employee Performance	0.617	2.983	0.003	Accepted

*) Significant at $\alpha = 0.05$

(Source: Analyzed by the author, 2025)

H4: The Role of Job Skills as a Mediator Between Work Competence and Employee Performance

Based on the results of the data testing and analysis, the t-value is 2.983, which is greater than 1.96, and the p-value is 0.003, which is less than 0.05. These results confirm the presence of a mediation effect. Furthermore, the path coefficient from work competence to job skills is statistically significant. Similarly, the path coefficient from work competence to employee performance is significant. The path coefficient from job skills to employee performance is also significant.

These findings indicate that job skills act as a partial mediating variable in the research model. This means that the relationship between work competence and employee performance is both directly and indirectly significant through job skills. In other words, job skills have a proven influence on employee performance. Therefore, there is sufficient empirical evidence to accept this hypothesis, which states that higher levels of work competence and job skills contribute positively to improving employee performance.

Discussion of Results

In the modern era that demands sustainability and efficiency, the implementation of Green Human Resources Management (GHRM) has become a key strategy in building organizational excellence, including in higher education institutions such as STIE Sampit. GHRM is an approach to human resource management that integrates environmentally friendly principles into every aspect of HR practices, from recruitment and training to performance evaluation and career development (Ibrahim, 2024).

At STIE Sampit, the role of GHRM is particularly relevant in shaping employee competencies that are not only professionally excellent but also environmentally conscious and responsible. Through the adoption of GHRM, the institution can develop training programs that focus on strengthening green competencies, such as the ability to manage resources efficiently, reduce workplace waste, and optimize digital technology to support an eco-friendlier campus operation.

The Role of Human Resource Management (HRM) Theory in Improving Employee Performance. Human Resource Management (HRM) theory can enhance employee performance because HRM focuses on the strategic management of human resources to achieve organizational goals. Various HRM approaches—such as human resource planning, training and development, performance management, compensation, and employee relations—can improve employees' competence, motivation, and engagement, which ultimately have a positive impact on their performance.

HRM Theories That Can Improve Employee Performance:

1. Resource-Based View (RBV) Theory

This theory asserts that employees are strategic assets of the organization. By developing employees' knowledge, skills, and abilities (KSAs), the organization can

create a sustainable competitive advantage (Faturrohman et al., 2018).

2. High Performance Work System (HPWS) Theory

This theory focuses on integrated HRM systems (training, recruitment, performance evaluation, compensation) that work together to enhance productivity and employee performance synergistically.

3. Herzberg's Two-Factor Theory

This theory highlights that motivator factors (recognition, responsibility, achievement), when properly managed by HRM, can increase job satisfaction and performance.

4. Vroom's Expectancy Theory

This theory emphasizes the importance of the relationship between effort, performance, and outcomes (rewards). If HRM can shape the perception that employee effort will lead to desirable outcomes, employee performance is likely to increase.

Table 8. HRM Aspects That Improve Employee Performance

HRM Aspect	Indicator	Impact
Training and Development	Number of training programs attended per year	Enhances technical and functional knowledge and skills
Performance Management	Annual performance evaluations	Enables objective and continuous measurement of work achievements
Compensation and Rewards	Satisfaction with salary and incentives	Boosts motivation through fair and rewarding compensation
Employee Engagement	Level of job satisfaction and organizational commitment	Influences loyalty and work enthusiasm
Recruitment and Selection	Match between new employees' competencies and job requirements	Ensures optimal performance from the start of employment
Work Environment	Employees' perception of work culture and organizational climate	A supportive work environment fosters productivity

(Source: results by author, 2025)

CONCLUSION

At STIE Sampit, it is an institution that implements routine training based on campus administration digitalization, and provides incentives for employee innovation, and conducts transparent performance evaluations every semester, so employees tend to show increased productivity, service punctuality, and higher work initiatives.

The application of Human Resource Management (HRM) theory at STIE Sampit has a strategic role in improving employee performance. Through a structured approach, such as training and development, performance evaluation, reward systems, and the creation of a conducive work environment, HRM is able to form employees who are competent, motivated, and committed to the tasks and vision of the institution.

By referring to HRM theories such as Resource-Based View and High Performance Work System (HPWS), employees are positioned as the main assets that need to be empowered sustainably. Effective HRM implementation not only improves employees' technical and professional abilities, but also strengthens their work engagement and loyalty to the organization. Overall, HRM theory contributes directly to increasing productivity, efficiency, and quality of academic services at STIE Sampit, which ultimately drives the achievement of institutional goals optimally.

REFERENCES

- Alenzi, M. A. S., Jaaffar, A. H., & Khudari, M. (2022). The Mediating Effect of Organisational Sustainability and Employee Behaviour on the Relationship between GHRM and Sustainable Performance in Qatar. *WSEAS Transactions on Business and Economics*. <https://doi.org/10.37394/23207.2022.19.129>
- B., P. (2023). Green Human Resource Management (GHRM). *GBS Impact: Journal of Multi Disciplinary Research*. <https://doi.org/10.58419/gbs.v9i1.912312>

- Bahuguna, P. C., Srivastava, R., & Tiwari, S. (2023). Two-decade journey of green human resource management research: a bibliometric analysis. Benchmarking. <https://doi.org/10.1108/BIJ-10-2021-0619>
- Carballo-Penela, A., Ruza-Sanmartín, E., Álvarez-González, P., & Paillé, P. (2023). How do GHRM practices influence firms' economic performance? A meta-analytic investigation of the role of GSCM and environmental performance. Journal of Business Research. <https://doi.org/10.1016/j.jbusres.2023.113984>
- Christa, U. R., & Kristinae, V. (2021). The effect of product innovation on business performance during covid 19 pandemic. Uncertain Supply Chain Management. <https://doi.org/10.5267/j.uscm.2020.10.006>
- Davies, A., Fidler, D., & Gorbis, M. (2011). Future work skills 2020. University of Phoenix Research Institute.
- Elshaer, I. A., Sobaih, A. E. E., Aliedan, M., & Azzaz, A. M. S. (2021). The effect of green human resource management on environmental performance in small tourism enterprises: Mediating role of pro-environmental behaviors. Sustainability (Switzerland). <https://doi.org/10.3390/su13041956>
- Faturrohman, F., Syah, T. Y. R., Darmansyah, D., & Pusaka, S. (2018). Application of RBV Theory and McKinsey 7'S Model on Start-up Company. Scientific Journal of PPI-UKM Social Sciences and Economics. <https://doi.org/10.27512/sjppi-ukm/ses/a17012018>
- Ibrahim, Y. (2024). Best Practices and Strategies for Talent Acquisition, Retention and Development in Egypt. Journal of Human Resource and Leadership. <https://doi.org/10.47604/jhrl.2338>
- Juniarti, S., Parmariza, Y., & Maharani, N. (2022). Effect Of Work Skills, Work Environment And Leadership Style On Employee Performance (Study At Lg Electronics Indonesia Pt-Head Office In South Jakarta). Dinasti International Journal of Digital Business Management.
- Khan, K., Shams, M. S., Khan, Q., Akbar, S., & Niazi, M. M. (2022). Relationship Among Green Human Resource Management, Green Knowledge Sharing, Green Commitment, and Green Behavior: A Moderated Mediation Model. Frontiers in Psychology. <https://doi.org/10.3389/fpsyg.2022.924492>
- Kristinae, V. (2021). Analisis Customer Satisfying dan Knowledge Sharing Dalam Optimalisasi Formulasi Promotion Pemasaran Produk Lokal di Yogyakarta dan Palangka Raya. Jurnal Pendidikan Ekonomi Undiksha. <https://doi.org/10.23887/jipe.v13i2.41105>
- Kristinae, V., Wardana, I. M., Giantari, I. G. A. K., & Rahyuda, A. G. (2020). The role of powerful business strategy on value innovation capabilities to improve marketing performance during the covid-19 pandemic. Uncertain Supply Chain Management. <https://doi.org/10.5267/j.uscm.2020.8.005>
- Lin, S. H., Lu, W. C., Chen, Y. C., & Wu, M. H. (2022). The Relationships among Proactive Personality, Work Engagement, and Perceived Work Competence in Sports Coaches: The Moderating Role of Perceived Supervisor Support. International Journal of Environmental Research and Public Health. <https://doi.org/10.3390/ijerph191912707>
- Muafi, & Kusumawati, R. A. (2021). A nexus between green HRM (GHRM), supply chain performance (Scp) and business performance (BP): The mediating role of supply chain organizational learning (Scol). Journal of Industrial Engineering and Management. <https://doi.org/10.3926/jiem.3339>
- Nahan, N., Kristinae, V., & Leiden, R. A. Z. (2019). The Strength of a Business Strategy with Value Innovation for Rattan Handicraft Entrepreneurs in Central Kalimantan, Indonesia. The International Journal of Business & Management. <https://doi.org/10.24940/theijbm/2019/v7/i12/bm1912-010>
- Oroh, R. R., Attaufiq, M. M., Daud, M., & Roring, R. F. (2023). Analysis of Vocational Student Performance Criteria on Work Skills Based on Industry Needs: An Analysis for Students' Skill Test Instruments. International Journal of Learning, Teaching and Educational Research. <https://doi.org/10.26803/ijlter.22.10.10>
- Saifudin, A., Havidz Aima, M., Sutawidjaya, A. H., & Sugiyono. (2021). Hospital digitalization in the era of industry 4.0 based on ghrm and service quality. International Journal of Data and Network Science. <https://doi.org/10.5267/j.ijdns.2021.2.004>
- Wang, T., Ru, X., Zhang, Y., Zhang, X., Gong, J., Lao, L., Gao, J., & Pan, Z. (2022). Work competence of general practitioners working in the community health services of Shanghai: a cross-sectional study based on self-assessment. BMC Medical Education. <https://doi.org/10.1186/s12909-022-03227-8>

Yuliandi, & Tahir, R. (2019). Work discipline, competence, empowerment, job satisfaction, and employee performance. *International Journal of Recent Technology and Engineering*.
<https://doi.org/10.35940/ijrte.C6221.098319>