



Unveiling successes and pitfalls: navigating human resource development in komunitas kejar mimpi pontianak

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ABSTRACT

This study aimed to identify best practices and areas for improvement in enhancing the quality of Human Resources within Komunitas Kejar Mimpi Pontianak. Employing a qualitative approach, the research conducted a case study within the organization. Data collection methods included in-depth interviews, observation, documentation review, and focus group discussions. Data analysis utilized the interactive analysis technique proposed by Miles & Huberman. Findings revealed several best practices contributing to Human Resource development in Komunitas Kejar Mimpi Pontianak, such as member appreciation, active member involvement, targeted short-term training programs, adaptability to dynamic changes, and fostering strong member bonds. Conversely, areas requiring improvement, or "bad case practices," included deficiencies in technical skill development, shortcomings in the recruitment process, insufficient focus on professional and personal branding development, and the absence of personalized member development plans.

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INTRODUCTION

Educated unemployment, defined as the inability of individuals to secure employment despite completing their education, poses a significant challenge in Indonesia. With a staggering 981,203 individuals classified as educated unemployed in 2020, the mismatch between the quality of the educated workforce and the needs of employers is evident (Pratama & Setyowati, 2022). Research by (Ritter et al., 2018a) emphasizes the importance of soft skills such as teamwork, communication, leadership, and problem-solving in navigating the modern work environment. Extracurricular activities have emerged as a vital avenue for students to develop these essential skills, with studies indicating significant enhancements in interpersonal communication, adaptability, and decision-making abilities as a result of participation (de Prada Creo et al., 2021). For instance, a study by (Liu et al., 2019) involving 280 nursing alumni highlighted that over 70.4% of participants gained leadership experience through extracurricular engagement.

The findings underscore the pivotal role of extracurricular activities in fostering leadership skills among graduates. Participation in such activities not only aids in achieving personal and professional goals but also enhances self-confidence, communication prowess, and social interactions. Moreover, extracurricular engagement facilitates the development of teamwork, empathy, and a broader understanding of diverse perspectives (Yousaf Zada & Dr. Alamzeb, 2021).

In response to the pressing need to address educated unemployment and empower young Indonesians to pursue their aspirations, the Komunitas Kejar Mimpi Pontianak, spearheaded by CIMB Niaga, seeks to inspire and support individuals in realizing their dreams. Given the significance of this initiative, the research aims to explore both exemplary and deficient practices in human resource development within the Komunitas Kejar Mimpi Pontianak. Through this investigation, valuable insights can be gleaned to inform and enhance strategies for nurturing and harnessing the potential of Indonesia's youth.

The study's necessity stems from the glaring mismatch between the quality of the educated workforce and the requirements of employers, emphasized by the high number of educated unemployed individuals in 2020. This research is vital as it explores practical and deficient practices within Komunitas Kejar Mimpi Pontianak, aiming to enhance human resource quality. Given the importance of soft skills in today's employment landscape, as supported by various studies, and the pivotal role of extracurricular activities in developing these skills, the study seeks to offer valuable insights into improving strategies for nurturing Indonesia's youth potential. This urgency is underscored by the need to address the educated unemployment issue and empower young Indonesians, making the research both timely and necessary.

The current research identifies critical gaps in Human Resource Development within Komunitas Kejar Mimpi Pontianak, focusing on enhancing technical skills (Elnaga & Imran, 2013; Ritter et al., 2018), refining the recruitment process (Jaya, Rosnani, Heriyadi, et al., 2023), developing professional and personal branding on social media (Alonso-Gonzalez et al., 2019), and instituting a system for personalized development plans for members (Swanson, 2022). These gaps highlight the necessity for strategic improvements to foster a more robust human resource framework that supports the community's growth and sustainability.

Human Resource Development (HRD) is the process of shaping the values, beliefs, and skills of individuals and groups through learning-related activities to enhance desired performance, as defined by (Wang et al., 2017).

Typically, the HRD function operates within an organization, spanning various entities such as companies, businesses, industries, government agencies, or non-profit organizations, regardless of size. In an international context, the organization may even represent an entire country. Strategic investments in HRD at the national level are crucial for maintaining high labor competitiveness to alleviate poverty and social unrest. Within social communities, HRD aims to cultivate community leaders to ensure the sustainability of the community's vision and mission. Furthermore, HRD plays a vital role in advancing human development by enhancing knowledge, skills, and attitudes especially in training and developing talents (Inayat & Jahanzeb Khan, 2021; Jones, 2018), consequently fostering labor competitiveness and reducing unemployment rates, especially among educated individuals (Swanson, 2022b).

When considering HRD as a process, characterized by inputs, processes, outputs, and feedback, it is essential to involve potential contributors and partners. Given that HRD relies on engaging others within the organization to support its initiatives, adopting a process-oriented perspective is most effective. Although HRD is often discussed as a process rather than a system, specific terms within HRD describe its various phases. These phases, sometimes referred to as stages, encompass aspects of personnel training and development (T&D) and organizational development (OD). The terminology used may vary, but the underlying principles remain consistent across HRD, T&D, and OD processes (Swanson, 2022b).

Employee training and development (T&D) constitutes the most extensive area of HRD activity, involving the systematic enhancement of job-related knowledge and skills among employees to enhance performance. While T&D predominantly focuses on training rather than development, the former is typically directed towards new hires and individuals transitioning into new roles, unlike the latter, which encompasses planned growth and skill expansion beyond current job requirements. Development opportunities are primarily extended to individuals with high potential to contribute to the organization, although proficiency in job tasks (expertise) remains essential across all levels of the organization (Swanson, 2022b).

Organizational development (OD) holds the capacity to unlock human expertise, leading to enhancements across organizational, process, work group, and individual levels. Although OD constitutes a smaller domain within HRD compared to T&D, its systemic influence on the organization is profound. While OD historically focused on studying both individuals and organizations, contemporary practices emphasize an organizational systems approach, shifting away from individual or group-centric perspectives (Swanson, 2022b).

OD interventions primarily address existing dysfunctional conditions rather than long-term improvement or comprehensive change efforts. Whether addressing current performance issues or facilitating system change for the future, OD interventions aim to enhance organizational effectiveness through planned development, improvement, and reinforcement of strategies, structures, and processes, leveraging insights from behavioral science (Swanson, 2022b).

Extracurricular activities encompass experiences beyond the formal curriculum that enrich the student learning journey in higher education such as enhancing student employability skills (Chapman et al., 2023) and guiding change in the beliefs, attitudes, and daily behaviors (Díaz-Iso et al., 2019).

RESEARCH METHOD

Research Design

This study adopts a qualitative research approach, aiming to delve into in-depth understanding and interpretation of meaning, reality, and pertinent facts (Nugrahani, 2014). The research strategy employed herein is a case study, a methodological approach wherein researchers meticulously examine a particular program, event, activity, process, or group of individuals. Each case under scrutiny is bounded by specific time frames and activities, enabling researchers to gather comprehensive data through diverse data collection methods within predetermined time constraints (Kusumastuti et al., 2019).

Research Subject

The research subjects, as defined by (Nugrahani, 2014), serve as primary sources of information in a research endeavor, offering insights into the prevailing situation and conditions within the research setting. In this study, the focal subject comprises the management of the Kejar Mimpi Community in Pontianak.

Data Collection Technique

Information derived from primary data sources in this research was obtained through observation, interviews, and focus group discussions. The researcher utilizes some techniques to make sure the collected data can be trusted (Jaya, Rosnani, Marumpe, et al., 2023). Additionally, qualitative research data can be augmented through secondary data sources such as documentation and evaluation reports obtained from the Komunitas Kejar Mimpi Pontianak.

Data Analysis Technique

The data analysis employed interactive analysis based on the framework developed by Miles & Huberman. This model comprises three essential components: (1) data reduction, (2) data

display, and (3) conclusion drawing/verification. According to (Miles et al., 2016), these three components are integral to qualitative data analysis. The relationship and interplay between these components are continually compared to ascertain the trajectory of the research findings, leading to the formulation of conclusive insights (Nugrahani, 2014).

Data Validity Technique

Ensuring the objectivity and validity of qualitative research data involves assessing its reliability and validity. Data validity is established through the credibility of findings and interpretations, achieved by aligning them with real-world conditions and obtaining approval from research subjects or informants. Concurrently, data reliability is pursued by maintaining a comprehensive database, which can be independently verified by other researchers to yield consistent results. Data credibility is further reinforced through data triangulation, a technique involving the comparison and validation of data using multiple sources or methods. To implement triangulation effectively, it is recommended to adopt a model comprising check, recheck, and crosscheck processes. Checking involves validating data using diverse methods, while triangulation entails verifying data validity through external sources or comparisons (Nugrahani, 2014).

RESULTS AND DISCUSSIONS

Successfully organized focus group discussions with three members of the Komunitas Kejar Mimpi Pontianak and conducted interviews with two additional members. Furthermore, conducted observations on the activities of the Komunitas Kejar Mimpi Pontianak through their Instagram account and reviewed their program evaluation reports.

The results of the research are categorized into two main parts: good case practices and bad case practices. Good case practices encompass the positive initiatives undertaken by the Komunitas Kejar Mimpi Pontianak to enhance the quality of human resources. The findings derived from observations, interviews, and focus group discussions are categorized into five criteria:

Table 1. The Good Case Practices in Komunitas Kejar Mimpi Pontianak

<i>Good Case Practice</i>	
No	Criteria
	Description
1	<p><i>Member Appreciation</i></p> <p>The Komunitas Kejar Mimpi Pontianak believes that for caretakers to effectively impact the community, they must first attain personal welfare. As such, in executing its programs, the Kejar Mimpi Community prioritizes fulfilling the basic needs of its administrators, including access to food. Additionally, the community ensures that every administrator receives recognition for their contributions, both in material and non-material forms. This practice is deemed crucial as it fosters a sense of appreciation among administrators, motivating them to consistently deliver their best performance.</p>
2	<p><i>Member Involvement</i></p> <p>In the Komunitas Kejar Mimpi Pontianak, every administrator is required to actively participate in the programs. Specifically, their involvement entails taking on roles that involve public speaking, such as serving as moderators and masters of ceremony. It is ensured that each member of the Komunitas Kejar Mimpi Pontianak has the opportunity to fulfill these roles as moderators and masters of ceremony.</p>
3	<p><i>Short Training</i></p> <p>The Komunitas Kejar Mimpi Pontianak not only assigns tasks and roles but also consistently offers brief training sessions for administrators on their designated roles.</p>

		Before engaging in any activities, administrators undergo training tailored to their specific roles. This training encompasses the development of knowledge, skills, and attitudes necessary for effective performance in their respective roles.
4	<i>Dynamic Change</i>	The Komunitas Kejar Mimpi Pontianak highly values suggestions and innovations from its management team. Embracing dynamic changes to achieve its goals is deeply ingrained in the community's ethos. Unlike stagnant legacy programs, the initiatives implemented by the Komunitas Kejar Mimpi Pontianak undergo constant evaluation, evolution, and adaptation. This dynamic approach enables the community to respond effectively to evolving circumstances and stakeholder needs. Consequently, this approach significantly contributes to the development of the administrators' human resource quality, fostering their growth as critical and creative individuals.
5	<i>Member Bonding & Good Environment</i>	The Komunitas Kejar Mimpi Pontianak places great emphasis on fostering strong relationships among its board members. To achieve this, they organize weekly badminton sports sessions, which not only enhance camaraderie and rapport but also contribute to the physical, social, emotional, and mental well-being of the members. Additionally, the community facilitates bonding activities such as cooking, eating together, and breaking fast, further strengthening the bonds between administrators. Moreover, the community ensures that each member radiates a positive aura and provides motivation to their fellow administrators, fostering a supportive and encouraging environment within the community.

Bad case practices encompass detrimental practices observed within the Komunitas Kejar Mimpi Pontianak that impede the development of human resource quality. The following outcomes stem from observations, interviews, and focus group discussions, categorized into four criteria:

Table 2. The Bad Case Practices in Komunitas Kejar Mimpi Pontianak

<i>Bad Case Practice</i>		
No	Criteria	Description
1	<i>Lack of Technical Skill Development</i>	The Komunitas Kejar Mimpi Pontianak has not provided adequate support for its management to enhance technical skills in program development. Particularly, there is a lack of training on designing and implementing program monitoring and evaluation using logical framework and most significant change approaches. Currently, the emphasis is primarily on program implementation, neglecting the need for administrators to enhance their skills in designing impactful programs and conducting thorough program monitoring and evaluation.
2	<i>Inadequate Recruitment Process</i>	The Komunitas Kejar Mimpi Pontianak lacks a robust system for recruiting administrators, resulting in difficulties for many administrators to remain engaged in the community over the years. The current recruitment process is rudimentary and lacks a probation system, leading to challenges in selecting suitable candidates and ultimately contributing to a high rate of resignations among administrators.
3	<i>Lack of Professional & Personal Branding Development</i>	The Komunitas Kejar Mimpi Pontianak has not directed its administrators to utilize social media platforms, particularly LinkedIn, for personal branding purposes.
4	<i>No Member Personal Development Plan</i>	The Komunitas Kejar Mimpi Pontianak has also not developed a tracker containing the self-development plans of its board members. This is crucial for the community to monitor the progress of individual board members' self-development and identify areas that require improvement.

Within the company, a robust reward system focusing on recognizing employees and their teams serves as a catalyst for higher performance, ultimately aligning with the company's goals and objectives. Rewards can effectively enhance performance (Aru Setiawan et al., 2022; Manzoor et al., 2021; Ngwa et al., 2019) by setting targets related to specific job roles, such as surpassing sales targets. When employees exceed these targets, rewarding them with additional salary

increments incentivizes them to strive for further achievements. Research indicates that rewarding and acknowledging individuals tends to enhance their performance, offering organizations another avenue to boost performance. Recognition can be publicly displayed in organizational newsletters or meetings. When managers take the time to acknowledge and reward well-performing employees, it significantly contributes to improving employee performance (Njanja et al., 2013). This practice resonates with the approach adopted by the Komunitas Kejar Mimpi Pontianak. Appreciating the management's efforts enhances their performance and quality. Providing appreciation fosters a sense of recognition among administrators, motivating them to continually deliver their best.

The work environment is a significant factor influencing employee engagement levels. Studies underscore that employee engagement results from various workplace aspects. Management fostering a supportive work environment typically demonstrates concern for employees' needs and emotions, provides constructive feedback, encourages them to voice concerns, develop new skills, and resolve work-related issues. Thus, a meaningful workplace environment conducive to focusing on work and fostering interpersonal harmony is crucial for enhancing employee engagement (J., 2014).

An effective training and development program aims to enhance employee performance by bridging the gap between current and desired performance standards. Training can be imparted through various methods, such as coaching, mentoring, collaboration with colleagues, and involving subordinates. This collaborative approach enables employees to actively engage in their work, leading to improved performance and organizational outcomes. Training programs not only enhance employee skills but also enable organizations to maximize the potential of existing human resources, gaining a competitive advantage. Therefore, planning training programs for employees to enhance their abilities and competencies essential for the workplace is imperative for companies (Elnaga & Imran, 2013b). Furthermore, training not only hones employees' abilities but also sharpens their critical thinking and creativity, enabling them to make timely and productive decisions. It also equips them to effectively handle customer interactions and promptly address their concerns. By instilling self-efficacy, training enhances on-the-job performance by replacing outdated practices with efficient approaches (Elnaga & Imran, 2013b).

At a strategic level, change efforts encompass broad initiatives, and communications regarding change are typically formal, written, and directed at a wider audience. Additionally, impersonal mediums such as email are utilized to outline the change. With ongoing incremental changes at lower hierarchical levels, smaller changes are implemented, often involving informal communication and active employee participation. Managers driving change are more inclined to model the desired change and engage in unscheduled face-to-face interactions with employees. Moreover, employee-initiated queries and comments often stimulate most change-related communication. Participation may involve multiple employees simultaneously, with bottom-up input on work processes contributing to resolving change-related issues. Through such interpersonal exchanges, employees develop positive attitudes and become motivated to enact change (Carter et al., 2013).

Relationship building transcends team boundaries within organizations. Considering that teams operate within the broader social fabric of the organization, boundary-crossing activities play a crucial role in their social capital resources and, consequently, their effectiveness. Teams that engage in frequent communication with diverse individuals gain access to a broader spectrum of resources beyond their immediate team. By establishing connections within a diverse social network, they acquire varied information and accumulate a wealth of knowledge, enhancing their effectiveness. For instance, teams whose members interact with a diverse range of individuals quickly gain insights into organizational developments. In case of setbacks, they can access a wide array of emotional and political support through relationships with other teams in the organization. Previous research has demonstrated a positive correlation between building social

relationships and team social capital resources, ultimately contributing to team effectiveness (Henttonen et al., 2014).

In the modern business landscape, enterprises recognize that their competitive advantage hinges on human and social capital. In the 21st-century information society and high-tech economy, elements such as developmental level and service quality are increasingly shaped by human and social capital. Consequently, contemporary social and economic development priorities revolve around creating conditions conducive to fostering human and social capital development. Thus, building a Personal Brand requires a paradigm shift, with professionals considering themselves as the primary stakeholders in their work, viewing the company that employs them as their "star client."

To establish and cultivate a Personal Brand, professionals must identify their identity, expertise, and aspirations, facilitating career progression and skill enhancement. Traditional resumes no longer guarantee professional success. Individuals' value and differentiation stem from their Personal Brand, shaped by their soft skills, including their interpersonal abilities, innovative acumen, and distinctive qualities. Consequently, companies should incorporate Personal Branding into their knowledge management strategy within the Human Resources department, fostering proactive innovation, dynamic capabilities, and continuous development among their employees that (Jaya, Rosnani, Heriyadi, et al., 2023b) suggested can be comfortable and supportive work environment by aligning employees, technology, tasks, and the surroundings. Human Resources departments should begin by identifying the attributes that distinguish professionals from their competitors or colleagues (Alonso-Gonzalez et al., 2019b).

The anticipated outcomes of companies that enhance Personal Branding for their employees are outlined as follows (Alonso-Gonzalez et al., 2019b): a) Personal Branding fosters alignment with company objectives rather than mere job roles, facilitates the development of personal goals within the organization instead of focusing solely on career plans, and emphasizes shared values over corporate culture; b) Personal Branding supports employees in advancing their careers within the organization and enhances their professional worth in the job market; c) Personal Branding enhances credibility, self-assurance, and the perceived quality of work and projects, thereby increasing job satisfaction within the company and the organization, rendering it more appealing to prospective employees, offering better salary prospects, and reducing employee turnover; d) Personal Branding enhances teamwork by heightening awareness of each individual's contributions, thereby enhancing the efficiency and productivity of colleagues and partners and shifting their mindset from being perceived as conventional professionals to being recognized as autonomous agents; e) Personal Branding facilitates the identification, communication, and positioning of competitive advantages that distinguish employees as exceptional professionals or specialists within their roles within the organization and the Human Resources department. It is essential for professionals to view their work contributions as products or services provided to the company, consider their profession as a micro-enterprise affiliated with the organization, and recognize their identity as a brand or product that the company engages with; f) Personal Branding empowers professionals within an organization to identify and address high-demand needs or challenges that they are uniquely positioned to solve. This proactive approach enhances performance levels in processes involving employees with a well-defined Personal Brand.

CONCLUSION

Based on the findings of this study, it is evident that there exist both effective and ineffective approaches in enhancing the quality of human resources within the Kejar Mimpi Community Pontianak. Positive practices identified include member appreciation, active member involvement, concise training sessions, dynamic adaptability to change, and fostering strong member bonds. Conversely, detrimental practices observed encompass deficiencies in technical skill enhancement,

inadequacies in the recruitment process, neglect of professional and personal branding initiatives, and the absence of personalized member development plans. These findings underscore the importance of implementing strategic measures to reinforce positive practices while addressing and rectifying areas of weakness within the community's human resource development framework.

Enhancing the recruitment process and implementing personalized development plans are crucial for the Komunitas Kejar Mimpi Pontianak's human resource management. The core management can tailor recruitment strategies to the community's needs, considering options such as probation periods or alternative pathways like selecting the most active volunteers. Additionally, devising personalized development plans for board members, informed by comprehensive interviews and focus group discussions, can optimize human resource development. These plans, easily managed and evaluated using platforms like Google Sheets, can foster continuous growth and improvement. Furthermore, future research could explore effective training methodologies and diverse approaches to human resource management, aiming to achieve sustainable development goals and contribute to a more comprehensive understanding of organizational strategies for community.

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