



# Human capital management: a tactical approach in improving employee competence and company competitiveness

Melanny Methasari

Department of Accounting, Sekolah Tinggi Ilmu Ekonomi YAPAN, Surabaya, Indonesia

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## ABSTRACT

Human resources is an effective and humane management in HR management. This study aims to analyze the impact of human resource management on employee competence and company competitiveness. This descriptive quantitative study with a cross-sectional approach took a sample of supervisors and senior staff at PT Aerofood ACS. Company competitiveness data from scales, check lists and documents, as well as human capital data is designed using the Likert model, as well as competency data compiled based on the HR Department check list. The results of the analysis obtained a value of  $t = 4.877$  with a probability of 0.000 ( $p < 0.01$ ) which proves that there is a very significant increase in the human capital management approach to the competence of supervisors and senior staff. The results of analysis and inferential interpretation of document data show that competitiveness is in the form of a company's ability to strengthen its market position which is relatively stable in quantity, within a period of 2-4 years, is able to maintain relationships with pro-environmental behavior, increase the number of workers and meet the demands of the workforce of user companies services at skill level. Human capital management is a strategic step capable of facilitating the potential development of superiors and staff and even all employees who meet the requirements in preparing business competition strategies, so that the company's goals and mission can be achieved..

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### Corresponding Author:

Melanny Methasari,  
Department of Accounting,  
Sekolah Tinggi Ilmu Ekonomi YAPAN,  
Jl. Gunung Anyar Indah Blok E, No. 150 - 154, Surabaya, 60294, Indonesia,  
Email: [melanny@stieyapan.ac.id](mailto:melanny@stieyapan.ac.id)

## INTRODUCTION

HR management has become increasingly competitive as a result of the current rapid development of digital technology. Many companies are starting to change to the production system, which reduces human labor to machines, leaving only workers who are deemed to meet the standard qualifications required by the company. As a result, the employment sector is becoming increasingly competitive, and companies are focusing more on existing human resources as assets,

which are viewed as sufficient to determine the success of companies, particularly those engaged in the service sector, particularly catering or catering services.

Catering service companies, such as PT Aerofood, began to develop in 2010 under the name PT Aerowisata Catering Services and changed their name to PT Aerofood Indonesia with Aerofood ACS as a trademark. The new brand logo was created as a strong commitment oriented toward a high fighting spirit to help Aerofood ACS expand its market segmentation outside Jakarta. Aerofood ACS has operated branches in Jakarta, Denpasar, Surabaya, Medan, Balikpapan, Yogyakarta, Bandung, and Lombok, and in 2014, it opened a branch in the city of Pekanbaru. Currently, Aerofood ACS has a workforce of more than 5,500 employees. In the Aerofood environment, all workers are given the training to become professionals and have competence in their fields, capable of producing premium quality products for catering services on 40 international and domestic flights, as well as catering services for more than 20 companies throughout Indonesia. HR management is designed in a way that uses a customer relationship management approach, so PT Aerofood ACS, in 2013, received the Airline Indonesia Support Service Provider award from Frost & Sullivan.

Companies in the service sector, such as PT Aerofood Services Indonesia, are trusted to provide service and food supply for aeroplane passengers, and in 2020–2021 they will experience a decline and financial problems due to the pandemic. In these conditions, the application of human capital is still seen as a step in efforts to manage human resources (HR), which cannot be ignored even though it has been affected by the financial pressures that have hit the company for approximately 2 years due to the Coronavirus pandemic. Nevertheless, PT Aerofood continues to optimize human resources by carefully adjusting the composition of the number of employees and ensuring the urgency of layoffs for 134 employees. This optimization is the last resort that needs to be taken by the company due to a decrease in revenue of up to 73 per cent from normal conditions and an audited finance deficit.

PT Aerofood views implementing human capital management principles as a strategy with a tactical and urgent step, especially in crises such as the 2019-2021 COVID-19 pandemic. Hence, employees remain empowered and can see their existence as a necessity in life that is still being met by the company. As a result, employees feel more attached and part of the company, the impact of which is being able to provide the ability to improve company performance. This is where strategic human resource management comes into play in terms of organizational performance. Research conducted by (Agolla, 2018) explains why strategic human resource management is a relatively new transformation in the HR management fields. An important role of strategic human resource management is to focus management on employees as a tool to gain a competitive advantage (Srikanth, 2019). Now organizations realize that appropriate human resource policies and practices can improve performance in areas such as productivity, quality, and financial performance.

The importance of human capital management as a strategic management tool for improving human resources has not been widely applied in Indonesia. This is, in fact, conveyed in the World Bank report (2018) related to the Human Capital Index (HCI): the country of Indonesia has an HCI number of 0.53 (Sedyastuti et al., 2021), which means that Indonesia is still categorized as a lower middle-income country. This is very unfortunate if we look at neighboring countries such as Malaysia, which has an HCI value of 0.62 (upper middle-income), and Singapore, which has an HCI value of 0.88 (high income) (Priyandana et al., 2022). The low quality of human resources can be caused by the low knowledge of human resources themselves. Research reported by Cania (Yuniarsih et al., 2022) states that human resources are considered one of the most significant resources of the company today. Human resource management becomes more important than other resources because humans use other assets in the organization, create competitiveness, and achieve goals.

Various reasons for the importance of HR management and the human capital's principles are considered significant because they involve the interests of employees, who are the company's main assets. In addition, employees are also individuals who spend plenty of time every day working and contributing to the success of an organization (Midhat Ali et al., 2021). Therefore, it can be said that the success or failure of the company is very dependent on the resources themselves. But in addition to the existing supporting factors, companies are also required to be able to hire and maintain the performance of existing employees. Steps that can be taken to achieve this target are to implement policies, create conducive conditions, and provide direction to employed employees so that they can be oriented, continue to practice, have motivation, and continue to be involved in company activities. So in this study we want to examine the human capital strategy approach as a step to maintain market position, by increasing excellence in the HR element. (Frimayasa & Lawu, 2020; Indiyati et al., 2021), have proven the effectiveness of human capital as a strategic approach in increasing HR excellence and company competitiveness.

The strength of human resources as the cornerstone of the human capital management approach is performance appraisal with an orientation towards leadership development and work teams which have relatively not achieved optimal results. HR Management at PT Aerofood, most of the work teams led by each supervisor still have problems in non-strategic workforce planning, weak use of workforce analysis, managing organizational change, and high costs of unresolved challenges. From this it is clear that human capital management has an important role at PT Aerofood in order to improve HR performance as well as the productivity and quality of work life of all existing employees.

## RESEARCH METHOD

The research population was taken at PT Aerofood, which is a service company in the catering service sector for domestic and international flight services, as well as providing services to several offices and hospitals. In this study, the samples taken were from employees at the supervisory or senior staff level, totaling 38 employees. The data were collected using a questionnaire and an attitude scale model that were distributed to all supervisors and senior staff.

The data collection process from the pre-test to the post-test is one period of employee evaluation at PT Aerofood, which is every 6 months. The human capital-based HR development process is carried out in the form of class meetings and seminars every first week at the beginning of the month, then coaching through video conferences in weekly activities (weekly reporting), as well as work visits at the workplaces of each SPV and staff both in the office of Aerofood and in partner companies. The collected data were examined and analyzed using inferential statistical analysis and one design pre-test (Semester 1) and post-test (Semester 2) analysis via t-test to determine differences in the results of the human capital approach that had been implemented for one semester.

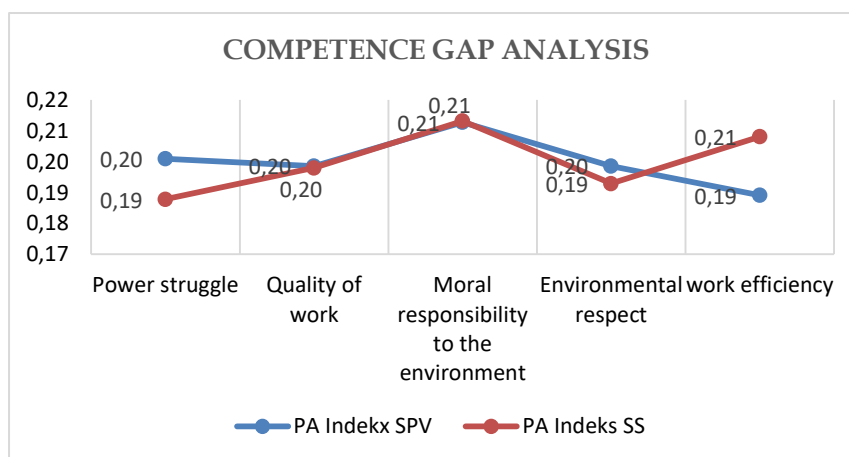
Employees with supervisory positions at PT Aerofood are supervisors who have the duty and authority to issue orders to their subordinate colleagues in every field of work within PT Aerofood ACS. Meanwhile, senior staff at PT Aerofood are employees with years of service who meet the requirements and are appointed as permanent employees, and/or PKWT employees appointed as supervisors or department heads.

## RESULTS AND DISCUSSIONS

The results of this study can provide an overview of efforts that reflect the human capital management strategy at PT Aerofood, which is oriented towards developing human resources and then making HR competence a business strategy. Arinya, the Human Resources Department at PT Aerofood, has implemented an HR development management approach as an initial procedure before preparing and planning a business by conducting competency analyses of staff, supervisors,

and all employees. And then making efforts to provide motivation and the various skills and knowledge of employees are required. The HR Department at PT Aerofood refers to the entire initial process that focuses on HR as performance management.

In the initial process known as performance management, what is needed is identification in the form of analyzing employee competency gaps, especially at the level of supervisors and staff as well as senior staffs. The analysis process focuses on human resources within the company, as well as employees assigned to or placed outside the company. Through this analysis, the HR Department at Aerofood ACS can find various employee problems and the causes of the decline in the quality of the company's work. In addition, competency gaps, especially for supervisors and staff, can help plan the HR Department and operational management to support growth and increase skills and experience for employees as a whole and develop strategies to address gaps between the two. Gap analysis, which is conducted periodically, can also be exemplified from the report documents for each period (one semester) as follows:



**Figure 1.** Analysis of employee competency gaps for the July-December 2021 period

The graph (Figure 1) can show the employee performance appraisal index between senior staff and supervisors, where there is not much difference. This is still in accordance with the expectations of the management of PT Aerofood ACS, which positions supervisors, especially in the production and service departments, as well as employees assigned catering services on flights. In this graph, the personal competence of the supervisors in the aspect of moral responsibility in the environment where they work is superior to that of senior staff, and the quality of their work is far superior to that of senior staff. This is related to the fighting power of the supervisors, which was assessed by two supervisors and appraisers from two companies, namely the partner company and PT Aerofood ACS' own HRD.

Evaluation results are conducted every month, which, according to PT Aerofood ACS's HRD explanation, is carried out to improve capabilities and work results of the employees. This is done on a schedule to monitor the development of employee work performance, especially for supervisors and staff. Then the results of the analysis of HRD performance measurements on various efforts to increase HR with the human capital management approach can be expressed in the values collected through the following likert scale data.

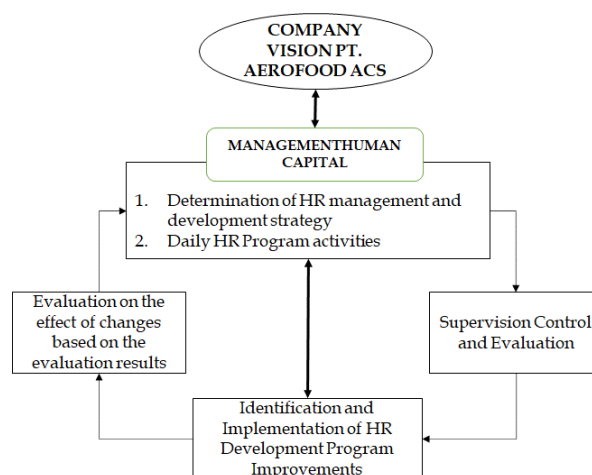
**Table 1.** HR Competency Improvement

HR Competency Indicators	Semester 1		Semester 2	
	Mean	SD	Mean	SD
Appreciation of the soul and ideology	2,923	0,848	3,679	0,712
Work productivity	2,827	0,896	3,762	0,650
Work quality	3,103	0,828	3,857	0,501
Determination of work planning	2,560	0,779	3,786	0,658
Moral attitude and work spirit	3,030	0,696	3,589	0,821
Struggling for achievement	2,994	0,643	3,589	0,769
Occupational health and safety	2,810	0,836	3,667	0,727
Avoid boredom and work stress	3,032	0,758	3,825	0,553
Employees' personal development	2,865	0,585	3,722	0,677

The mean value of the indicators of change in HR competence stands out in the aspect of work productivity, the readiness of supervisors and senior staff in preparing work plans more precisely, then the fighting spirit of supervisors and senior staff to improve their work performance has also increased, as well as respect for health issues and work safety as well as its members who are supervised, as well as the personal development of supervisors and senior staff who are considered to have experienced a significant increase, and can be observed. In other aspects, it also experienced changes for the better, although it was less prominent in the first period or for one semester. It can be said that the management considers the human capital management approach applied in organizational behavior at PT Aerofood ACS to be quite effective in increasing HR competence, particularly for supervisors and senior staff.

A human capital management approach is reported in the research of (Indiyati et al., 2021), which explains that HR competence is a characteristic or characteristic pattern of an employee and is one of the factors in increasing the ability of employees to work more effectively and superiorly. Increasing human resource competence related to the implications of human capital management is also explained in the research by (Agolla, 2018; Yuniarsih et al., 2022), which includes several approaches, including aspects of knowledge, skills and work attitudes, and personal characteristics of employees that support the achievement of work results according to the established method and company expectations. Likewise, the efforts implemented in the employee environment, especially the supervisors at PT Aerofood ACS, that the evaluation and briefing meeting model approach, as well as coaches, can be measured by predetermined work planning standards and can be improved by training activities and human resource development. Supervisors at PT Aerofood ACS are required to have several competencies needed to meet customer demand standards, namely service user companies as business partners, and to improve the quality of main products at PT Aerofood ACS, namely food supply and catering services in airline companies. Therefore, what is considered fundamental in the human capital management approach is understanding the company's vision and mission, and making vision the main focus of every employee, especially supervisors and senior staff, in improving their competence.

The pattern of the human capital management approach as an effort to increase employee competence, especially supervisors is a priority step and management strategy to maintain potential competitiveness among supervisors and senior staff. This can be illustrated in the following scheme.



**Figure 2.** Human capital management approach model

The scheme (Figure 2) above indicates that the human capital management approach is oriented towards the aspect of determining the employee management strategy (HRM) and the HR program activity process as measured by the task of reporting daily activities. The orientation is a monitoring activity as well as controlling and evaluation (Plan, Do, Check, Action approach). At first glance, this approach seems rigid and less flexible, but these conditions are needed to identify and refer to human resource development programs for improvement. This is in accordance with research on human capital management and increasing employee competency, as stated by (Frimayasa & Lawu, 2020; Ismiyati, 2020; Setiorini, 2018) that employees who are competent and needed by companies are HR who have sufficient skill competencies, which include aspects of knowledge (knowledge, science), skills (skills, technology), and a good work attitude (attitude) and are needed to support the success of achieving the expected work results. Likewise, the measurement of the success of HR development, especially at the level of supervisors and senior staff at PT Aerofood ACS, which is seen as competitive and competent, is supervisors who are able and able to support the vision and every mission of the company. Hogan et al. (Sihite, 2018); Kaplan and Norton (Kasmawati, 2017) explained that in the era of knowledge-based global economy, almost all corporate values are intangible assets such as human capital. This means that every company that wants to survive in competition and take part in a highly competitive business environment must have durable and agile human resources (Sukoco & Prameswari, 2017).

Furthermore, from the results of the human capital management approach, which is carried out and measured periodically, and during this one semester, the results can be seen as the data collected from the pre-test scale (beginning of the semester) and the post-test scale (one month after the end of the semester) to measure progress competence of supervisors and senior staff as shown in the following table.

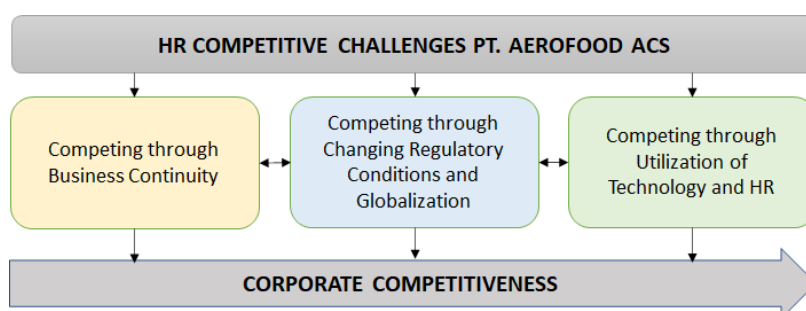
**Table 2.** The Human Capital Approach and Competency Improvement Test

HR Competency Improvement	Confidence Interval of the Difference		t value	Sign.
	Lower	Upper		
Semester 1 and Semester 2	835.479	2.164.521	4,877	0,000

The results of the t-test to measure the presence or absence of changes and improvements in the human capital management approach to HR competencies, namely supervisors and senior staff obtained a value of  $t = 4.877$  with a probability of 0.000 ( $p < 0.01$ ) indicating a very significant increase in the management approach human capital on the competence of supervisors and senior

staff. It can be said that the human capital management approach can be used as a strategy that is seen as effective for increasing HR competencies, namely employees at the supervisor level. This means that increasing competence which includes skills and soft skills of supervisors and staff can be used as a measure of the quality of the professionalism of the workforce, which supports the company's ability to compete and compete among competing companies.

It is proven that testing the hypothesis about the effect of the human capital management approach on increasing employee competency is in accordance with some of the research results of (Srikanth, 2019; Priyandana et al., 2022; Sedyastuti et al., 2021), who concluded that management's orientation to HR strength is a tactical step to prepare all the company's strength pillars, and is referred to as a human capital management approach, namely intangible capital for all production and production systems. Therefore human capital management as a tactical step produces competent resources. Furthermore, Becker (Sukoco & Prameswari, 2017), that the main concept of human capital is that humans are not just a resource for organizations, but also capital that can generate returns. The form of return is not only material, but also in the form of value for the company (Priyandana et al., 2022), and every expenditure made by the organization, which is not just to spend funds, but to improve the quality and value of capital (Sedyastuti et al., 2021). Thus, this activity can also be said as an investment for the organization, which at PT Aerofood ACS can be explained as follows.



**Figure 3.** Competitive Challenges driving the human capital Management approach

This scheme illustrates that with the right HRM role, HR performance at PT Aerofood ACS is more empowered and more focused on achieving company goals. The human capital management approach is a step to improve the quality of the workforce, and work process orientation on the aspects of effectiveness, efficiency, productivity, quality of work, competence, competitive advantage and performance. An effective human capital approach means that it has implemented quality management and increased HR's role so that it shows high performance and makes the company competitive to continue to develop strategic goals. Employees and HRM are likened to "riders and their vehicles" mutually determining and strengthening one another, quality HR without management will become a potent force that has no power of movement, and will not have a good direction for achieving goals. Erman (Kasmawati, 2017) said that globalization is a double-edged knife. On the one hand, it has succeeded in shrinking the small world into smaller ones and simplifying the arena of competition between individuals and among nations globally.

Barney (Faisal et al., 2020) said that human resources are said to have a competitive advantage if these human resources are seen as very valuable, especially concerning their ability to exploit opportunities or neutralize threats from the corporate environment. Research reported by (Rastgoo, 2016) explains that labor is the only resource that has potential, reason, feelings, desires, skills, knowledge, encouragement, power, ratios, and feelings that have qualities that are in line with company expectations. HRM, in the era of globalization, gave birth to the concept of Global (International) HRM. Given the large area of operation of Global HRM, the functions and activities carried out in International HRM are more numerous and broad in scope compared to domestic

HRM. There are activities carried out by International HRM but not conducted by domestic HRM. These activities include adjustments to international laws and regulations as well as the laws of the country of residence, including tax regulations, administration related to expatriates, for instance, passports/visas and other required documents, and orientation for expatriates (Ritonga, 2019). This adjustment applies to any country where foreign workers will work.

The competitiveness of companies in this study was measured using an internal audit approach in the form of evaluations, measurements using scales or questionnaires, and document data on company performance and responses from clients or companies that use catering services from PT Aerofood ACS. The internal measurement of the company's competitiveness is stated as follows.

**Table 3.** Description of company competitiveness

Competitiveness Indicator	2020	2021	Description
Strengthening market share	12	12	Company's Partners / Clients
Product Differentiation	+1	-	Addition of Division
Relationship with the environment	0,68	0,72	Measured by R-PVQ Scale
Performance Improvement	72%	74%	HR Demand
Profitable position	-	2%	Addition of company's sales and client volume

The aspect of strengthening market share in this study is not taken from profitability but from market position, which is seen a significant factor in determining competitive position. PT Aerofood ACS sees market power as having a strong market share against competitors in various divisions, which reflect PT Aerofood ACS's products. In this case the management of PT Aerofood ACS has collaborated and is trusted as a partner in 12 companies, which in the past 2-4 years, the number has remained stable or has not decreased.

In the product differentiation aspect, in 2019, PT Aerofood ACS added one division called product 1, and increased the volume of catering products to fulfill food orders in hospitals and shipping companies. The relationship aspect with the environment is measured through the Environmental Portrait Value Questionnaire (E-PVQ) scale developed by Bouman et al. (2018). The researcher translated and adapted the E-PVQ measurement tool. This measuring instrument consists of 17 items containing four dimensions, biosphere, altruistic, egoistic, and hedonic values. The test on the E-PVQ scale was carried out per dimension, the results of which were that all items on the dimensions of biosphere, altruistic, egoistic, and hedonic value orientations were considered valid because the value of the test score ranged from 0.33 to 0.78. The value orientation of the relationship with the environment explains the indicators that shape pro-environmental behavior. PT Aerofood ACS applies the biosphere, altruistic, and hedonic value orientation dimensions to have a relationship with pro-environmental behavior, while the egoistic value orientation dimension has no relations to a person's pro-environmental behavior. Researchers found that the biosphere value orientation dimension has a significantly positive relationship to pro-environmental behavior at PT Aerofood ACS. This is in line with research conducted by (Lee & Jan, 2015) which stated that the dimensions of the biosphere value orientation are considered to have a significant effect on the pro-environmental behavior of individuals who are having recreation in Taiwan. Researchers argue that the relationship between biosphere values and pro-environmental behavior can explain that PT Aerofood ACS, in managing the company with its various divisions, pays attention to high biosphere values and pays attention to environmental quality. This awareness encourages human resources within PT Aerofood to have responsibility and respect for the environment.

PT Aerofood ACS carries out continuous performance improvement in several ways. The measure of success is the increase in the number of workers by business partner companies that require a number of workers at the operator level and at the semi-skilled and skilled levels. Efforts

to improve the quality of human resources as a form of performance improvement are carried out by optimizing the quality of the ability of a more productive workforce, encouraging each employee to be more capable of increasing the knowledge and skills needed to meet company goals, improving communication relations between superiors and subordinates to increase ability to complete tasks and responsibilities, as well as explore various factors that affect the decline in employee performance and find solutions.

## CONCLUSION

The human capital approach at PT Aerofood ACS begins with the competence gap analysis process, believing that the existence of data explaining the competency gap analysis will make it easier for the HR Department to make the right decision. The existence of a competency gap document for the HR Department at PT Aerofood ACS can clearly identify the competencies possessed by each employee, especially those in positions such as supervisors and senior staff. Even though for the HRD of PT Aerofood ACS, collecting data to analyzing competency gaps is arduous to implement. It requires a long time, but having a document of employee competency gaps will give the best results. This is one of the deficiencies in this research method, so that supporting data that can be used as verification and development of analysis in order to find detailed strategies that have practical implications have not been described.

Human capital management is a strategic step capable of facilitating the potential development of supervisors and staff, and even all employees who meet the requirements in preparing a business competition strategy so that the the company can achieve their goals and mission. HR development strategy with a human capital management approach is an integral part of a business strategy that is integrated with the entire HR management process in a series of work activities from time to time. So that the human capital management approach is a strategy to increase the competence of the workforce, especially supervisors and senior staff, and is able to increase the competitiveness of companies in entering the era of global competition.

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