

## **STRENGTHENING HUMAN RESOURCE MANAGEMENT BASED ON COMPETENCIES AND WORK EXPERIENCE TO IMPROVE EMPLOYEE PERFORMANCE AND RETENTION IN MODERN ORGANISATIONS**

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### **Abstract**

This study examines the strengthening of human resource management based on competencies and work experience to improve employee performance and retention in modern organisations. The aim of this study is to analyse the role of competencies in improving employee performance and the role of work experience in strengthening employee retention. The method used is a literature review with a descriptive-analytical approach, involving a search of various relevant academic sources, such as journals, books and research articles. The findings indicate that competency-based management is capable of improving recruitment accuracy, training effectiveness, the quality of performance appraisals, and career development. On the other hand, work experience plays a crucial role in fostering adaptability, job satisfaction, organisational commitment, and employee loyalty. The integration of these two aspects results in a more effective, adaptive, and organisation-sustainability-oriented HR management system. This study emphasises that modern organisations need to manage competencies and work experience systematically in order to retain high-performing employees and enhance long-term competitiveness.

**Keywords:** human resource management, competencies, work experience, employee performance, employee retention.

### **Introduction**

Modern organisations face a rapidly changing work environment due to digitalisation, global competition and ever-increasing demands for efficiency. These conditions make human resources a strategic asset that functions not only as a workforce but also as the primary driver of organisational success (Aslan & Soesanto, 2026). In such a situation, human resource management can no longer focus solely on personnel administration but must be directed towards developing individual capabilities so that employees can respond to organisational demands in a more adaptive and productive manner (Prassl, 2018). Consequently, organisations need to establish a human resource management system based on competencies and work experience to ensure that employee performance is sustained in the long term (X. Wu et al., 2022); (Junita & Rahardjo, 2023) .

Employee performance is one of the most important indicators in assessing organisational effectiveness. High performance reflects an individual's ability to complete tasks accurately, quickly and to a high standard. However, many organisations still face issues of low productivity, skills mismatches and weak job loyalty, which lead to high employee turnover (Votto et al., 2021). These conditions indicate that organisations require a more measured approach to managing human resources, particularly through the mapping of work competencies and relevant work experience (Hanafi et al., 2023). Without such an approach, organisations risk losing talent that actually has great potential for development.

One approach widely discussed in HRM literature is competency-based management. This approach places competencies at the core of recruitment, training, performance appraisal and career development. Competencies encompass not only technical knowledge but also skills, work attitudes and the ability to adapt to changing situations (Conte & Siano, 2023). In the context of modern organisations, competencies serve as a more accurate measure as they effectively reflect an employee's actual readiness to perform their duties. Consequently, organisations need to integrate competencies into all HR management processes to ensure that decisions made are more objective and relevant to workplace needs.

Competencies are also closely linked to employee performance. Employees with high competencies tend to be able to complete their work to a higher standard, more efficiently, and with fewer errors (A.-C. Wu & Kao, 2022). This relationship is important because individual performance has a direct impact on team performance and the organisation's overall performance. In many studies, competence is viewed as a factor influencing work effectiveness because it enables employees to understand tasks, make appropriate decisions, and adapt to the demands of the job (Iswahyudi, 2025). Consequently, strengthening competence is a rational strategy for improving organisational performance amidst increasingly fierce competition. In addition to competencies, work experience also plays a vital role in shaping the quality of employees. Work experience provides individuals with the opportunity to learn from real-life situations, tackle problems and develop more effective working practices. Employees with sufficient work experience typically grasp workflows more quickly, are more consistent in their decision-making, and are better equipped to handle work-related pressure (Ghedabna et al., 2024). Such experience cannot always be replaced by formal training, as work experience fosters practical knowledge formed through direct interaction with organisational situations. Consequently, work experience must be regarded as a vital resource in modern human resource development.

From an organisational perspective, work experience also helps to enhance employees' adaptability. Employees who have navigated various work situations tend to have a better understanding of organisational culture, coordination patterns, and the expectations of both managers and colleagues (Ghedabna et al., 2024). Good

adaptability will speed up work processes and reduce the potential for internal conflict. Furthermore, work experience can strengthen employees' self-confidence when facing new tasks. This is important because modern organisations demand employees who are not only able to work according to procedures but are also capable of responding to change quickly and appropriately.

Work experience is also linked to employee retention. Employee retention refers to an organisation's ability to retain competent employees so that they continue to work and contribute in the long term (Kartiko & Gultom, 2026). Employees with longer work experience often have a stronger attachment to their job, team and organisation. They also tend to view career opportunities more realistically as they have come to understand the organisation's internal dynamics. Under certain conditions, work experience can foster more stable loyalty, particularly if the organisation is able to provide recognition, career development and a supportive working environment.

Retention is a key issue because high staff turnover incurs significant costs for organisations. Staff turnover not only results in recruitment and training costs but also disrupts workflow continuity and reduces team productivity. Organisations that fail to retain experienced staff will lose tacit knowledge that is difficult to document formally (Votto et al., 2021). This situation demonstrates that work experience is not only important for performance but also for organisational sustainability. Therefore, retention strategies must take work experience into account as part of a broader HR policy.

Previous research has shown that competence and work experience both contribute to employee performance and retention. However, many studies still examine these two variables separately, meaning that their integrated relationship has not yet been fully elucidated (Khatoon et al., 2025). Some studies place greater emphasis on training and competence development, whilst others focus more on length of service or practical experience. In fact, within modern organisations, these two factors are complementary. Competencies provide the foundation of ability, whilst work experience reinforces the application of those abilities in real-world situations. A research gap is also evident in the scarcity of studies linking competency-based HR management with employee retention through work experience. Many organisations have indeed implemented competency assessment systems, but have not yet optimised them as a tool for retaining high-performing employees (X. Wu et al., 2022). On the other hand, work experience is often understood merely as an administrative indicator, rather than as a strategic variable in HR policy. Consequently, organisations do not yet have a truly integrated model for managing performance and retention simultaneously. This situation opens the door to more systematic and practical research.

Given these circumstances, this study is important for examining how competence- and work experience-based human resource management can be strengthened to improve employee performance and retention in modern

organisations. The focus of this study is not only on the direct influence of each variable, but also on how both can be positioned as mutually supportive HR management strategies (Rahmadi & Rusmiati, 2025). This approach is expected to provide a more comprehensive picture of the role of HR in creating an efficient, adaptive and sustainable organisation.

This research is also practically relevant because organisations today require a more accurate and evidence-based model of employee management. The application of competencies in HR processes must be accompanied by the utilisation of work experience as the basis for internal talent development (Iswahyudi, 2025). In this way, organisations can place employees in suitable roles, improve performance quality, and reduce the risk of losing potential employees. Such strategies also support the creation of a healthier and more professional work culture.

Consequently, this study aims to elucidate the relationship between competency-based HRM, work experience, employee performance, and employee retention within the context of modern organisations. The research findings are expected to provide a theoretical contribution to the development of HRM literature, as well as practical insights for organisational leaders in designing more effective HR policies.

## **Research Method**

This study employs a literature review using a descriptive-analytical approach, which involves collecting, reading, comparing, and analysing various relevant academic sources such as books, national and international journals, and other documents related to competency-based human resource management, work experience, employee performance, and employee retention. Data were obtained from credible secondary sources and subsequently selected based on relevance, recency, and connection to the research topic. Subsequently, the data were systematically analysed to identify patterns, key concepts, and relationships between concepts, thereby enabling the formulation of a theoretical synthesis that logically and scientifically supports the research arguments (Crowther & Lancaster, 2012); (Eliyah & Aslan, 2025).

## **Results and Discussion**

### **The Role of Competency-Based Management in Improving Employee Performance**

Competency-based management is one of the most relevant approaches in modern organisations as it places employees' actual capabilities at the heart of human resource management. This approach does not merely consider formal education or length of service, but also assesses the knowledge, skills, attitudes and work behaviour that the organisation genuinely requires. In the context of increasingly fierce competition, organisations require an HR system capable of ensuring that every individual is placed in a role commensurate with their capabilities (Conte & Siano, 2023).

In this way, organisations can build a more stable, measurable and productive working foundation. This is important because the quality of employee performance is greatly influenced by the fit between job demands and the competencies possessed by employees (A.-C. Wu & Kao, 2022).

The implementation of competency-based management helps organisations create clearer work standards. These standards serve as a reference for determining who is suitable for recruitment, how training should be designed, and how work outcomes are evaluated. When competency standards are systematically developed, organisations can avoid subjective decisions that often undermine the effectiveness of their human resources. According to the latest research, integrating competencies into the entire performance management process has been shown to improve consistency in achieving work targets and strengthen operational discipline (Votto et al., 2021). Therefore, competencies should not be understood merely as an administrative concept, but as a strategic tool for guiding employees' work behaviour.

In the recruitment process, competency-based management offers significant benefits as organisations can select candidates based on the skills most relevant to the role's requirements. Competency-based recruitment enables companies to secure employees who are not only technically suitable but also a good fit in terms of behaviour and work culture (Conte & Siano, 2023). This is particularly important as recruitment errors often result in significant costs, both in terms of retraining and low productivity. Implementation studies show that the application of competency-based HRM in companies can improve performance quality because the selection process is conducted in a more objective and targeted manner (Cohen, 2019). Thus, competencies from the very start of employment form the foundation for better performance.

In addition to recruitment, training and development are also key instruments in competency-based management. Training designed to address competency gaps is more effective than general, unfocused training. Organisations can identify which competencies remain weak and then design development programmes tailored to employees' actual needs. This approach makes training resources more efficient and the results more measurable. The literature indicates that continuous competency development enhances employees' adaptive capabilities in responding to changes in technology, work procedures and market demands (Khatoon et al., 2025). In the long term, this will have a direct impact on improving the quality of both individual and organisational performance.

Performance appraisal also becomes more objective when organisations use a competency framework. With clear indicators, managers can assess work performance against the same standards, rather than solely on the basis of personal perception. This enhances a sense of fairness in the workplace and strengthens employees' trust in the organisation's evaluation system. Fair appraisals encourage employees to improve themselves as they understand which areas need improvement (Carpenter, 2020). In

recent studies, competency-based performance appraisal systems have been shown to help companies establish clearer KPIs and drive the achievement of higher targets . Consequently, competencies serve not only as a selection tool but also as the basis for more accurate performance measurement (Bondarouk et al., 2017).

Competency-based management also strengthens job placement. Employees placed in roles that match their competencies tend to demonstrate better performance than those placed in unsuitable roles. Appropriate placement reduces the burden of adjustment and accelerates the process of adapting to the job. Furthermore, the alignment of competencies with job tasks makes employees feel more confident in fulfilling their responsibilities (Asif, 2025). Research in an industrial organisational context shows that competency-based placement correlates with improved work quality, process effectiveness, and compliance with operational procedures. This means that appropriate placement is a key factor in building sustainable performance.

The relationship between competencies and employee performance can also be seen in employees' ability to solve work-related problems. Competent employees tend to understand situations more quickly, analyse problems, and take relevant action. This ability is crucial in modern organisations that demand rapid responses and accurate decision-making. Competencies reflect fundamental characteristics directly linked to outstanding performance. Consequently, the higher an individual's competencies, the greater their likelihood of delivering consistent, high-quality performance. These findings align with various studies that identify competencies as a key predictor of work success (Votto et al., 2021) .

The aspect of work attitude must also not be overlooked in competency-based management. Good performance is not only measured by the end result, but also by how employees carry out their duties. Work attitudes such as responsibility, discipline, cooperation and service orientation are crucial in determining the quality of the output produced. Organisations that incorporate the attitude dimension into their competency models typically have a healthier and more professional work culture. This is supported by findings that behavioural competencies contribute significantly to work effectiveness, particularly in roles requiring intensive interaction with teams or customers (X. Wu et al., 2022). Thus, competency-based management helps organisations build performance that is not only high but also ethically and socially sound.

In the digital age and Industry 4.0, the role of competency-based management is becoming increasingly important. Technological changes demand that employees possess the ability to learn quickly, think critically, and adapt to new working systems. Organisations that do not manage competencies seriously will struggle to keep pace with these changes. A review of the literature indicates that competency-based performance management strategies can foster innovation, creativity and readiness for work in highly dynamic environments (Asif, 2025). This implies that competencies are

not merely a tool for maintaining performance, but also for creating sustainable competitive advantage. Competent employees will be better prepared to face automation, digital transformation and the complexity of cross-functional tasks (Angrave et al., 2016).

Competency-based management also plays a role in creating clearer career development pathways. Employees will be more motivated if they understand exactly which competencies they need to achieve in order to progress to a particular level. This clarity encourages continuous learning and fosters a stronger performance orientation. In organisations that seriously implement competency-based HRM, promotion is no longer based solely on length of service, but also on evidence of actual ability. This approach is considered fairer and more in line with the needs of modern organisations (Votto et al., 2021). Consequently, competency-based career development is a key supporting factor in enhancing employee performance.

From a psychological perspective, competency-based management can boost employees' self-confidence. When employees understand the competency standards and have the opportunity to meet them, they tend to feel more capable of carrying out their work. This sense of capability is important as it influences motivation, work engagement and perseverance in completing tasks. Organisations that provide competency-based training, feedback and coaching will help employees strengthen their self-efficacy. HR management literature indicates that high self-efficacy is closely linked to better work performance (Khatoon et al., 2025). Thus, competencies not only impact work systems but also employees' mental readiness.

The implementation of competency-based management also requires strong leadership support. Organisational leaders must be able to guide, supervise and consistently enforce competency standards. Without commitment from top management, competency systems often remain mere formal documents without any real implementation. Recent studies indicate that the successful implementation of competency-based HRM is heavily influenced by leadership support, clear standard operating procedures (SOPs), and a reward system aligned with performance targets (Kamuri et al., 2025). Therefore, competencies must be integrated into the organisational culture so that they genuinely shape day-to-day work behaviour. When this occurs, employee performance typically improves in a more stable and measurable manner.

On the other hand, organisations must also recognise that competencies are not static. Competencies must be continually updated as job demands are constantly changing. Consequently, competency-based management requires a mechanism for periodic evaluation so that organisations can align their standards with current needs. Such evaluation is vital to ensure that the competencies developed remain relevant to developments in industry and technology. If an organisation fails to update its competency model, employee performance will lag behind market demands (Votto et

al., 2021) . Consequently, competencies must be viewed as a continuous development process, rather than a one-off end result.

Overall, competency-based management plays a central role in enhancing employee performance as it links recruitment, training, placement, appraisal and career development within a single, consistent system. This approach makes it easier for organisations to identify, develop and retain high-performing employees. Consequently, the implementation of competency-based HRM contributes positively to the quality of employee performance and organisational effectiveness. Thus, modern organisations need to make competencies the cornerstone of their HR management strategy in order to achieve outstanding, adaptive and sustainable performance.

### **Enhancing the Workplace Experience to Improve Employee Retention**

Work experience plays a key role in human resource management as it is directly linked to employees' ability to thrive and develop within an organisation. Employees with longer work experience typically have a deeper understanding of work processes, organisational culture and job requirements. This understanding makes them more stable in carrying out their duties and less likely to leave the organisation. In the context of modern management, work experience cannot be treated merely as a measure of length of service, but as an asset of strategic value to the organisation (Dragu & Lupu, 2021). Therefore, enhancing work experience is a key step in building sustainable retention.

Employee retention itself refers to an organisation's ability to retain a high-quality workforce so that they remain loyal and productive over the long term. High turnover rates often result in significant costs, both financial and operational. Organisations must incur costs for recruitment, training and onboarding of new staff, whilst the knowledge possessed by long-serving staff is often lost when they leave. Consequently, retention is a crucial issue in human resource management (Kartiko & Gultom, 2026) . In such circumstances, a well-managed work experience can strengthen employee engagement and reduce the intention to change jobs.

Work experience can improve retention by creating a sense of comfort and familiarity with the working environment. Long-serving employees typically have stronger social bonds with colleagues and line managers. These social bonds act as a binding factor that encourages them to remain within the organisation. Furthermore, work experience also fosters a sense of ownership towards one's job and the organisation. In the theory of job commitment, such conditions reinforce 'job embeddedness', making it more difficult for employees to leave their workplace (Rahmadi & Rusmiati, 2025) . Thus, work experience not only enhances professional competence but also strengthens psychological commitment to the organisation.

In practice, a positive work experience does not happen automatically. Organisations need to create an environment that provides space for employees to

learn from experience, whether through routine work, job rotation, or challenging assignments. Employees who are continually given opportunities to develop will feel that the organisation values their contributions. This sense of being valued is crucial as it is one of the key factors driving retention. Recent studies indicate that effective career development has a positive and significant impact on employee retention, both directly and through job satisfaction (Kamuri et al., 2025). This highlights the need to combine work experience with clear development pathways.

Training and development also play a major role in enhancing work experience. Work experience supported by training will result in employees who are more confident, more competent and better prepared to face workplace challenges. Organisations that rely solely on experience without updating knowledge risk producing a stagnant workforce. Conversely, experience accompanied by formal learning will enhance employees' adaptability (Umboh, 2025). Research shows that training and development have a positive impact on employee retention, particularly when employees also experience high job satisfaction. Therefore, work experience must be viewed as an active learning process, not merely the length of time spent working.

Work experience also reinforces job satisfaction. Employees who have navigated various work situations tend to have a more realistic understanding of their tasks and the organisation's demands. This understanding makes it easier for them to adjust their expectations and prevents them from becoming disillusioned too quickly when faced with work-related pressures. Job satisfaction is important as it is one of the key predictors of retention. When employees are satisfied, they tend to be more loyal, more engaged, and less likely to look for other jobs (Rismawati et al., 2025). Several studies also indicate that job satisfaction mediates the influence of training, career development, and work-life balance on employee retention. This confirms that work experience has a retentive impact through complex psychological pathways.

Strong work experience also boosts employees' confidence in problem-solving. Experienced employees recognise patterns more quickly, make decisions more readily, and avoid repeating the same mistakes. This makes them feel more valued by the organisation. When employees feel competent and useful, they tend to have a stronger commitment to remaining in the same role. In human resource theory, work experience is considered an asset that can enhance employees' perception of their self-worth within the organisation (Prassl, 2018). Consequently, organisations need to develop systems that allow work experience to evolve continuously.

Mentoring and coaching systems are effective strategies for strengthening work experience. Through mentoring, both new and existing employees can learn directly from more senior colleagues. This process not only enhances practical knowledge but also strengthens interpersonal relationships in the workplace. Such positive relationships are often a key reason why employees choose to stay. Structured coaching

and mentoring strategies have also been shown to support retention, as employees feel they receive genuine attention and development from the organisation (A.-C. Wu & Kao, 2022). Thus, work experience becomes more valuable when framed within a system of continuous organisational learning.

Work experience is also linked to career development. Employees who see that their experience is recognised and used as the basis for promotion tend to be more motivated to stay. Conversely, if work experience is not valued, employees will feel that their contributions are meaningless. This situation can encourage the intention to leave the organisation (Rismawati et al., 2025). Recent research indicates that career development has a positive impact on employee retention, and this effect is even stronger when employees experience adequate job satisfaction. This suggests that work experience must be linked to a transparent and fair career system (Rahmadi & Rusmiati, 2025).

Work-life balance also reinforces the link between work experience and retention. Experienced employees often bear a greater burden of responsibility, so organisations need to help them maintain a balance between work and their personal lives. If organisations fail to maintain this balance, work experience can actually become a burden. However, when organisations provide adequate flexibility and support, work experience feels more meaningful and sustainable (Putra et al., 2024). Studies show that work-life balance can contribute to job satisfaction and ultimately improve employee retention. Therefore, work experience needs to be underpinned by healthy and humane working policies.

From an organisational perspective, the work experience also supports knowledge stability. Employees who remain with the organisation for longer bring tacit knowledge that is highly valuable to the organisation. Such knowledge is difficult to transfer instantly; consequently, the loss of experienced employees can result in significant losses. Retaining experienced staff means the organisation successfully maintains process continuity, service quality and a 'work culture'. Articles on employer branding and employee experience also emphasise that a positive work experience is closely linked to retention, as it shapes employees' perceptions of the organisation. Consequently, enhancing the work experience has strategic implications for the organisation's sustainability.

A well-managed work experience can also reduce turnover intention. Employees who have had a positive experience are less likely to be tempted by offers from other organisations, as they already have strong emotional and professional ties. These ties are further strengthened when the organisation provides rewards, recognition and opportunities for development. Conversely, a negative work experience can actually accelerate an employee's desire to leave. Therefore, organisations must focus on the quality of the work experience, not just the quantity (Ghedabna et al., 2024). Positive

experiences foster a sense of security, whilst negative experiences accelerate disengagement.

From a strategic perspective, employee retention cannot be built solely on financial incentives. Employees also assess whether their experience within the organisation provides meaning, learning and future opportunities. Consequently, organisations need to create rich and relevant work experiences. Induction programmes, skills development, job rotation, coaching and clear career paths can strengthen the work experience whilst boosting retention. Recent research indicates that training, career development and job satisfaction all play a role in improving employee retention. This underscores that the work experience must be positioned as part of a comprehensive retention strategy (Larasati & Perkasa, 2025).

Overall, enhancing the work experience plays a vital role in improving employee retention, as positive experiences foster engagement, satisfaction, commitment and loyalty at work. Organisations that are able to manage the work experience effectively will find it easier to retain high-calibre staff and maintain operational stability. Recent research findings indicate that training, career development and employee experience contribute to retention, both directly and through job satisfaction. Consequently, the workplace experience must be understood as a strategic asset that requires conscious, systematic and sustainable management.

## **Conclusion**

Overall, strengthening human resource management based on competencies and work experience has proven to be a relevant strategy for improving employee performance and retention in modern organisations. This approach works because competencies ensure that skills align with job demands, whilst work experience reinforces employees' adaptability, loyalty and readiness to face organisational dynamics.

The study's findings also indicate that when organisations implement competency-based recruitment, continuous training, clear performance appraisals and targeted career development, employee performance tends to improve more steadily. Conversely, work experience managed through learning, mentoring and organisational support can reduce staff turnover and strengthen employee retention.

Consequently, modern organisations need to view competencies and work experience not as separate variables, but as two mutually complementary foundations for building a high-calibre workforce. If both are managed systematically and sustainably, organisations will find it easier to achieve high productivity, workforce stability and long-term competitiveness.

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