

EMPIRICAL STUDY: PERFORMANCE ANALYSIS BASED ON COMPETENCY, COMMITMENT AND EMPLOYEE WORK CONTRIBUTION

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ABSTRACT

This study uses empirical data to evaluate employee performance in terms of their competence, commitment, and work contribution. 60 employees of PT. Isuindomas Putra, Medan is the population of this study. Quota sampling is the sampling method used, with the entire population serving as the research sample. With a t-statistic value of 4.014 and an overall coefficient of influence of 0.480, the findings indicated that competence had a positive and significant impact on employee performance. With a t-statistic of 0.196 and a total effect coefficient of 0.043, commitment has a positive but not significant impact on employee performance. With a t-statistic value of 3.088 and an overall coefficient of influence of 0.482, the work contribution has a positive and significant impact on employee performance. The findings of the structural model test also show that employee performance has an adjusted R square value of 0.904, which indicates that competence, commitment, and work contribution can account for 90.4% of employee performance.

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1. INTRODUCTION

If a company has a sustainable competitive advantage (better than rivals and able to sustain that advantage over time), it can be successful in terms of business strategy, [1]. According to [2], the desire to be able to complete a task, action, or objective constitutes the demand for competence. Along with actual resources, time, connections, and training to increase employee competency, it is also necessary to ensure that the knowledge and information needed to do the work is available. Competence can be demonstrated by sound judgment, technical proficiency (with the aid of technology), and professionalism. A person's level of job performance can also be evaluated using the concept of competence.

The competency approach presents numerous chances to specify the professional and personal qualities required to realize a high degree of overall organizational efficiency. The chance to focus on key personality traits and skills that have an impact on the result. Additionally, the idea of competence can be used to describe the skills and information that individuals need to possess in order to properly complete their jobs [3].

Additionally, many strategies for human resource management are built around the notion of labor as an asset. This entails making efforts to develop human talents and to take advantage of the workforce's abilities, inventiveness, and devotion to the job [4]. [5] asserts that the axis of talent now revolves around commitment and competence. If they make a meaningful contribution with the work they do, the following generation of workers will be loyal and competent (able to do the work).

[6] defines commitment as an employee's willingness to remain employed by the organization. Whether an employee is retained by the company or departs to pursue a different position depends on their organizational commitment (the opposite). Three separate organizational commitments exist: Affective commitment is the desire to stay a member of the organization because of the emotional connection and involvement with it. The term continuance commitment refers to the decision to stay in the group notwithstanding the costs associated with leaving. Normative commitment is the desire to continue being

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a part of the organization due to commitments. The desire to stay a member of the organization, emotional attachment, employee involvement, awareness of the consequences of leaving the organization, and obligations to the organization are the components that make up the commitment construct.

By retaining qualified workers and cultivating loyalty, employees may help an organization's production grow. Job happiness is a growing concern, though, [7]. Finding meaning and purpose in one's work, as per [8], is contributing through one's labor. When an employee participates in the organization and has their basic needs covered, they are contributing. Staff employees might receive help from organizational leaders in appreciating the importance of contributions made via their work. In order to help employees discover meaning in their job, the following aspects have been identified: a) determining the identity's strengths and weaknesses; b) ascertaining the employee's priorities and goals; c) encouraging cooperative relationships and teamwork; d) identifying more intriguing problems to address; and e) taking satisfaction and enjoyment in one's work. According to [9], the primary criterion for the human capital perspective is the employee's contribution to the organization, which implies a resource-based view of the business. The importance of valuable human capital is highlighted.

PT. Isuindomas Putra is a part of the Capella Group, one of the largest companies in Medan. The Capella Group is active in a number of commercial sectors, including the mining industry, plantations, and the automobile industry. The Isuzu and Daihatsu brands in the automobile sector are managed by Capella Group. PT. Isuindomas Putra, one of the principal dealers, is in charge of the Isuzu brand. The head office is situated at Jalan Rahmadsyah No. 57, Medan. The researcher's view is that in carrying out the company's operations, in 2022, the competence, commitment and work contribution of employees are certainly very important. Companies must be able to cultivate employee involvement that will subtly motivate and inspire employees to adopt positive attitudes and behaviors, which will ultimately increase performance [10]. According to [11], the local strategic planning field of study and practice has frequently been characterized by a lack of execution over the past ten to fifteen years. They contend that this phenomena results from the limits of static and linear approaches to local strategic planning in fostering the formation of shared opinions among policy makers regarding the structure and behavior of the pertinent systems. An approach based on system dynamics modeling applied to performance management can be helpful to address these shortcomings, as demonstrated by this case study. The suggested strategy encourages a greater comprehension of the reasons behind the decisions made, the steps done, and the desired results.

Some of these viewpoints indicate that in order to accomplish a company goal, each employee must demonstrate their ability, commitment, and work contribution through great employee performance. Performance is an endeavor to improve motivation and inspire staff to actively participate in cutting-edge programs in order to achieve business goals [12]. The outcome that employees obtain in their work in accordance with the requirements necessary for the role is referred to as performance, according to [13]. Quality, Duration, Employee Cooperation, Willingness, and Independence are among the performance measures, in accordance with Opinion [13].

A questionnaire based on the findings of a survey given to 15 employees of PT. Isuindomas Putra is released regarding the phenomena of competence research. Alternative responses to the pre-survey questionnaire fall under the Unacceptable and Acceptable categories of the Level of Acceptability category. Table 1 contains the results of the presurvey questionnaire:

Table 1. Results of the Competency Presurvey Questionnaire

No	Statement Items	Unacceptable	%	Acceptable	%	Count
Competence						
1.	We have good credibility to understand the work in PT. Isuindomas Putra	5	33%	10	67%	15
2.	We are always serious in completing the work by mobilizing all our capabilities.	3	20%	12	80%	15
3.	We have high creativity to implement the work at PT. Isuindomas Putra	7	47%	8	53%	15

No	Statement Items	Unacceptable	%	Acceptable	%	Count
4.	We have the skills to operationalize the work at PT. Isuindomas Putra	4	27%	11	73%	15
5.	We always use technology in carrying out work activities	6	40%	9	60%	15

The findings of the pre-survey questionnaire from the competency statement are explained in Table 1, which reveals that 7 respondents (47% of the total) still responded "cannot accept" to the assertion that "We have high creativity to implement the work at PT. Isuindomas Putra."

These findings demonstrate that PT. Isuindomas Putra staff are still unable to perform at their highest level. Employee creativity is a challenge for every firm, and frequently management or other business leaders do not adequately promote the growth of employee creativity in their organizations. Employee creativity is defined as a person's creative or, more simply put, original approach to their work. But to build character, one must cultivate positive behaviors.

In order to assess commitment, researchers also gave pre-survey questionnaires to 15 employees of PT. Isuindomas Putra as listed in Table 2:

Table 2. Commitment Presurvey Questionnaire Results

No	Statement Items	Unacceptable	%	Acceptable	%	Count
Commitment						
1.	We have a strong desire to continue working for PT. Isuindomas Putra in order to demonstrate our loyalty	8	53%	7	47%	15
2.	The emotional attachment that we have is the initial capital to be actively involved in the company	7	47%	8	53%	15
3.	Work involvement with organizations can improve our performance to increase profits in the business of PT. Isuindomas Putra	5	33%	10	67%	15
4.	Awareness of the costs of leaving the organization demonstrates our consideration for increasing job responsibilities	4	27%	11	73%	15
5.	Obligations to the organization are a task or work that we must do in carrying out the business activities of PT. Isuindomas Putra	6	40%	9	60%	15

We have a strong desire to continue working for PT. Isuindomas Putra in order to demonstrate our loyalty, as evidenced by the results of the pre-survey questionnaire, which show that up to 8 respondents (53%) do not "accept" these claims. These findings suggest that staff members at PT. Isuindomas Putra believe the company's level of work complexity, role conflicts, and rewards fall short of expectations. To carry out duties at work, one must have a firm belief in the organization, embrace its objectives and

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principles, want to keep a relationship with the organization, and be prepared and willing to give up challenging tasks for the sake of the business.

The results of the presurvey questionnaire are shown in Table 3 and can be used to determine the phenomena of the contribution of work that takes place at PT. Isuindomas Putra:

Table 3. Results of the Job Contribution Presurvey Questionnaire

No	Statement Items	Unacceptable	%	Acceptable	%	Count
Work Contribution						
1.	We form an identity consistently and in a planned manner in order to have a sustainable competitive advantage in work activities	9	60%	6	40%	15
2.	We can determine the direction and purpose of work in accordance with company goals	6	40%	9	60%	15
3.	We build relationships and teamwork to improve the achievement of company goals	5	33%	10	67%	15
4.	Solving an essential problem we really require in allocating the company's resources	10	57%	5	43%	15
5.	Finding pleasure in the work we do tends to increase the performance of good employees	7	47%	8	53%	15

The presurvey questionnaire's findings According to Table 3, the statement "Solving an essential problem we really require in allocating the company's resources" is the center of the work contribution for the response "unacceptable" and involves as many as 10 employees (57%). This demonstrates that PT. Isuindomas Putra's employees continue to make a poor contribution. Employees who can solve difficulties will be able to do it swiftly and effectively. The capacity to solve problems quickly is one of the qualities that employers want in candidates since it allows one to identify issues and put appropriate solutions in place. Whether it's overcoming new obstacles, supporting employees, or resolving issues with the business.

Employee performance is primarily measured by the quantity and caliber of work that aids the organization in achieving its objectives. Employees that are capable of doing more work than only the duties and obligations that have been delegated to them will provide results that go above and beyond expectations in terms of volume. Businesses want workers who can go above and beyond the call of duty. An employee's sensitivity to their surroundings, which includes attempting to learn new skills, being willing to put in extra effort, following the regulations, and continuously working to expand the company, can also be used to assess the quality of their work. Table 4 lists the findings from the PT. Isuindomas Putra staff performance survey:

Table 4. Results of the Employee Performance Presurvey

No	Statement Items	Unacceptable	%	Acceptable	%	Count
Employee performance						
1.	We always finish work with maximum results	10	57%	5	43%	15

No	Statement Items	Unacceptable	%	Acceptable	%	Count
2.	As an employee of PT. Isuindomas Putra, We always finish the job on time	8	53%	7	47%	15
3.	We always work together when there is a difficult task to complete	4	27%	11	73%	15
4.	We have a strong will to work on a job to completion	6	40%	9	60%	15
5.	We are able to work independently according to the tasks in each work unit	7	47%	8	53%	15

There are still 10 respondents who gave the response "unacceptable" to the statement "We always finish work with maximum results" (57%), according to the results of the pre-survey questionnaire from employee performance indicators, as shown in Table 4. These results show that employees at PT. Isuindomas Putra are less effective in producing the best job results and less timely in finishing duties. This occurs as a result of the management of PT. Isuindomas Putra's ongoing inability to effectively inspire personnel to produce the greatest results. This issue is also brought on by the fact that employees do not receive the significant incentives they anticipate.

Efektivitas seorang pekerja ditentukan oleh seberapa baik mereka melakukan tugas dan memenuhi kewajibannya. Itu mengacu pada kecukupan, kualitas, dan kompetensi output mereka, [14]. Ketika karyawan memiliki hubungan dengan perusahaan, mereka cenderung menginginkan cara yang lebih efektif. Jika dibandingkan antara pegawai yang terikat dengan pegawai yang tidak terikat, pegawai yang terikat selalu memiliki kinerja yang lebih baik. Para karyawan akan memberikan nilai-nilai mereka: usaha, komitmen, waktu dan pengetahuan untuk berkontribusi pada kinerja perusahaan, [15].

2. METHOD

In this study, a quantitative descriptive methodology was employed. The study's focus was carried out at PT. Isuindomas Putra, which has its headquarters in Medan, North Sumatra, at Jalan Rahmadsyah No. 57. Up to 60 employees of PT. Isuindomas Putra made up the population of this study. Saturated sampling is the technique employed. All of the staff at PT. Isuindomas Putra, which has up to 60 workers, are used as research subjects. The information sources used in this study included primary data, or information that was gathered directly from the research site, and secondary data, or material that was discovered in publications and journals that were relevant to the study. The information sources used in this study included primary data, or information that was gathered directly from the research site, and secondary data, or material that was discovered in publications and journals that were relevant to the study. Statistical Product Software Solution and Structural Equation Modeling (SEM) using SmartPLS were utilized as the analytical methods in this study, and observation, documentation studies, and questionnaires were employed as the data gathering approaches.

3. RESULT AND DISCUSSION

Before doing the real research, a validity test tries to evaluate the data as a research experiment. A questionnaire was used to collect data for the validity test in line with the study factors and indicators. First, PT. Trans Sumatra Mainstay Branch Sisingamangaraja-Medan, with its address at Jalan Sisingamangaraja No. km 6.8, Harjosari I, Medan Amplas District, Medan City, North Sumatra, and a significant criterion of 0.7, was targeted for the validity test by distributing questionnaires to 30 respondents outside the research participants. Table 5 contains a list of the findings from this study's validity test:

Table 5. Validity Test Results

Variable	Indicator	Pearson Correlation	Validity Value Size	Explanation
Competence	Credibility	0,835	0,7	Valid
	Capability	0,827	0,7	Valid
	Creativity	0,873	0,7	Valid
	Skills	0,877	0,7	Valid
	Take advantage of technology	0,753	0,7	Valid
Commitment	Desire to remain a company employee	0,767	0,7	Valid
	Have an emotional bond	0,839	0,7	Valid
	Employee involvement in the company	0,739	0,7	Valid
	Awareness of the costs of leaving the company	0,743	0,7	Valid
	Obligations to the company	0,873	0,7	Valid
Work Contribution	Forming self identity	0,877	0,7	Valid
	Able to determine the direction or purpose of work	0,813	0,7	Valid
	Building relationships and teamwork	0,833	0,7	Valid
	Solve important problems	0,736	0,7	Valid
	Finding pleasure in work	0,749	0,7	Valid
Employee performance	Quality	0,777	0,7	Valid
	Time Period	0,714	0,7	Valid
	Collaboration between employees	0,753	0,7	Valid
	Supervision	0,736	0,7	Valid
	desire	0,859	0,7	Valid
	autonomy	0,707	0,7	Valid

The test of all statements has a value larger than 0.7 based on Table 5. All of the competency, commitment, work contribution, and employee performance questions utilized in the study are therefore valid.

The objective of the reliability test is to evaluate the answers' consistency. By using the instrument just once and analyzing the results using the Cronbach Alpha (CA) > 0.8, dependability with internal consistency is tested. Table 6 contains the findings from this study's reliability test:

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Table 6. Reliability Test Results

Variable	CA	Reliability Value Measure	Explanation
Competence	0,896	0,8	Reliable
Commitment	0,887	0,8	Reliable
Work Contribution	0,897	0,8	Reliable
Employee performance	0,879	0,8	Reliable

All research variables are reliable based on the findings of the reliability test utilizing Cronbach Alpha (CA), since Cronbach Alpha is larger than 0.8. The study's findings suggest that the measurement tool can be utilized as a measuring instrument after passing the reliability test.

An illustration of a structural model that makes use of SmartPLS for employee performance, competence, commitment, and work contribution is provided below:

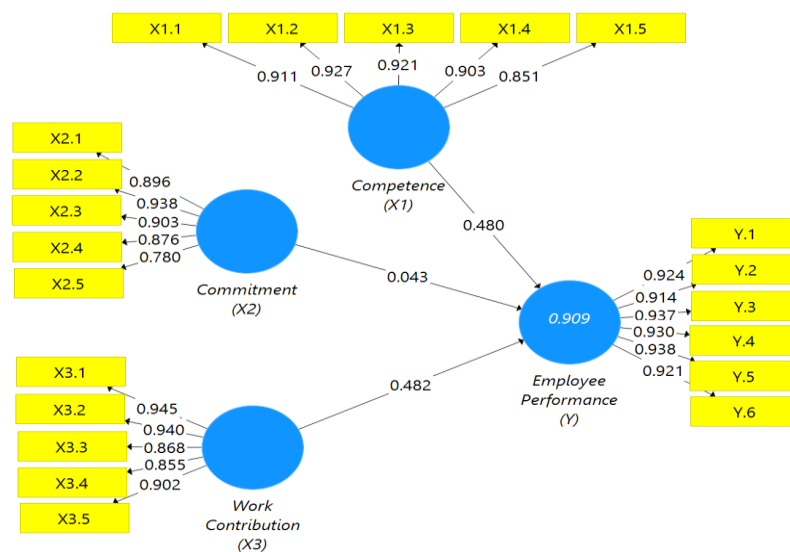


Figure 1. Structural Model

An illustration of a structural model that makes use of SmartPLS for employee performance, competence, commitment, and work contribution is provided below:

Table 7. AVE Results

Variable	AVE	Loading Factor	Explanation
Competence (X ₁)	0,816	0,7	Fulfill
Commitment (X ₂)	0,775	0,7	Fulfill
Work Contribution (X ₃)	0,815	0,7	Fulfill
Employee performance (Y)	0.860	0,7	Fulfill

Table 7 provides evidence that the AVE value used in this investigation has strong discriminant validity. Composite Reliability (CR) and Cronbach's Alpha (CA) were used to measure construct reliability, with a limit value of 0.7 being acceptable and a value of 0.8 considered extremely good. Table 8 lists the CA and CR results.

Table 8. CA and CR values

Variable	CA	CR	Loading Factor	Explanation
Competence (X ₁)	0,943	0.945	0.7	Fulfill
Commitment (X ₂)	0,962	0.957	0.7	Fulfill
Work Contribution (X ₃)	0,943	0,846	0.7	Fulfill
Employee performance (Y)	0,967	0.883	0.7	Fulfill

Table 8 demonstrates that all constructs have a CA value of 0.7. Also having high dependability values are the CR values for Competence (X₁), Commitment (X₂), Work Contribution (X₃), and Employee Performance (Y).

The R² and R² adjusted values for the variables can also be used to examine the outcomes of the structural model testing. If the model's R² value is higher than 0, it is deemed to be effective (zero). Table 9 contains the findings of the R² adjusted value in this investigation.

Table 9. Coefficient of Determination

Latent Variable	R ²	R ² Adjusted
Employee Performance (Y)	0,909	0,904

According to Table 9, Employee Performance has an adjusted R² value of 0.904, which indicates that Competence, Commitment, and Work Contribution can account for 90.4% of Employee Performance.

The next analysis uses the p-value to examine the direct relationship between variables. If the p-value is less than 0.05, the effect is deemed to be significant, and if it is greater than 0.05, it is not. Table 10 shows the findings of the experiment assessing the direct influence on Competence (X₁), Commitment (X₂), Work Contribution (X₃), and Employee Performance (Y):

Table 10. Direct Effect of Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X ₁) → Employee Performance (Y)	0,480	0,464	0,120	4,014	0,000
Commitment (X ₂) → Employee Performance (Y)	0,043	0,077	0,220	0.196	0,844
Work Contribution (X ₃) → Employee Performance (Y)	0,482	0,463	0,156	3.088	0,002

According to Table 10, competence has a positive and significant impact on employee performance, as evidenced by the t-statistic value of 4.014 and the p-value of 0.000. With a t-statistic of 0.196 and a p-value of 0.844, commitment to employee success is positively and insignificantly correlated with performance. With a t-statistic value of 3.008 and a p-value of 0.002, the analysis of work contributions to employee performance's findings demonstrate that work contributions have a positive and significant impact on employee performance.

Employee performance at PT. Isuindomas Putra, Medan, is positively and significantly influenced by competence. These findings clarify that competence refers to the skills and moral values required for both present-day and future employment. Companies must become more competent in terms of the appropriate abilities, locations, tasks, and times if they want to advance. According to research [16], competency is a class of resources that helps businesses operate well and be competitive (sustainably). A special mix of hiring and keeping qualified employees, as well as having sufficient HR policies and practices, are requirements for maintaining a competitive advantage over the long term. Competence, according to [17], is the capacity an employee have to use basic abilities or a variety of other skills. In an organization, daily duties, jobs, responsibilities, functions, and tasks demonstrate an individual's competency.

Organizational competencies are organizational qualities, which are job traits, whereas individual competencies are related to individual characteristics that may be taught, trained, and contribute to activities in the workplace. Competence in companies is primarily concerned with establishing the workers' skill levels.

According to [1], an employee is less likely to be committed to the organization as a whole if he is not satisfied with the organization as a whole. This is consistent with research findings showing that commitment has a favorable but unimportant impact on worker performance. Employees that demonstrate a high level of commitment to the company are aware of its needs and are prepared to work hard to meet them. Employees who are less committed to the organization are more inclined to quit at the first sign of a better opportunity. Like workers with low job commitment, they have a strong desire to leave the company and are challenging to encourage. Similarly, [18] claimed that dedication is a factor in deciding whether or not an employee will stay with the company. Understanding commitment will help the organization make decisions on policies that will promote employee commitment and keep employees. The level of commitment is also highly important for determining the level of turnover, which aids in calculating the amount of human resources needed. The replies of an organization's employees to a few chosen qualities are used to gauge the amount of organizational commitment. It is regarded as a commitment to the organization if employees are happy with a variety of aspects of it.

[19] asserts that rather than behavioral involvement, "work contribution" refers to an emotional connection to the business. Employees who discover purpose develop a growth mindset, which is a mindset that is committed to the ideals of the company. According to [20], employees' contributions help the business attain its strategic objectives. Resources should be valuable when they help a company gain a competitive edge and when it develops or puts into practice plans to increase the efficacy and efficiency of its operations. Furthermore, inter-organizational linkages that are established and trusted accumulate a cache of resources that are inherently unique and challenging to duplicate or replace. As a result, it can significantly aid in achieving employee performance.

4. CONCLUSION

A conclusion that can be drawn from the research and discussion results is that 1) Competence has a positive and significant effect on employee performance, 2) Commitment has a positive but insignificant effect on employee performance, and 3) Work contribution has a positive and significant effect on employee performance at PT. Isuindomas Putra, Medan. The theoretical implication of this research demonstrates that competence is concentrated on each employee's capacity to carry out duties in a position. Competence enables businesses to distinguish between workers who perform poorly and those who perform well. Committed workers will be accountable to the company. At PT. Isuindomas Putra, Medan, perseverance is rewarded with the capacity to work tirelessly and honestly to complete assignments. The same is true of contributions to work that are based on employee performance. When employees' needs can be satisfied through involvement in the business, this will become apparent. Companies can evaluate personnel based on the necessary competencies as a result of this research's practical application. This is necessary so that workers can perform their jobs well and help the business succeed. Examples of practice in corporate competences include the capacity for teamwork, communication skills, the capacity for recognizing various points of view, the capacity for analysis, and the capacity for problem-solving. In reality, motivated workers are content with the work they do. The provision of prizes for accomplishments is one strategy for boosting employee commitment. Companies can use this strategy to demonstrate the contribution and effort that employees make for the business. Additionally, encouraging employees to perform at their best can benefit them.

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