

Human Resource Development Perspective in Analyzing the Strategic Environment: Case on Inspectorate Probolinggo Regency

Djony Harijanto*

Magister of Management Program, Faculty of Economic and Business, Universitas Islam Malang, Indonesia

Nik Sarina Nik Md Salleh

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kelantan, Malaysia

Hassan Touati

Department of Physic, Sidi Mohamed Ben Abdellah University, Morocco

Ida Bagus Agung Dharmanegara

Department of Management, Faculty of Economic and Business, Universitas Warmadewa, Indonesia

Hasrudy Tanjung

Faculty of Economic and Business, Universitas Muhammadiyah Sumatera Utara, Indonesia

Abstract

The purpose of this study was to conduct a strategic environmental analysis at the Inspectorate of Probolinggo Regency, East Java to improve the competence of auditors. The human resource development perspective is used here as a theoretical basis to identify factors both internally and externally, to then be identified and mapped in the form of strengths, weaknesses, opportunities, and threats. The results of this study reveal a description of the competitive environment of the Probolinggo Regency Inspectorate, especially in developing its auditors. Internally, the inspectorate environment is considered to be still less competitive due to the main weakness that stands out, namely the low personal awareness in auditor competency development. But the main strength identified is the internal training methods for auditors that are synchronized both inside and outside the workplace. Externally, the inspectorate environment is considered competitive considering the main opportunities, namely the existence of external training and competency tests for auditors, besides that the organization faces a major threat, namely changes in the landscape and the basis of the audit process in an organization.

Keywords: Auditor Competence, Human Resource Development, Strategic Environment Analysis

Introduction

The Probolinggo Regency Inspectorate is a regional apparatus that carries out the function of supporting the implementation of government affairs in the Probolinggo Regency Government in the field of supervision as regulated by Probolinggo Regency Regional Regulation Number 6 of 2016 concerning the Establishment and Composition of Regional Apparatuses concerning the Establishment and Composition of Probolinggo Regency Regional Apparatus and Probolinggo Regent Regulation No. 60 of 2016 concerning the Position of the Organizational Structure of Duties and

*Corresponding Author: Djony Harijanto (djoni13@unisma.ac.id)

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Functions as well as the Work Procedure of the Probolinggo Regency Inspectorate. In carrying out its main duties and functions, the Probolinggo Regency Inspectorate also prepares a Strategic Plan for the Probolinggo Regency Inspectorate for 2018-2023 as a guide for planning medium-term programs and activities within 5 (five) years.

As a government agency that focuses on the area of supervision and control, there are increasing demands from stakeholders on the inspectorate. The work demands of auditors are based on government policies, in this case, Auditors at the Inspectorate are required to provide services to the community by implementing a more transparent and accountable, and clean government. On the other hand, the demands and challenges of internal auditors in the era of globalization require that the internal audit team in organizations not only have expertise in certain fields such as auditing, finance, human resources, and others but it is also important for auditors to strengthen knowledge of technology and information, especially in following the era of the industrial revolution which has entered the level it is today.

There are demands for the acceleration of the implementation of Bureaucratic Reform and demands for an increase in APIP Capability, as well as the low completion of follow-up to the findings of supervision by the Regional Apparatus. so it is necessary to increase the technical competence of auditors. The auditor as the executor of the internal control task at the Inspectorate has a very important role. In carrying out their duties, auditors are guided by the competency requirements, APIP code of ethics, and audit standards prepared by the Indonesian Government Internal Auditor Association (AAIPI) regarding the guidelines set by the government (Article 53 Government Regulations Number 60 of 2008).

The competence of auditors is regulated in Article 5 of the Regulation of the Head of BPKP Number 211 of 2010 concerning Auditor Competency standards. For example, as one of the general standards, auditors must have the education, knowledge, expertise and skills, experience, and competencies needed to carry out their responsibilities. Standard competencies that must be possessed by auditors are general competencies (requirements for appointment as auditors), internal audit technical competencies (requirements to carry out internal audit assignments according to the auditor's position level), and cumulative competencies. Auditor Competency Framework is a measure of the minimum ability that must be possessed by an auditor covering aspects of knowledge (knowledge), skills (skills), and behavior (attitude) to carry out tasks in the Auditor Functional Position properly.

The existing condition of the auditor's technical competence, in this case, Human Resources to carry out the main tasks and functions of supervision and internal control, adequate resources are needed. These resources include Human Resources (HR). Proper management of all potential human resources within the Inspectorate will be able to encourage the implementation of the main tasks and functions that have been determined. For information, it is known that the total number of employees at the Probolinggo Regency Inspectorate is 45 people, consisting of 36 civil servants and 9 honorary/apprentice workers.

Human resources commonly abbreviated as HR are the integrated capabilities of the individual's thinking power and physical power, their behavior and characteristics are determined by heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resources are assets in all aspects of management, especially those concerning the existence of the organization (Collings & Mellahi, 2009; Dirani & Nafukho, 2018; Swailes et al., 2014) is the potential contained in humans to realize their role as adaptive and transformative social beings who can manage themselves and all the potential contained in nature towards the achievement of welfare in a balanced and sustainable order. The many advantages possessed by the organization will not be able to maximize its productivity without a community of employees who are skilled, competent, and highly dedicated to the organization. HR is a very important resource for organizational effectiveness, there are two main reasons; first, HR are people who design and produce goods and services, monitor quality, market a product, allocate financial resources, and determine all organizational goals and strategies; second, HR is the most essential tool in running the organization or running the company's business. The practice of managing public organizations should be more oriented to the community as users of public services. On the other hand, the practice must be devoted to internal organizational development. Public services delivered to the community are also the result of the organization's competence in providing services. The competencies possessed by an individual employee must be able to support the implementation of the organization's vision and mission through the organization's strategic performance.

The development of human resources is important in the management of human resources in the context of the organization achieving its goals. In public sector organizations, developing human resources is often associated with managing talent, and the challenges in talent management in the public sector are well known and recognized. (Poocharoen & Lee, 2013; Thunnissen & Buttiens, 2017). Human resource development in this case is more directed at competency-based development, and in public organizations, it is often directed at efforts to improve organizational performance (Efendi, 2015; Ghozali et al., 2020; Hatumale, 2013; Romlah et al., 2019). Therefore, the development of human resources in an organization must take place in two directions, both from the employees who actively plan and carry out development activities towards progress or from the organization which provides opportunities for potential employees to develop themselves.

As previous authors argued about core competencies based on superior organizational routines and processes provide an ideal source for sustainable competitive advantage (Clardy, 2007, 2008). Core competencies are something that learned with skillful routines resulting in superior organizational performance over the top. Empirically, several previous studies have examined human resource development, especially in public organizations. For example, a study on civic education and training agencies shows that increasing the competence of Widyaiswara through knowledge sharing can be developed in three ways (Mundiarsih, 2018), namely first through formal and informal meetings, second through leadership support in terms of room facilities and technology to share knowledge and build trust and third through awards both material and non-material. Another previous study reviews how to improve the education and training of the apparatus itself, so that with the increase in education and training of civil servants in Binjai City (Pulungan, 2011). One of the strategies that will be carried out by the Regional Civil Service Agency of Binjai City is to optimize education and training activities in Binjai City so that civil servants in Binjai City have greater opportunities to improve their knowledge and skills (Pulungan, 2011). Another study explains that competency-based HR development can help organizations to have competent and reliable human resources at work (Ghozali et al., 2020). While empirically the competencies possessed by employees can be considered as a determinant of positive attitudes and behavior at work (Dharmanegara et al., 2016; Hidayat & Agustina, 2020; Rukmini & Murniyanti, 2014). Through various development and training activities, HR competencies will be more optimal and lead to increased organizational performance through the elaboration and operationalization of its vision and mission. A major contribution of these studies has been to increase our understanding of human resource development. Although there are no universally accepted terms for human resource development, some scholars would have attempted to identify its essential elements.

In general, competence is a combination of skills, personal attributes, and knowledge that is reflected through performance behaviors that can be observed, measured, and evaluated periodically. In some works of literature, competencies are often divided into two, namely soft competencies or types of competencies that are closely related to the ability to manage work processes, and human relationships, and build interactions with other people. The second type of competency is called hard competency or a type of competency related to the functional or technical abilities of a job. Employee competency development is very important, especially in the process of strengthening the absorption capacity and integration of knowledge in the organization (Garavan et al., 2016).

Overall, these studies highlight the need for more focus on the human resource development aspect. Given all that has been mentioned so far, one may suppose that the field of technical competence becomes blurred at higher levels of office, at the higher level, technical tasks are less and less, while managerial tasks are getting bigger. Because of this, many people assume that only managerial skills are needed at the highest level of office. The extent to which this view is acceptable depends largely on the type of position, the problems faced by the capabilities of the staff, and the challenges of development (creativity). In the types of positions that contain high specific content, managerial ability alone is not enough. Especially if the ability of the staff is unreliable and there are challenges. To be creative due to the demands of the environment and increasingly advanced technology.

One purpose of strategic planning is to help the organization achieve a sustainable competitive advantage by differentiating itself from its competition or other organization (Elbanna et al., 2015; Johnsen, 2017). However, it should be noted that in every strategic planning process, it is very important to conduct an environmental analysis first. Environmental analysis is carried out to assess the level of competitiveness of the organization's environment, both internal and external. By

understanding the organizational environment, leaders can develop better strategic plans to reach organizational goals.

An important question for organizations that want to develop their human resources concerns the relationship between the competency needs and the capacity of the organization. While in the academic literature, interest in studying the strategic environment has grown rapidly in the last decade. Depending on the field of research, individual studies establish a particular focus on the organizational area, mostly at the institutional level. However, one overarching focus is interesting to examine from all the different research interests, at least in part, and that is on the aspect of human resource development. Lack of human resource development in the organization can result in declining quality of work and overall organizational performance.

Methods

This research is in the form of a qualitative description which is seen from the point of view of the first person by using the data collection instruments of interviews, observations, and documentation. In this study, the research itself is the main source instrument where the researcher is planning, implementing data collection, interpreting data, and reporting research results. Research that goes directly to the field in collecting data using instruments in the form of interview guidelines, observation guidelines, and documentation.

Data analysis aims to simplify all the data collected, present the data systematically, then process, interpret, and interpret the data. Data analysis is an effort to solve research problems to obtain answers to the problems studied. The problems in this study will be analyzed descriptively qualitatively, using the Internal Factors Analysis Summary and External Factors Analysis Summary. Internal Factor Evaluation (IFE) matrix and External Factor Evaluation (EFE) matrix, where IFE includes strengths and weaknesses and EFE includes opportunities and challenges. The approach used in this study is a quantitative approach to organizational environmental assessment. In addition, in the study of secondary documents, the researcher conducted a validity test by triangulation using data and other opinions on the relevant scope of the research object.

Results and Discussion

To obtain a more flexible picture of the organizational environment analysis carried out, it is necessary to use the table of internal and external environmental factors in the study. The data collected from this study is secondary data from the results of annual report at the Probolinggo Regency inspectorate, as well as other relevant documents in the process of identifying factors in the organizational environment. The validity of the secondary data collected was confirmed based on data triangulation and opinions from the personnel at the Probolinggo Regency Inspectorate.

The strategy for developing civil servants in government organizations (Isnaini & Affiani, 2019; Pulungan, 2011) both internally and externally according to the organization is as follows: Internal factors include such as; (1) vision, mission, and goals of the organization; (2) Strategies for achieving organizational goals; (3) the nature and type of activity; (4) Type of technology used. External factors include such as; (1) Government policy; (2) Socio-culture in society; (3) The development of science and technology; (4) the Global environment.

Human capital should be assessed on several sides, the emphasis is on core competence, capability, and learning processes (Clardy, 2007; Kamoche, 1997). The professional ability development path has programs including study assignments, seminars/workshops/training, training and education, and competency tests. Professional capacity development is a combination of technical and professional competency development following the program and objectives of human resource development. There is one thing that is very crucial and gets less attention from the local government, namely linking human resource activities with other activities (Efendi, 2015). Employee development carried out within the scope of local government is no exception for government agencies such as the Probolinggo Regency Inspectorate which pays less attention to the needs of the organization as a whole and tends to be normative and just routine. However, in the concept of human resource development at the Probolinggo District Inspectorate, it is considered important to transfer knowledge in terms of technical audits.

The auditor profession certainly undergoes an adaptation process in the process of implementing activities or completing audit work. As it is known that the pandemic has brought changes in various landscapes of life and work. Adaptation of the New Normal pattern is carried out by trying to do activities and work with health protocols during the Covid-19 Pandemic. It is also possible for internal auditors to work through a virtual office (Work from Home) in carrying out their work. With IT-based, all forms of office activities and activities can be updated for stakeholders. Adaptation for internal auditors will certainly not reduce performance because this profession plays a role in analyzing and providing solutions by providing options for mitigating risks that will be faced by the organization.

Auditors must continuously improve their competence as well as the effectiveness and quality of their duties. Auditors are required to improve their knowledge, expertise, and skills, as well as other competencies through Continuing Professional Education and Training (Continuing Professional Education) to ensure that their competencies are following the needs of the organization, especially in supporting the development of the supervision and control environment. Concerning education and training, there is no place limit for the implementation of its activities, with a note that the material provided is still related to monitoring activities and updating laws and regulations. In the Probolinggo Regency inspectorate, one of the obstacles faced is the lack of a training budget for auditors, of course, this also affects the collection of credit scores on the auditor's Professional Development item. In the long term, this can affect the delay in promotion and audit quality.

The role of internal auditors is needed by an organization. Internal audit is a function that carries out the task of providing supervision to independently test and evaluate various activities carried out by the organization (Hidayah et al., 2018). However, the auditor is required to only perform services that can be completed by using his professional competence, so the auditor must make various efforts to always meet the Internal Audit Professional Standards. It is not easy to get insight for an Internal Auditor, it requires a professional character that must be possessed, such as being skeptical in seeing problem points and being a problem solver, but some things can make it easier for Internal Auditors to gain insight.

Table 1. Internal Factor Environment (IFE) Matrix

Key Internal Factors	Score	Rating	Weighted Score
Internal Strengths			
a. Minimum competence following the requirements of an auditor	0,118	3	0,354
b. Good auditor ability in the use of several audit methods	0,09	4	0,36
c. Practical experience from several excellent senior auditors	0,065	4	0,26
d. Internal training methods for auditors that are synchronized between on and off the job	0,146	3	0,438
e. Good learning facilities in the organization for auditors	0,081	3	0,243
Total Strength	0,5		1,655
Internal Weaknesses			
a. Lack of internalization of the inspectorate's vision and mission, goals, and objectives of the auditor	0,105	1	0,105
b. Auditor awareness in personal development for audit competence is low	0,165	1	0,165
c. Competence does not affect audit quality. Some auditors have educational backgrounds that are not related to auditing activities	0,07	2	0,14
d. Number of auditors who are still not up to standard	0,075	2	0,15
e. Lack of understanding of specific competencies related to the audit process (eg risk management)	0,085	1	0,085
Weaknesses	0,5		0,645
TOTAL IFE			2,3

Source: Data Processed (2022)

The calculation results for the IFE matrix are shown in Table 1 which shows that the internal factor value is 2.3 (below the critical value of 2.5) which means that the internal environment of the Probolinggo Regency inspectorate for the human resource development process in the auditor area is categorized as less competitive. The main strength factor lies in the method factor in internal training for auditors that are synchronized between on and off the job. Meanwhile, the main weakness factor

identified in the internal factor environment matrix is auditor awareness of personal development for audit competence is low.

Table 2. External Factor Environment (IFE) Matrix

Key External Factors	Score	Rating	Weighted Score
External Opportunities			
a. There is a commitment from the Leaders/Heads of Regions which is reflected in the RPJMD	0,105	4	0,42
b. The existence of professional organizations in the field of auditing and supervision in supporting the development of auditor competence	0,09	3	0,27
c. The existence of cooperation in the form of assistance or assistance with BPKP Representatives of East Java Province in the implementation of supervision and Government Internal Control	0,06	3	0,18
d. There is external training and competency test in competency development for auditors	0,165	4	0,66
e. The existence of strategic partnerships with external parties in the development of human resources within the Inspectorate	0,08	4	0,32
Opportunities	0,5		1,85
External Threats			
a. Higher public service demands a more transparent and accountable government	0,085	1	0,085
b. Demands for the acceleration of the implementation of Bureaucratic Reform and the Zone of Integrity (Good Government Governance) in Government Organizations	0,105	1	0,105
c. Changes in the landscape and basis of the audit process in an organization	0,125	2	0,25
d. The demand to integrate risk-based auditing in monitoring activities	0,105	2	0,21
e. Developments in technology that require changes in proficiency in auditing techniques	0,08	1	0,08
Threats	0,5		0,73
Total EFE			2,58

Source: Data Processed (2022)

The calculation results for the IFE matrix are as shown in Table 1 which shows that the internal factor value is 2.58 (above the critical value of 2.5) which means that the external environment of the Probolinggo Regency inspectorate for the human resource development process in the auditor area is categorized as competitive. As for the main opportunity factor, there is external training and competency test in competency development for auditors. Whilst the main challenge factors identified in the external factor environment matrix are changes in the landscape and the basis of the audit process in an organization.

For the latest conditions, covid-19 seems to be accelerating innovation in the audit process in an organization. In the last decade or so, the internal audit profession has encouraged auditors to optimize remote technology for document review and analysis, interviews, and observations. Resistance existed before Covid-19 make this change was enormous. After Covid-19 various types of organizations started to enjoy remote working, with increasing attention to remote auditing. This shows a changing landscape in doing work, not least in carrying out the audit process in an organization.

Increasing the competence of auditors is certainly very influential in maintaining audit quality, and the effectiveness of auditor performance to be more productive and is expected to become a competent and professional auditor. So that it will support the institutional strengthening of the Inspectorate in carrying out its role in assessing and reporting the level of efficiency, effectiveness, and economy, as well as providing advice to management covering the areas of governance, risk management, and control. Of course, the improvement of the elements of each other must be integrated and concurrently to achieve this, it cannot be partially or separately. However, the task of the auditor remains with his obligation, namely to carry out the professional standards of internal audit and the professional code of ethics set by professional organizations consistently. In addition,

auditors are also required to follow the latest developments in concepts and techniques in internal auditing through continuing professional education.

Based on the strategic environment, it can be considered that the organization needs to prepare a roadmap for developing the capacity of the Internal Auditor for a period that is in line with organizational transformation, including the Probolinggo Regency inspectorate. However, development is an attempt to improve the technical, theoretical, conceptual, and moral abilities of employees according to the needs of the job and position through education and training. Therefore, an auditor is advised to be able to maximize opportunities by attending training and seminars, as well as by taking formal education channels to improve competence both in the audit field and in other fields that are comprehensive with the auditor's duties. In addition, it is necessary to increase audit hours so that they are not only based on checklists but the auditors must also be detailed in conducting a thorough examination of the work environment within the organization, especially at the point of internal control which is still considered weak.

Conclusion

The results of a review of the strategic environment for human resources development at the Probolinggo Regency inspectorate specifically for auditor competence indicate that internally it is still less competitive. This is due to several identified weaknesses, especially from the personal awareness of the auditors about the need for improvement and development of their audit competencies. Apart from this, the main strength shown in the internal environment is the ability to use audit methods and the suitability of the minimum competencies possessed by the auditors.

Meanwhile, externally, the Probolinggo Regency inspectorate environment for auditor competency development is categorized as competitive. This is due to several key opportunities identified, such as the existence of training and competency testing for auditors that are most likely to support auditor competency development at the Probolinggo District Inspectorate. Meanwhile, the main threat in the external environment related to the development of auditor competence is changes in the landscape and the basis of the audit process in an organization.

It is advisable for the Probolinggo Regency Inspectorate to further optimize internal and external training in terms of developing the competence of auditors so that work activities related to audit activities become more developed and creative to produce more efficient and effective quality work. The Inspectorate of Probolinggo Regency is expected to conduct more routine training on auditors and conduct periodic refresher tests, for example, every semester, so that the level of the positioning of the auditors can be ascertained, especially regarding the need for training and self-development.

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