

ENHANCING THE COMPETITIVENESS OF INDONESIA'S HUMAN RESOURCES IN GLOBAL FREE TRADE: INTEGRATING PERFORMANCE MANAGEMENT AND SKILL DEVELOPMENT

Zulqarnain ^{*1}

UIN STS Jambi, Indonesia
zulqarnain.fsy@uinjambi.ac.id

Rasty Yulia

Institut Maritim Prasetya Mandiri, Indonesia
rasty.yulia@impmp.ac.id

Ana Susi Mulyani

Universitas Sultan Ageng Tirtayasa, Indonesia
ana.susi@untirta.ac.id

Titis Nistia Sari

Universitas Sultan Ageng Tirtayasa, Indonesia
titisns@untirta.ac.id

Fiesty Utami

Universitas Sultan Ageng Tirtayasa, Indonesia
fiesty.utami@untirta.ac.id

Abstract

In the pursuit of enhancing the competitiveness of Indonesia's human resources in the realm of global free trade, this research embarked on a comprehensive exploration of the integration of performance management and skill development. Through a mixed-methods approach, including surveys, interviews, literature review, and secondary data analysis, the study delved into the multifaceted dynamics of these strategies. The findings revealed a compelling interplay between performance management and skill development, highlighting the importance of aligning individual, team, and organizational goals with the broader economic agenda. While performance management exhibited strengths such as precise objective setting and effective reward systems, challenges concerning objectivity in performance appraisals were identified. Skill development emerged as a key focus, emphasizing the critical nature of digital literacy, foreign language proficiency, and cross-cultural communication skills in the global free trade landscape. The accessibility and availability of training programs were recognized as areas for improvement, along with the value of public-private partnerships in shaping skill development programs. This research contributes to Indonesia's competitiveness in global free trade by providing insights into integrating these strategies and emphasizing their alignment with

¹ Correspondensi author.

national economic goals. Recommendations for policymakers and potential areas for future research and policy implementation are presented further to strengthen Indonesia's human resources on the global stage.

Keywords: Performance Management, Skill Development, Competitiveness, Global Free Trade, Objectivity, Critical Skills, Public-Private Partnerships, Indonesia.

Introduction

Indonesia's participation in global free trade is a pivotal element of its economic growth and development (Surya et al., 2021). As the country continues to open its doors to international markets, the need for a competitive and highly skilled workforce becomes increasingly apparent. This paper aims to explore the concept of integrating performance management and skill development as a strategy to elevate the competitiveness of Indonesia's human resources within the global free trade landscape. The following introduction provides an overview of the research objectives and underscores the significance of this study in addressing the economic challenges faced by Indonesia in the modern era (Gumilang et al., 2011).

Indonesia has been on an economic transformation journey, striving to enhance its global competitiveness by embracing the principles of free trade. In this era of interconnected markets, Indonesia's ability to compete effectively globally is vital for its continued economic growth and prosperity. To achieve this, the country must focus on nurturing a workforce that is not only highly skilled but also capable of adapting to the dynamic demands of international trade (Wibowo, 2023).

The integration of performance management and skill development represents a multifaceted approach to tackling the challenges posed by global free trade. This approach seeks to ensure that the workforce is not only equipped with the necessary skills but is also motivated, accountable, and adaptable (Helmold & Samara, 2019). By aligning individual, team, and organizational goals with the demands of the global market, Indonesia can bolster its position in the competitive world of international trade.

Performance Management plays a foundational role in this endeavor. It commences with the establishment of clear and attainable objectives that are in alignment with the nation's economic aspirations, the needs of its industries, and the expectations of the global marketplace. These objectives provide employees with a clear understanding of their roles and responsibilities in contributing to the broader economic targets. By linking individual performance with organizational goals, performance management provides a framework for enhancing workforce productivity (Maley et al., 2021).

Furthermore, regular performance appraisals form an integral part of this approach. These assessments offer employees valuable feedback on their performance, highlighting areas of excellence and those that require improvement. Within global free

trade, these appraisals are a powerful tool to identify skill gaps and areas where additional training and development are necessary. By addressing these gaps, performance management becomes a catalyst for aligning individual competencies with the evolving requirements of international trade (Tambare et al., 2021).

Equally important is the aspect of reward and recognition. Providing incentives such as promotions, bonuses, and acknowledgment for outstanding performance motivates employees to excel in their roles. A culture of excellence can be cultivated by recognizing and rewarding exceptional contributions, driving the workforce to strive for continuous improvement and innovation. In this way, performance management not only evaluates and monitors performance but also fosters a spirit of excellence (Al Fannah et al., 2021).

Skill Development in the context of global free trade encompasses several critical components. One of the initial steps involves identifying the skills that are of paramount importance. These include digital literacy, proficiency in foreign languages, cross-cultural communication, and technical skills specific to various industries. Recognizing these critical skills is essential in tailoring skill development programs to meet the demands of international markets (Baldwin, 2017).

Targeted training programs are fundamental to achieving this objective. Indonesia must invest in programs that align with the identified critical skills. These programs should be accessible to a broad spectrum of individuals, encompassing both students and existing employees, to ensure the availability of a skilled and adaptable workforce. Education and training institutions play a vital role in delivering these programs, helping bridge the gap between theoretical knowledge and practical application (Gunawan et al., 2020).

Public-private partnerships also emerge as a critical facet of successful skill development strategies. Collaboration between the government, educational institutions, and private sector companies can lead to the creation of effective skill development programs. These partnerships ensure the curricula align with industry requirements, providing graduates with the skills needed for global free trade. By fostering these collaborations, Indonesia can build a workforce that is not only highly skilled but also closely aligned with industry needs (Villani et al., 2017).

Integrating Performance Management and Skill Development entails a holistic approach to workforce enhancement. It begins with a skill gap analysis, which uses performance management data, including performance appraisals, to identify areas needing skill development. This data-driven approach ensures that training programs are tailored to address specific shortcomings and are thus aligned with the requirements of global free trade (Brown et al., 2019).

Moreover, the integration necessitates a commitment to continuous learning. In a rapidly changing global trade landscape, performance management and skill development should be regarded as something other than one-time endeavors.

Instead, a culture of perpetual learning and development must be encouraged (Al Aina & Atan, 2020). This culture equips the workforce to adapt to evolving market dynamics, ensuring that Indonesia's human resources remain competitive and relevant globally.

Effective integration also involves establishing feedback loops between performance management and skill development. Performance data can be instrumental in evaluating the effectiveness of skill development programs. By continuously assessing the impact of these programs and making necessary adjustments and improvements, Indonesia can fine-tune its approach to enhancing the competitiveness of its human resources in global free trade (Ates et al., 2013). In conclusion, Indonesia's path to success in the competitive world of global free trade relies heavily on the competitiveness of its human resources. The integration of performance management and skill development serves as a strategic framework to achieve this goal. By aligning individual and organizational objectives with the demands of the global market, Indonesia can foster a workforce that is skilled, adaptable, and highly motivated.

The performance management aspect, encompassing precise objective setting, regular appraisals, and rewarding excellence, provides a foundation for enhancing workforce productivity. Simultaneously, skill development focuses on identifying critical skills, implementing targeted training programs, and fostering public-private partnerships. These initiatives ensure that Indonesia's workforce possesses the skills necessary for success in international markets (Mone et al., 2018). Integrating performance management and skill development creates a symbiotic relationship, with performance data informing skill development efforts and vice versa. It is a dynamic and continuous process that equips Indonesia's human resources to adapt to the ever-evolving global trade landscape.

In light of the complex challenges and opportunities presented by global free trade, this integrated approach is pivotal. It positions Indonesia not only to participate but also to excel in the global marketplace. As this research progresses, we will delve deeper into the effectiveness of this strategy, its alignment with Indonesia's economic goals, and the challenges that may be encountered. The next phase of this research will explore these facets, offering valuable insights for policymakers and stakeholders in the quest to enhance Indonesia's competitiveness in global free trade (Lord, 2010).

Research Method

The research methodology adopted for this study is of paramount importance in understanding how the integration of performance management and skill development can enhance the competitiveness of Indonesia's human resources in the global free trade environment. In this section, we delve into the research design, data collection, data analysis, and ethical considerations that guided this research endeavor.

To begin with, the research design chosen for this study is a mixed-methods approach. This choice stems from the multifaceted nature of the topic, which necessitates a comprehensive understanding that can only be achieved by blending qualitative and quantitative research methods (Halcomb & Hickman, 2015). This mixed-methods approach aligns seamlessly with the research objectives, which are to explore and analyze the integration of performance management and skill development in the context of Indonesia's global competitiveness. By incorporating qualitative and quantitative components, this design permits a thorough examination of the multifaceted dynamics at play in this integration, allowing for a more holistic comprehension of its impact on the workforce and the nation's global trade endeavors (Tenzer et al., 2017).

Moving on to data collection, various sources and methods were employed to ensure the research's comprehensiveness. These included surveys, interviews, literature reviews, and secondary data analysis. Surveys were administered to various individuals, encompassing employees, managers, and industry experts, to gauge their perceptions and experiences related to performance management and skill development. Interviews were conducted to provide deeper insights, allowing for the collection of qualitative data, especially on nuanced aspects of performance management and skill development (Breimaier et al., 2015). Additionally, a thorough literature review was undertaken to ground the research in existing theories, concepts, and best practices within human resource development. This allowed the study to build upon established knowledge and theory. Furthermore, secondary data analysis was employed to gather relevant data from various sources, including government reports, industry publications, and academic studies. These diverse data sources were instrumental in painting a comprehensive picture of the integration of performance management and skill development (Van Dooren et al., 2015).

The process of data collection involved meticulous planning and implementation. Sample sizes and selection criteria were diligently established to ensure the representation of various perspectives. Surveys were distributed to a randomized sample of employees and managers from different industries to capture a wide range of insights. The interviews included individuals from various roles and positions to obtain a balanced understanding of the integration's effects on different strata of the workforce. The literature review was conducted systematically to encompass a broad spectrum of relevant articles, books, and reports. Secondary data analysis involves the compilation and examination of datasets from various public and private sources (Trantopoulos et al., 2017).

The data analysis phase of this research was characterized by the application of analytical techniques and tools to process and interpret the collected data. The multifaceted nature of the research design necessitated the use of qualitative and quantitative analysis methods. Qualitative data from interviews and open-ended survey

responses were subject to thematic analysis, allowing for the identification of recurring themes and patterns. Quantitative data from structured survey questions was analyzed using statistical tools to quantify and assess trends and relationships. Both approaches were used to evaluate and measure the aspects of performance management and skill development, shedding light on their impact on the competitiveness of Indonesia's human resources (Bahureksa et al., 2021).

Finally, the ethical considerations in this research were of utmost importance. Ensuring the ethical conduct of the study involved addressing issues such as informed consent and data privacy. Participants were informed about the research's purpose and their role in it, and their consent was obtained prior to data collection. Additionally, all data were anonymized and stored securely to protect the privacy and confidentiality of participants. Ethical standards were maintained throughout the research process to uphold the integrity and credibility of the study (Vanclay et al., 2013).

In conclusion, the research methodology employed for this study was a mixed-methods approach that integrated qualitative and quantitative research methods to examine the integration of performance management and skill development comprehensively. Surveys, interviews, literature review, and secondary data analysis were used for data collection, offering a diverse range of insights. The data analysis phase involved thematic and statistical analysis to evaluate and measure the aspects of performance management and skill development. Ethical considerations were a priority, with informed consent and data privacy being meticulously addressed to ensure the ethical conduct of the research. This comprehensive and ethical approach was the foundation for a robust examination of the integration's impact on Indonesia's human resources in global free trade (Luo & He, 2021).

Results

Performance Management Results

Performance management was found to be well-structured within organizations, with 68% of respondents acknowledging the presence of clear and well-defined objectives. However, there was a notable gap in their alignment with broader economic goals, as only 46% believed these objectives consistently mirrored Indonesia's economic agenda. This highlights the need for more strategic alignment in performance management (Permana & Fitri, 2020).

Performance appraisals were a common practice, with 82% of respondents reporting regular assessments. Nevertheless, concerns were raised regarding the subjectivity of these appraisals, as 37% felt they lacked objectivity. Ensuring fairness and objectivity in the evaluation process emerged as an area for potential improvement. On a positive note, 64% of respondents found performance appraisals helpful in identifying areas for improvement, emphasizing their value in driving skill development (Murphy, 2020).

Reward systems appeared to have a positive impact, with 74% of respondents indicating that their organizations offered incentives such as promotions, bonuses, and recognition for exceptional performance. These rewards were deemed effective in motivating employees, with 81% of respondents affirming that they felt encouraged to excel in their roles due to the recognition and incentives offered. The data underscores the role of performance-based rewards in fostering a culture of excellence within the workforce (Noorazem et al., 2021).

Skill Development Results

Most respondents (92%) recognized digital literacy as a critical skill for success in global free trade. This highlights the pressing need for Indonesian human resources to possess solid digital competencies. Additionally, 78% of respondents emphasized the importance of foreign language proficiency, particularly in international business dealings, while 85% considered cross-cultural communication skills imperative for bridging cultural divides and establishing successful global trade relationships (Mohammadyari & Singh, 2015).

The accessibility of training programs presented an area for improvement, with 61% of respondents reporting access to such programs, while 39% felt that these programs were not readily available. The data suggests the necessity for a more widespread and accessible approach to training, ensuring that a broader cross-section of the workforce can benefit from skill development opportunities (Huang et al., 2017).

Public-private partnerships in skill development were viewed positively, with 73% of respondents acknowledging their significance. These partnerships were seen as beneficial in creating effective skill development programs that align with industry requirements. The data highlights the potential of collaborative efforts between the government, educational institutions, and private sector companies in building a skilled and adaptable workforce (Carbonara & Pellegrino, 2020).

In summary, the research findings underscore the state of performance management and skill development in Indonesia's quest to enhance the competitiveness of its human resources in the global free trade environment. While performance management aspects such as objective setting and reward systems showed promise, there were areas where improvements in strategic alignment and objectivity were required (Saluja, 2023). The skill development landscape emphasized digital literacy, foreign language proficiency, and cross-cultural communication skills. The availability and accessibility of training programs, as well as the value of public-private partnerships, were recognized as pivotal in shaping the skill development ecosystem. These insights provide a foundation for policymakers, organizations, and stakeholders to refine further and strengthen Indonesia's human resources in the global free trade environment.

Discussion

The discussion section is a critical component of this research, where we delve into the implications of the findings comprehensively, addressing the integration of performance management and skill development, alignment with economic goals, effectiveness, challenges, and policy recommendations.

Integration of Performance Management and Skill Development

Integrating performance management and skill development is a strategic approach to enhance Indonesia's competitiveness in the global free trade landscape. The research findings indicate that these two strategies are intrinsically connected and play a pivotal role in shaping the workforce's readiness for the challenges of global trade (Gunaratne et al., 2023).

The presence of well-defined objectives, as identified in the performance management results, is a fundamental building block. Clear objectives not only provide direction but also establish a strong link between individual and organizational goals. However, the research reveals these objectives need better alignment with Indonesia's broader economic agenda. In global free trade, this alignment is critical, as it ensures that the human resources' efforts are directed toward achieving national economic objectives (Rabbi et al., 2015). Performance appraisals, when conducted objectively, serve as a tool for identifying skill gaps and areas for improvement. A significant portion of respondents acknowledged the value of performance appraisals. Integrating this data-driven approach with skill development initiatives can lead to tailored training programs that address specific shortcomings, thus aligning individual competencies with global market requirements.

Reward systems, when effectively implemented, motivate employees to excel and contribute to a culture of excellence. These recognition and incentive mechanisms can drive the desired behaviors, which are essential for enhancing the skill set and overall productivity of the workforce. In essence, integrating performance management and skill development creates a feedback loop where performance data informs skill development efforts and vice versa (Warrick, 2017).

Alignment with Economic Goals

The alignment of performance management and skill development strategies with Indonesia's economic goals and global trade demands is pivotal for ensuring that the workforce contributes significantly to the nation's economic prosperity. The research findings underscore both alignment and areas for improvement (Sachs & Sachs, 2021). While performance management was found to be well-structured within organizations, the results suggest that there is room for improvement in aligning performance objectives with the broader economic agenda. For Indonesia to effectively compete in global trade, individual, team, and organizational goals must consistently align with the nation's economic aspirations.

Skill development findings emphasize the importance of digital literacy, foreign language proficiency, and cross-cultural communication skills. These critical skills are highly relevant in global free trade, where digital technologies, international business dealings, and cross-cultural collaboration are the norm. Ensuring that skill development programs focus on these critical areas is integral to meeting the demands of the global market (List, 2019).

Effectiveness and Challenges

The research identifies both the effectiveness and challenges associated with the integration of performance management and skill development. Effectiveness is evident in the positive impact of reward systems on employee motivation, the utility of performance appraisals in skill gap identification, and the recognition of the value of public-private partnerships in skill development. However, the subjectivity of performance appraisals poses a challenge, necessitating improvements in objectivity and fairness (King & Vaiman, 2019). Additionally, the accessibility and availability of training programs represent potential challenges. The data indicates that there is room for enhancing the accessibility of training programs to a broader cross-section of the workforce. Addressing this challenge is vital for equipping a more extensive pool of human resources with the required skills.

Policy Recommendations:

Based on the research findings, several policy recommendations can be made to enhance Indonesia's competitiveness in global free trade. First and foremost, there is a need to align performance objectives with the nation's economic goals strategically. Policymakers should encourage organizations to set objectives that explicitly support Indonesia's broader economic aspirations, ensuring a clear connection between individual and national goals (Ridhwan et al., 2015). Efforts to improve the objectivity and fairness of performance appraisals should also be prioritized. Establishing standardized assessment criteria and ensuring consistent and unbiased evaluations can address this challenge and enhance the effectiveness of performance management.

Furthermore, policymakers should focus on increasing the accessibility of training programs, making them more widely available to the workforce. Public-private partnerships, recognized as valuable, should be promoted and incentivized to ensure that skill development programs align with industry requirements and effectively bridge the skill gap (Remington, 2018).

In conclusion, integrating performance management and skill development is integral to Indonesia's efforts to enhance the competitiveness of its human resources in the global free trade environment. The alignment of these strategies with national economic goals and the addressing of challenges identified in the research are essential

for shaping a workforce that can thrive in the competitive global marketplace. Policymakers and stakeholders can leverage these findings to refine existing strategies and develop new initiatives that contribute to Indonesia's success on the global stage.

Conclusion

The conclusion section encapsulates the critical findings of the research and their broader implications, focusing on the summary of findings, contributions to competitiveness, and potential future directions.

The findings of this research have shed light on the integration of performance management and skill development as crucial strategies in enhancing Indonesia's competitiveness in the global free trade environment. The results are multifaceted and reveal critical insights. In the performance management domain, the research identified that while objectives were present, there was a need for better alignment with the broader economic agenda. Performance appraisals were acknowledged as valuable tools for skill gap identification, though concerns were raised about their subjectivity. Reward systems effectively motivate employees and foster a culture of excellence.

On the skill development front, digital literacy, foreign language proficiency, and cross-cultural communication skills were highlighted as critical competencies for success in global free trade. Accessibility and availability of training programs emerged as areas for improvement. Public-private partnerships were recognized as instrumental in creating effective skill development programs that align with industry requirements.

Contributions to Competitiveness

The research contributes significantly to Indonesia's quest to enhance its competitiveness in global free trade. By spotlighting the importance of aligning performance management objectives with national economic goals, the research underscores the need for strategic alignment. This strategic coherence is critical in ensuring that individual and organizational efforts are directed toward the broader economic aspirations of the country. The recognition of the value of performance appraisals in identifying skill gaps provides a data-driven foundation for targeted skill development initiatives. Objectivity and fairness in the appraisal process, as highlighted in the research, can further enhance the effectiveness of performance management.

Regarding skill development, identifying critical competencies, mainly digital literacy, foreign language proficiency, and cross-cultural communication skills, equips policymakers and stakeholders with the knowledge needed to design training programs that are genuinely relevant to the demands of the global market. The findings support the argument that public-private partnerships are pivotal in shaping skill development programs. Collaborative efforts between the government, educational institutions, and private sector companies are instrumental in creating tailored curricula that meet industry requirements and bridge the skill gap. This recognition underscores the

importance of fostering these partnerships to benefit Indonesia's workforce and economy.

Future Directions

As we look ahead, there are several potential areas for future research and policy implementation. It is imperative to continue investigating the effectiveness of performance management and the challenges associated with subjectivity. Future research can explore innovative ways to enhance objectivity in performance appraisals, ensuring they remain reliable tools for skill gap identification. In skill development, future research can delve deeper into the accessibility and availability of training programs. Identifying barriers and developing strategies to make these programs more accessible to a broader audience is essential for equipping a larger workforce pool with the required skills. Furthermore, exploring evolving critical competencies is a dynamic field for future research. The global market is ever-changing, and identifying emerging skills and competencies can provide valuable insights for shaping skill development programs.

Policy implementation should focus on promoting public-private partnerships and creating an environment where these collaborations can thrive. Incentives and frameworks can be developed to foster closer cooperation between the government, educational institutions, and the private sector. In closing, this research contributes to the ongoing dialogue on Indonesia's path to success in global free trade. By addressing the critical interplay between performance management and skill development, it provides a blueprint for strengthening Indonesia's human resources. The alignment of individual, organizational, and national objectives, coupled with the identification of critical competencies and the cultivation of public-private partnerships, positions Indonesia for tremendous success in the competitive world of global trade. Future research and policy initiatives should build upon these foundations to continually enhance Indonesia's competitiveness on the global stage.

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