International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Human Resource Management Competency Strategies in Enhancing the Competitiveness of Micro Businesses
(Case Study at PT BERANDA SADAWIRA UTAMA)

Danung Kuswantoro Putro[1*], Suhartini[2]

[1,2]Universitas Islam Indonesia

Corresponding author: 21311059@students.uii.ac.id

Abstract

Human resource management competency refers to the abilities, knowledge, and skills of individuals or groups in managing the strategic and operational aspects of an organization's workforce. This study aims to answer the question of how PT Beranda Sadawira Utama's human resource competency strategy has improved the competitiveness of micro businesses. This study uses a descriptive qualitative method with purposive techniques and data collection in the form of interviews, observations, and documentation. The results show that PT Beranda Sadawira Utama has implemented the KSA concept and produced a VRIN value, proving that the company uses strategies such as implementing product quality standards, communication regarding services, and consistent cooperation with colleagues, which have resulted in the company's ability to survive and increase its business competitiveness.

Keywords: Management competency*, KSA, VRIN,* Competitiveness*, PT Beranda Sadawira Utama*

INTRODUCTION

The development of micro businesses in Indonesia increasingly requires business actors to have human resource competencies that are adaptive to market changes, especially in the context of the creative economy, which places service quality, technical skills, and innovation as the main factors for success. PT Beranda Sadawira Utama, a micro business in the souvenir sector, demonstrates an interesting phenomenon: despite having limited human resources, this company has been able to survive through a competency-based strategy that emphasizes knowledge, skills, and abilities.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Competency development strategies to improve MSME performance focus on MSMEs in general, digitalization, or large institutions, so there has not been much research that reviews in depth the application of KSA-based competencies in creative micro businesses with manual production and social media-based marketing characteristics. This research gap is even more apparent because there has been no study linking KSA-based human resource competencies with the Resource Based View (RBV–VRIN) framework to explain how competencies can become a source of competitive advantage that is difficult to imitate in micro businesses in the souvenir sector.

This study aims to determine how PT Beranda Sadawira Utama's knowledge, skills, and abilities-based HR management competency strategy is applied to improve its competitiveness, while also contributing to the development of HR management science through the integration of the KSA concept and RBV theory as an approach to understanding how HR competencies can become valuable, rare, difficult to imitate, and irreplaceable strategic resource at the micro-enterprise level.

LITERATURE REVIEW

Management competency

The KSA theory is one of the most widely used competency frameworks in human resource management to explain an individual's ability to perform their job. This framework has been introduced and widely developed in performance management literature, including by Aguinis (2019), who states that individual competencies are reflected in a combination of knowledge, skills, and abilities that can be observed through daily work behavior.

Knowledge

Knowledge is one of the main keys at PT Beranda Sadawira Utama, where there are several patterns such as product quality standards, work processes, and understanding of products and customer needs. The research findings show that the knowledge provided by the owner to his employees, whether in the form of an understanding of quality standards, product characteristics, or work procedures, plays an important role in shaping the basic work competencies of employees. This knowledge not only serves as the basis for carrying out tasks and responsibilities, but also as a guideline for maintaining product quality consistency. This is in line with Aguinis (2019), who explains that knowledge is the theoretical and practical understanding that individuals have in their field. Thus, the knowledge instilled in the employees of PT Beranda Sadawira

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Utama serves as an important foundation in supporting the competitive advantage of the business.

Skill

Employees' work skills, both technical and non-technical, are developed through direct training, work habits, and guidance or direction provided by owners and managers. The findings show that technical skills are related to production capabilities and product quality, while non-technical skills include communication, leadership, negotiation, and problem solving. This is in line with Aguinis's KSA theory (2019), which states that skills are abilities developed through repeated actions or practices in completing tasks. This study is in line with research by Helmita and Naim (2023), which states that the role of MSME human resource competencies is very much needed, requiring employees to have good abilities and expertise, thus necessitating special training for MSME employees. Thus, skills become an important function in strengthening human resource competencies to create competitive advantages.

Abilities

The findings on the ability aspect in the above research results are reflected in the way employees communicate, solve problems, adapt, negotiate, and serve customers. This shows that employees have developed abilities in responding to work situations. These findings are in line with Aguinis's (2019) KSA theory, which explains that ability reflects an individual's behavior in responding to work situations, including values and ethics. A positive attitude will encourage loyalty, responsibility, and commitment to organizational goals. In the context of micro-enterprises, skills such as communication and friendly service are factors that greatly influence customer satisfaction and loyalty. This study is in line with the research by Hariroh et al. (2021), which shows that actors who participate in activities such as training and mentoring experience improvements in skills, knowledge, and competence in managing businesses, thereby increasing performance and competitiveness. Therefore, the abilities possessed by PT Beranda Sadawira Utama employees serve as non-technical capital that greatly influences business competitiveness.

VRIN (Valuable, Rare, Imperfectimitability, Non-Substitutability)

Based on findings from interviews and documentation, the human resource competencies of PT Beranda Sadawira Utama demonstrate VRIN value because they

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

are able to improve or maintain product quality, possess special expertise in the form of one-day turnaround for souvenir orders, and have irreplaceable work experience and culture.

Valuable

The results of the study indicate that the human resource competencies possessed by companies provide strategic value in terms of improving service quality and customer repeat orders. Valuable competencies can create superior, timely work outputs that meet consumer expectations. These findings are in line with Lestari et al. (2024), who show that effective human resource management quality can increase productivity, innovation, and employee retention, all of which contribute to business success.

Rare

The uniqueness of the service and consistent product quality are achieved through employee competence developed from work experience, hands-on training, and standards set by the owner. Such competence is not easily found in similar businesses, giving it a rare quality. This finding is in line with Madhani's (2010) research, which emphasizes that competitive advantage can only be achieved and maintained if a company has valuable, rare, difficult to imitate, and irreplaceable resources.

Imperfectimitability

Research findings show that human resource competencies formed from direct experience, internal work culture, and emotional relationships between business owners and employees make these competencies difficult for competitors to imitate. According to Madhani's (2010) research, competitive advantage can only be achieved and maintained if a company has valuable, rare, difficult to imitate, and irreplaceable resources. The work learning process at PT Beranda Sadawira Utama is the result of long-term interactions that cannot be replicated simply by observing the surface of the work process. There is research that is in line with these findings, namely Ramadani's (2025) research, which shows that human resource development can have a positive impact on business competitiveness.

Non-Substitutability

PT Beranda Sadawira Utama has different characteristics and customers know them personally. Employees or individuals cannot be replaced by other resources

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

because they involve personal skills, emotional relationships with customers, and unique values provided in the service. Madhani (2010) Resources that cannot be replaced by other resources are called non-substitutable. In this case, competitors cannot achieve the same performance by replacing these resources with alternative resources. This finding is supported by a study by Ardiansyah (2022), which found that emotional interactions and long-term relationships with customers in micro-enterprises create value that cannot be replaced by other substitutes.

RESEARCH FRAMEWORK

The research framework explains that PT BERANDA SADAWIRA UTAMA is one of the micro businesses located in the city of Temanggung. PT BERANDA SADAWIRA UTAMA manages its business based on management, particularly in the application of human resource management competencies. The application of human resource management competencies is based on aspects relevant to the research conducted at PT BERANDA SADAWIRA UTAMA, namely knowledge, skills, and abilities, and is related to VRIN for competitiveness. This research model is shown in the following figure:

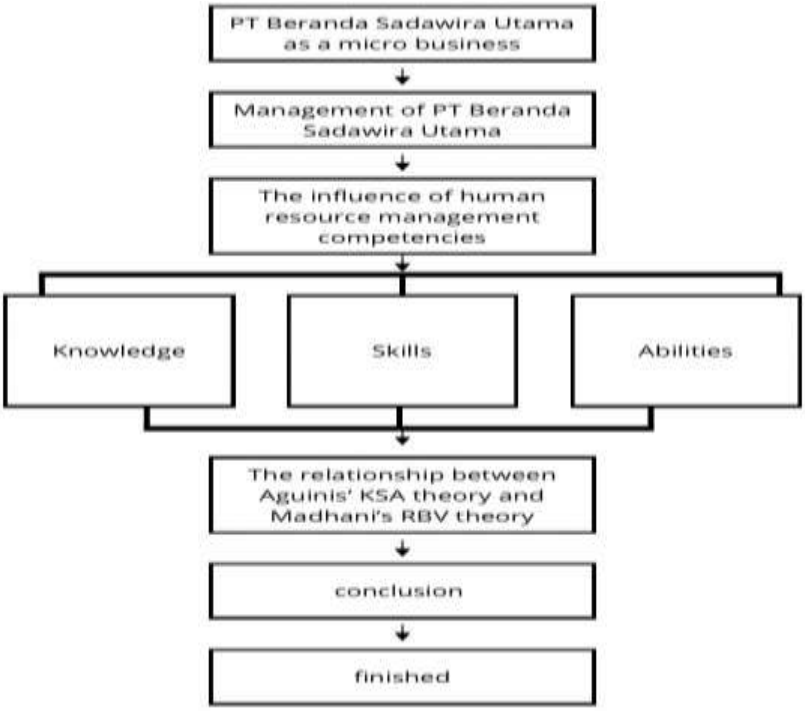


Figure 1. Research Framework

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESEARCH METHODS

This study uses descriptive qualitative research because the purpose of this study is to explain human resource management competency strategies (knowledge, skills, and abilities) in improving the competitiveness of micro businesses.

The method of determining informants in this study was carried out using a non-probability sampling/non random sampling method of the purposive type. Purposive sampling focuses on selecting individuals who have specific information that can answer the research questions. This study uses the informant characteristic technique, which is to select informants who are considered to have knowledge, experience, or direct involvement with the phenomenon I am researching and have characteristics that refer to the research.

Data sources refer to the methods and origins of the data to be analyzed. In this study, data was collected through interviews and observation. Information was obtained from informants who provided answers, both verbally and in writing. In addition, the study also used observation methods, where researchers participated in an activity and observed the objects being studied. In writing this study, the data sources used were primary and secondary data. Primary data is data collected directly from the research object and will be used as the main source of information. The data was obtained from in-depth interviews and voice recordings (mobile phone recordings). Secondary data was obtained from company documents and archives relevant to the research focus. This data was used to cross-check and confirm the results of the primary data to ensure greater data validity.

Researchers used qualitative descriptive data analysis methods, which allowed them to provide in-depth explanations of the research subjects based on the data collected in the field. The data analysis concept in this study used the steps outlined by Miles and Huberman. The data analysis concepts used in this study included data reduction, data presentation, and conclusion drawing.

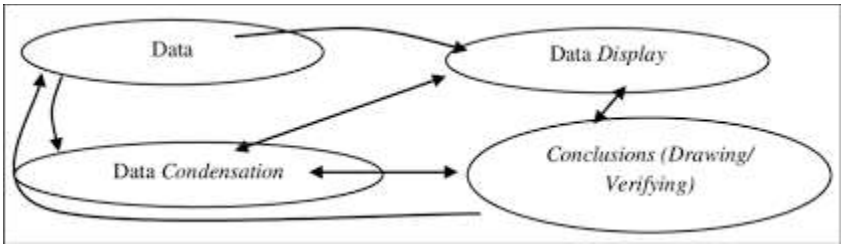


Figure 2. model analysis method

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESULTS

Human Resource Competency Strategy at PT Beranda Sadawira Utama in improving the competitiveness of micro businesses

One pattern that emerged after the interviews was the implementation of a human resource competency strategy in the form of KSA. All respondents said that in the KSA (Knowledge, Skills, Abilities) human resource competency strategy, these three aspects are interrelated and form the basis of employee competency in carrying out tasks and supporting the company's competitiveness. The following section presents descriptive interview results on how KSA aspects are applied by owners, managers, production staff, and marketing staff.

Knowledge

Based on the interview results, knowledge at PT Beranda Sadawira Utama is imparted through direct explanations from the business owner to all employees. This knowledge includes an understanding of raw materials, product quality standards, work processes, and service communication. Knowledge is imparted to ensure that all processes run according to predetermined standards.

Skill

Based on interviews with all informants, skills at PT Beranda Sadawira Utama are understood as practical abilities used by employees in carrying out their daily work, including communication, leadership, negotiation, and problem-solving skills. These skills are not only technical but also interpersonal, affecting service quality and work effectiveness.

Abilities

Abilities in the context of PT Beranda Sadawira Utama refer to an individual's capacity to complete work effectively through communication skills, problem solving, adaptability, and customer service skills. This attitude reflects an individual's behavior in responding to work situations, including loyalty, ethics, and commitment. The owner explained that employee work abilities are mainly seen in how they adapt to customer needs and work conditions. The owner said that a person's abilities are not only about following procedures, but also how that individual is able to complete tasks in various situations.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

VRIN

Within the Resource-Based View (RBV) framework, a company's competitiveness is determined by the quality of its internal resources and its ability to manage those resources strategically. One model used to assess whether a resource can create competitive advantage is the VRIN framework, which consists of: Valuable, Rare, Inimitable, and Non-substitutable. These four elements are used to assess whether employee competencies and the strategies implemented by the company can become sustainable strategic resources.

Valuable

The concept of Valuable in VRIN refers to the extent to which a company's capabilities, skills, or resources can provide added value and contribute directly to improving business performance and competitiveness.

Rare

The Rare aspect in the VRIN framework assesses the extent to which a company's competencies or resources possess uniqueness that other competitors do not have. In the context of micro businesses such as PT Beranda Sadawira Utama, scarcity is often seen in service styles, work patterns, or expertise gained from the owner's long experience and passed down directly to employees.

Imperfect Imitability

Based on interviews with all informants, the aspect of Imperfect Imitability at PT Beranda Sadawira Utama can be seen in the company's ability to build customer trust and consumer loyalty, as well as its expertise that is not easily matched by competitors.

Non-Substitutability

The human resources capabilities at PT Beranda Sadawira Utama are considered difficult to replace with technology, new systems, or other workers who do not have a deep understanding of the company's internal work processes. This is particularly evident in the emotional bonds, high loyalty, and direct experience that have been formed between employees, customers, and owners.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

DISCUSSION

The results of the study show that human resource competencies at PT Beranda Sadawira Utama are strongly formed through the mastery of knowledge, skills, and abilities applied in every production and service process. This finding is in line with Aguinis' KSA theory (2019), which asserts that individual competence is realized through a combination of technical knowledge, interpersonal skills, and personal abilities that influence performance. In the context of PT Beranda Sadawira Utama, employees' knowledge of work processes, product quality standards, and understanding of customer needs are important foundations in creating consistent and valuable souvenir products. This shows that even though micro businesses have structural limitations, knowledge improvement strategies carried out through direct coaching by the owner can produce competencies that are relevant to business needs.

In addition to knowledge, the study found that communication skills, negotiation skills, and the ability to provide product recommendations to customers play a significant role in building trust and increasing repeat orders. These results reinforce the views of Manteiro et al. (2024) and Helmita & Naim (2023), who emphasize that interpersonal skills are key for service-based MSMEs because they are a differentiating factor that is difficult for competitors to imitate. At PT Beranda Sadawira Utama, negotiation skills not only create transactions but also generate strong emotional customer relationships, as evidenced by repeat orders and positive customer testimonials. These findings show that interpersonal skills, when combined with a good understanding of products, can strengthen the competitive position of micro-enterprises in the local market.

Meanwhile, aspects of abilities such as loyalty, work commitment, and employee ethics have been proven to influence the consistency of service quality and the sustainability of company operations. These findings are in line with the research by Fitriana (2022) and Hariroh et al. (2024), which states that personal abilities are an important foundation in maintaining the performance of MSMEs because they have an impact on job stability and long-term relationships with customers. However, this study makes a new contribution by showing that the personal abilities of employees in micro businesses are not only formed naturally, but can be strengthened through a work culture built by business owners, such as exemplary behavior, open communication, and task distribution based on interests and competency matches.

This study contributes new insights to the literature on human resource management and MSMEs. First, this study shows that integrating KSA competencies with the VRIN framework can be used to map the strategic strengths of micro-enterprises,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

especially in the creative economy sector. Second, this study adds empirical evidence that micro-enterprises are able to build competitive advantages not through large capital or technology, but through targeted human resource competency management. Third, this study offers a new perspective that direct coaching from owners and competency-based job placement can be effective strategies for improving the competitiveness of micro-enterprises. These findings confirm that HR competency strategies are not only operational tools, but also key determinants of the sustainability and growth of micro-enterprises such as PT Beranda Sadawira Utama.

CONCLUSION

Based on the research results on "Human Resource Management Competency Strategy in Improving Micro-Business Competitiveness (Case Study at PT Beranda Sadawira Utama)," researchers have explained that the Human Resource Competency Strategy (HRC) has been consistently implemented and serves as the foundation of corporate excellence at PT Beranda Sadawira Utama. The implementation of HRC directly contributes to increased VRIN-based competitiveness.

Field findings indicate that PT Beranda Sadawira Utama fosters product understanding among each individual, enabling the company to establish product quality standards and consistently communicate with coworkers and customers, enabling them to sustain and enhance their business competitiveness. These three aspects of HRC align with Aguinis' (2013) concept of competency, which emphasizes the combination of knowledge, skills, and abilities as the basis for achieving superior performance.

Data shows that HR competency generates valuable resources through service quality, repeat customer orders, and the company's ability to access new sales opportunities. Certain competencies are also rare, as quality standards, production techniques, and product knowledge provided directly by the owner are not readily available in similar MSMEs. These competencies are also difficult to imitate (imperfect imitability) because they are formed from experience and work culture. Furthermore, human resource competencies in a company are also non-substitutable, as customer loyalty, emotional relationships, and personal service capabilities cannot be replaced by other resources. The integration of KSA with VRIN resources creates sustainable capabilities, including consistent product quality, strong customer relationships, and effective inter-staff work. This enables the company to survive and increase its competitiveness even in a highly competitive industry.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

This research also contributes to the development of the KSA (Knowledge, Skills, Abilities) literature, Aguinis' (2013) competency theory and Madhani's (1991) RBV/VRIN, which emphasizes that human resources can provide a sustainable competitive advantage if they possess value, are rare, difficult to imitate, and cannot be substituted. Furthermore, the results of this study can serve as a practical reference for micro-enterprises, providing an understanding that MSMEs can achieve sustainable competitive advantage without requiring substantial capital, but rather through HR competencies (KSA). Management can use the KSA–VRIN model as a guideline in designing training, work patterns, and employee development strategies to be more strategic and oriented towards business excellence.

REFERENCE

Aguinis H. (2019b). *Performance management for dummies*. John Wiley.

Bairizki, A. (2021). Manajemen sumber daya manusia (Tinjauan strategis berbasis kompetensi).

Barney, J. B. (1991). Firm resources and sustained competitive advantage. Journal of Management.

Citriadin, Y. (2020). Metode Penelitian Kualitatif: Suatu Pendekatan Dasar. Mataram: Sanabil.

Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles? Human Resource Management Journal, 27(1), 1-21.

Dewantoro, B., Putranto, A., & Purwanto, H. (2023). Pengaruh Kompetensi Sumber Daya Manusia dan Inovasi Produk Terhadap Kinerja UMKM. MAGNA: Journal of Economics, Management, and Business, 2(1), 60-72.

Effendy, A. A., Sudiarto, S., Pratama, G. D., Wahyudi, Y., & Sunarsi, D. (2024). Determinan Keberhasilan Usaha Mikro Kecil Menengah Berbasis Ekonomi Kreatif: Tinjauan Literatur Sistematis. Jurnal Ilmiah M-Progress, 14(2), 311-320.

Fitriana, N. N., Wihara, D. S., & Soeprajitno, E. D. (2022). Peningkatan Kompetensi Sumber Daya Manusia Pelaku UMKM Untuk Memperkuat Daya Saing Pada UMKM (Studi Fenomenologi Pada Paguyuban UMKM Amreh Mulyo Baleturi Tegaron) (Doctoral dissertation, Universitas Nusantara PGRI Kediri).

Hariroh, F. M. R., Azis, N., Sandi, P. H., Hermiati, N. F., & Aprilia, W. (2024). Peranan Kompetensi Sumber Daya Manusia Umkm Dalam Meningkatkan Kinerja Umkm. Jurnal Pengabdian Bersama Masyarakat Indonesia, 2(1), 48-54.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Helmita, H., & Naim, N. (2023). The Role of UMKM Human Resource Competency in Improving Umkm Performance in Pujorahayu Village, Kec. Negeri Katon Pesawaran. GEMA: Journal of Gentiaras Management and Accounting, 15(1), 25-40.

Immanuel, J. (2022). Pengaruh Kompetensi dan Kesiapan Sumber Daya Manusia terhadap Pemanfaatan Teknologi E-commerce bagi UMKM kecamatan Mustika Jaya (Doctoral dissertation).

Irawan, D. (2020). Peningkatan daya saing usaha mikro kecil dan menengah melalui jaringan usaha. https://journal.ikopin.ac.id/index.php/coopetition/article/view/82

Ismail, A., Syailendra, S., & Welta, F. (2024). Strategi Peningkatan Kompetensi SDM untuk Daya Saing UMKM: Studi pada ASPENKU Sumsel. JURNAL MANAJEMEN DAN BISNIS, 3(1), 1-16.

Lestari, M., Daeli, M., & Damanik, A. S. (2024). Peran strategis sumber daya manusia dalam meningkatkan kompetensi dan motivasi karyawan terhadap kinerja di sektor toko dan UMKM. Jurnal Intelek Insan Cendikia, 1(9), 6363-6372.

Madhani, P. M. (2010). Resource based view (RBV) of competitive advantage: an overview. Resource based view: concepts and practices, Pankaj Madhani, ed, 3-22.

Manteiro, M. C., Bire, A. R., Ringa, M. B., & Hipir, S. D. (2024). Human resource competency development as a strategy in improving the performance of micro, small and medium enterprises in Kupang City, East Nusa Tenggara. Jurnal Ekonomi, 13(04), 299-305.

Mialasmaya, S. (2016). Pengaruh sistem informasi SDM, kompetensi dan disiplin kerja terhadap kinerja karyawan. Jurnal Ekonomi, Bisnis & Entrepreneurship (e-Journal), 10(1), 35-53.

Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook.* Thousand Oaks, CA: Sage Publications.

Munthe, A., Yarham, M., & Siregar, R. (2023). Peranan Usaha Mikro Kecil Menengah Terhadap Perekonomian Indonesia. Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi, 2(3), 593-614.

Olchawa, F. (2025). Human Resource Management Competencies of Microenterprise Owners− A Review of Past Research in Poland. Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, 69(2), 114-123.

Pajri, M. (2024). Peran manajemen sumber daya manusia dalam meningkatkan daya saing UMKM di era digital. Jurnal Ekonomi Bisnis dan Manajemen, 2(4), 226-236.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Porter, M. E. (1990). The Competitive Advantage of Nations Harvard Business Review. Harvard Business Review, 91.

Rahmana, A. (2009). Peranan teknologi informasi dalam peningkatan daya saing usaha kecil menengah. In Seminar Nasional Aplikasi Teknologi Informasi (SNATI).

Ramadani, P., Latipah, S., Nasution, S., & Zainarti, Z. (2025). Analisis Strategi Perkembangan Sumber Daya Manusia Untuk Meningkatkan Daya Saing UMKM Warung Ibu Saleha di Jalan Iskandar Muda. Socius: Jurnal Penelitian Ilmu-Ilmu Sosial, 2(12).

Rapih, S. (2015). Analisis pengaruh kompetensi sumber daya manusia, modal sosial dan modal finansial terhadap kinerja UMKM bidang garmen di Kabupaten Klaten (Doctoral dissertation, UNS (Sebelas Maret University)).

Riyanti, A. S., Pramono, J., & Sugiyarti, S. R. (2023). Efektivitas Penerapan Sistem Presensi Finger Print Dalam Disiplin Kerja Pegawai di Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kabupaten Klaten: The effectiveness of the implementation of the presence system in employee work discipline within the Klaten Regency Personnel and Human Resources Development Agency. Solidaritas, 7(2).

Saptana, S. (2010). Tinjauan Konseptual Mikro-Makro Daya Saing dan Strategi Pembangunan Pertanian. In Forum Penelitian Agro Ekonomi (Vol. 28, No. 1, pp. 1-18). Indonesian Center for Agricultural Socioeconomic and Policy Studies.

Sari, D. A., & Rosyidi, S. (2017). faktor-faktor yang mempengaruhi daya saing UMKM di kabupaten rembang. Buletin Bisnis Dan Manajemen, 3(2), 383922.

Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D.* Bandung: Alfabeta

Triana, G. S. (2023). Manajemen Sumber Daya Manusia Berbasis Kompetensi Pada Organisasi Pengelola Zakat (Studi: Dompet Dhuafa Yogyakarta).

Viviani, N. E., Mufidah, E., & Fibriyani, V. (2020). Pengaruh keterampilan, pengetahuan, dan kemampuan sdm terhadap kinerja umkm mebel di kelurahan sebani kota pasuruan. Jurnal Ema, 5(1), 29-37.

Wahyudi, A., Yudistira, A. P., Afandi, N., & Santoso, A. S. Y. D. (2025). Manajemen Sumber Daya Manusia Berbasis Kompetensi Untuk Meningkatkan Produktivitas. Jurnal Ilmiah Ekonomi Dan Manajemen, 3(2), 492-500.

Wibowo. (2007). Sistem Manajemen Kinerja. Jakarta: Gramedia.

Winarti, E., Purnomo, D., & Akhmad, J. (2019). Analisis faktor-faktor yang mempengaruhi daya saing usaha mikro kecil dan menengah (UMKM) di Perkampungan Industri Kecil (PIK) Pulogadung Jakarta Timur. Small, 8(2).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.