

THE EFFECT OF HUMAN RESOURCE QUALITY, WORK PROFESSIONALISM, COMPENSATION AND WORK ENVIRONMENT ON ORGANIZATIONAL COMPETITIVENESS AT PT. HEXALAB SUMATERA UTARA-MEDAN

Alicia Dyna Salsabila^{1*}, Winda Ardiani²

^{1,2} Universitas Harapan, Medan, Indonesia

aliciadynasalsabila@gmail.com; windaardiani.chan@gmail.com

Received: 05/07/2026 | Revised: 13/07/2026 | Accepted: 20/07/2026 | Published: 10/08/2026

Abstract

This study aims to determine the effect of human resource quality, work professionalism, compensation and work environment on organizational competitiveness. This study uses an associative approach with quantitative research methods, as a research analysis tool using SPSS version 25. The population in this study were all employees of PT. Hexalab North Sumatra-Medan totaling 55 people. The sampling method in this study was using the nonprobability sampling method with census sampling techniques. So the number of samples in this study was 55 employees/respondents of PT. Hexalab North Sumatra-Medan. The results of the study explain that the quality of human resources partially has a significant effect on organizational competitiveness, work professionalism partially has a significant effect on organizational competitiveness, compensation partially has no significant effect on organizational competitiveness, the work environment partially has a significant effect on organizational competitiveness and the quality of human resources, work professionalism, compensation, work environment simultaneously have a significant effect on organizational competitiveness at PT. Hexalab North Sumatra-Medan.

Keyword: Human Resource Quality, Work Professionalism, Compensation And Work Environment On Organizational Competitiveness

1. INTRODUCTION

The current era of globalization has made business competition in Indonesia increasingly fierce, giving rise to companies, both domestic and foreign, that can survive and be unrivaled by other companies in developing their businesses in Indonesia. Human resources are all people who have the ability, knowledge, skills, energy, and attitude to help an organization achieve its goals (Sakti et al., 2023). Human resources are closely related to organizational competitiveness because qualified, competent, professional, creative, and disciplined employees are able to produce better work with appropriate compensation in a healthy work environment (Armdani & Ali, 2025; Aditiawati & Parashakti, 2023; Al-Ghifary & Anisah, 2023; Krisnawida et al., 2023). When organizations manage training, motivation, and job placement appropriately, productivity increases, innovation grows, service improves, and error costs decrease. Ultimately, the organization outperforms competitors in a competitive market (Ramadhan et al., 2025; Farhan et al., 2025). PT. Hexalab North Sumatra-Medan is a distributor of medical and laboratory equipment. This company operates in a highly specific industry that requires high technical expertise, namely the laboratory and medical equipment sector. PT. Hexalab North Sumatra-Medan has become a key player in the distribution of laboratory equipment in the North Sumatra region.

A company's competitiveness is its ability to outperform its competitors in terms of revenue generated (Al-Mamary et al., 2022). In the context of PT. Hexalab Sumatera, organizational competitiveness includes the company's ability to provide high-quality products and services, maintain customer trust in the healthcare sector, and adapt to dynamic developments in laboratory technology. Organizational competitiveness is influenced by various internal factors, including the quality of human resources, work professionalism, compensation, and the work environment, and external factors, namely competitors and the ability to respond to market changes (Armadani & Ali, 2025; Aditiawati & Parashakti, 2023; Krisnawida et al., 2023; Wulandari, 2024; Pelengkuhu et al., 2023).

PT. Hexalab Sumatera-Medan faces several challenges in maintaining and improving its competitiveness. Increasing competition in the medical device distribution industry requires companies to continuously innovate and improve service quality. Furthermore, stringent regulatory demands in the healthcare industry require consistent compliance and ongoing investment in quality systems. Other issues affecting competitiveness include limited access to the latest technology, dependence on international suppliers, which can impact product availability, and the need to maintain a competent workforce in a competitive environment. Economic fluctuations and changes in government policy can also impact a company's long-term competitiveness.

Human resource quality refers to the level of competence, knowledge, skills, and abilities possessed by employees in carrying out their duties and responsibilities (Abdillah, 2024; Prastiwi et al., 2022). In the context of PT. Hexalab Sumatera-Medan, human resource quality includes technical understanding of laboratory products, the ability to provide consultation to customers, and expertise in managing complex distribution processes. Human resource quality includes soft skills such as communication, problem-solving, adaptability, and the ability to work in a team (Sudarma, 2022; Amelyawati et al., 2023). This is in line with the opinion of Sinambela et al. (2022), who stated that human resource quality is the level of an individual's ability to master the knowledge, skills, and attitudes necessary to carry out job duties and responsibilities effectively.

Based on observations, researchers identified several issues related to the quality of human resources at PT. Hexalab North Sumatra-Medan, including a gap between employee qualifications and increasingly complex job demands. Rapid developments in laboratory technology require employees to continually update their knowledge and skills, but access to adequate training and development remains limited. Furthermore, competition to attract and retain a high-quality workforce is increasingly fierce, particularly for positions requiring specific technical expertise. Budget limitations for human resource development programs also hinder the sustainable improvement of employee quality.

Work professionalism refers to employee attitudes and behaviors that demonstrate a commitment to high quality standards, good work ethics, and dedication in carrying out tasks in accordance with professional standards (Atika, 2021; Asgaruddin, 2023). In the context of PT. Hexalab North Sumatra-Medan, work professionalism includes the ability of employees to work in accordance with health standards, maintain the confidentiality of customer information, and provide consistent and reliable service. Professionalism also includes aspects of integrity, accountability, and orientation towards quality results (Parameswari et al., 2020). Considering that PT. Hexalab North Sumatra-Medan operates in a field directly related to public health, the level of employee professionalism is critical, affecting the company's reputation and credibility. This is in line with the opinion of Heinonen & Nissen-Lie (2022), work professionalism is an attitude and behavior that demonstrates a high commitment to quality standards in carrying out tasks.

Based on the researcher's observations, it was discovered that PT. Hexalab North Sumatra-Medan faced several work professionalism issues, including inconsistencies in the application of work standards between employees and departments. A lack of in-depth understanding of applicable health standards and regulations also posed challenges in maintaining a high level of professionalism. Furthermore, time pressure and high work volume often affected the quality of work and the level of employee professionalism. The lack of an effective monitoring and evaluation system to measure and improve work professionalism also hindered the development of an optimal work culture.

Compensation is all the rewards employees receive in return for their contributions to the organization, including salary, allowances, incentives, and other benefits (Rezky & Efendy, 2025; Wang et al., 2021). In the context of PT. Hexalab North Sumatra-Medan, the compensation system must be designed to attract and retain the high-quality workforce needed in the medical and laboratory equipment industry. Effective compensation encompasses not only financial aspects but also non-financial aspects such as career development, recognition, and a supportive work environment (Abdillah & Windasari, 2025; Pamungkas et al., 2025). This is in line with Dessler's (2017) opinion, which states that compensation is all forms of payment or reward given to employees as remuneration for their contributions to the organization.

Based on the researcher's observations, it is known that there are several compensation issues faced by PT. Hexalab North Sumatra-Medan, including budget limitations to provide competitive compensation, especially for positions requiring high technical expertise. A compensation system that is not fully performance-based can also reduce employee motivation to achieve optimal performance. In addition, the lack of transparency in the compensation system and the mismatch between workload and compensation received can affect employee satisfaction and commitment. Competition with other companies in the same industry also requires PT. Hexalab North Sumatra-Medan to continuously evaluate and adjust its compensation system.

The work environment is the context of formal and informal communication within an organization (Mgaiwa,

2021). In the context of PT. Hexalab North Sumatra-Medan, the physical work environment includes office facilities, security systems, and workspace conditions that support the distribution of medical and laboratory equipment. The non-physical work environment includes organizational culture, employee relationships, leadership style, and the communication climate within the company. This aligns with Hasibuan's (2020) definition that the work environment is everything around workers that can influence them in carrying out their assigned tasks.

Based on the researcher's observations, it was discovered that PT. Hexalab North Sumatra-Medan faced several work environment issues, including limited space and facilities to support its growing operations. The physical conditions and workspace, which may not be optimal for maintaining the quality of industrial products, were also a concern. From a non-physical aspect, challenges included ineffective communication between departments, a lack of team building programs, and the development of a strong organizational culture. High work pressure and tight deadlines in the medical device industry can also affect organizational competitiveness, work climate, and employee well-being.

Based on previous research, there are still gaps that require further study. Armadani and Ali (2025) further discussed the quality of human resources on company competitiveness, but still linked it to product quality and work culture. Aditiawati and Parashakti (2023), Ardianti et al. (2018), Krisnawida et al. (2023), and Pelengkahu et al. (2023) studied compensation, work environment, human resource quality, motivation, facilities, and leadership on performance, satisfaction, or productivity. Meanwhile, Al Ghifary and Anisah (2023) only focused on work professionalism descriptively. Thus, there are not many studies that examine the quality of human resources, work professionalism, compensation, and work environment together on organizational competitiveness, particularly at PT. Hexalab North Sumatra-Medan.

The general condition of Indonesia's human resources, which still faces various quality issues, provides a relevant context for understanding the challenges faced by the company. The four variables studied, namely human resource quality, work professionalism, compensation, and work environment, have unique characteristics in the context of the medical device distribution industry, which requires high technical expertise and strict regulatory compliance. The identified research gap indicates the need for comprehensive empirical studies to understand the relationships between these variables in the specific context and geographic region of PT. Hexalab North Sumatra-Medan.

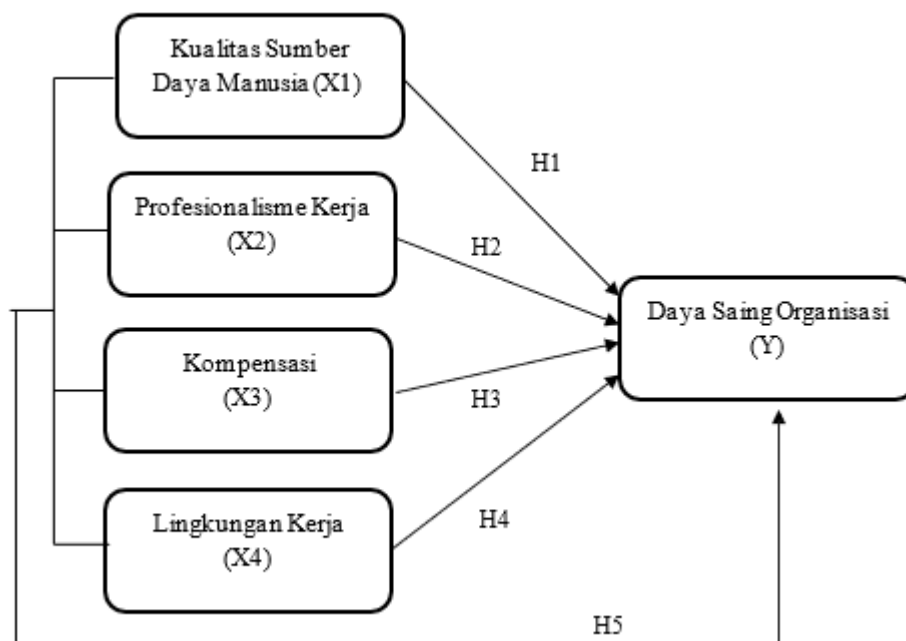
The formulation of the problem in this research is as follows:

1. Does the quality of human resources influence the organizational competitiveness of PT. Hexalab North Sumatra-Medan?
2. Does professionalism influence the competitiveness of PT. Hexalab North Sumatra-Medan?
3. Does compensation affect the competitiveness of PT. Hexalab North Sumatra-Medan?
4. Does the work environment influence the competitiveness of PT. Hexalab North Sumatra-Medan?
5. Do the quality of human resources, professionalism, compensation, and work environment influence the organizational competitiveness of PT. Hexalab North Sumatra-Medan?

Based on the problem formulation above, the research objectives are as follows:

1. To determine and analyze the quality of human resources that influence the competitiveness of the organization PT. Hexalab North Sumatra-Medan.
2. To determine and analyze the influence of professionalism on the competitiveness of the organization PT. Hexalab North Sumatra-Medan.
3. To determine and analyze the compensation effect on the competitiveness of the organization PT. Hexalab North Sumatra-Medan.
4. To identify and analyze the work environment's influence on the competitiveness of the organization PT. Hexalab North Sumatra-Medan.
5. To determine and analyze the quality of human resources, professionalism, compensation and work environment that influence the competitiveness of the organization PT. Hexalab North Sumatra-Medan.

Based on the background, problem formulation, research objectives and theoretical basis that have been stated above, this researcher created a conceptual framework as shown in the image below:



Source: Processed data, 2025

Figure 1. Conceptual Framework

2. METHOD

This study uses associative research, with quantitative methods. This research was conducted at PT. Hexalab North Sumatra-Medan, located at Jalan. Ring Road No. 2C, Tj. Sari, Medan Sunggal District, Medan City, North Sumatra 20122, the research was conducted from June 2025 – July 2026. The population in this study were all employees of PT. Hexalab North Sumatra-Medan totaling 55 people. The sampling method used a *nonprobability sampling method* with a saturated sample technique. So the number of samples in this study was 55 employees/respondents of PT. Hexalab North Sumatra-Medan. The research analysis used multiple linear regression with analysis tools using SPSS version 25. Data sources consisted of primary data, namely questionnaires completed by employees of PT. Hexalab North Sumatra-Medan and secondary resources consisting of books, journals, articles and important literature from the internet. The data collection technique used a questionnaire. This study uses independent variables, namely human resource quality (X1), professionalism (X2), compensation (X3) and work environment (X4) as well as the dependent variable competitiveness (Y).

Table 1. Operational Definition of Variables

Variables	Definition	Indicator	Scale
Quality Human Resources (X ₁)	The quality of human resources is the level of an individual's ability to master knowledge, skills, and attitudes required to carry out duties and responsibilities answer work effectively	1. Individual abilities 2. Role And function to achieve goals 3. Understand procedure and process 4. Training Which regular (Sinambela et al., 2022; Abbas, 2020)	Likert Scale
Professionalism (X ₂)	Work professionalism is an attitude and behavior that shows high commitment to standard quality in carrying out duties	1. Integrity 2. Responsibility 3. Development sustainable self 4. Critical thinking (Badaruddin) et al., 2022; Alvehus, 2021)	Likert Scale

Compensation (X_3)	Compensation is all forms of payment or reward Which given to employees as compensation for their services Which has given to organization	1. Level wages 2. Allowance 3. Incentive bonus Work contribution 4. Compensation non-financial (Slater et al., 2022; Sedarmayanti, (2020))	Likert Scale
Environment (X_4)	The work environment is everything around the worker that can influence it himself in assigned tasks	1. Lighting/light 2. Air temperature 3. Communication effective internal 4. Tata room (Sedarmayanti, (2020))	Likert Scale
Organizational Competitiveness (Y)	Organizational competitiveness is the company's ability to excel and survive against competitors. through strength unique the difficult one imitated	1. <i>Cost</i> (cost) 2. <i>Quality</i> (quality) 3. Innovation 4. Flexibility (Ruslan et al., 2025)	Likert Scale

Source: Processed data (2025)

3. RESULTS AND DISCUSSION

RESULTS

Description of Respondent Characteristics

Table 2. Respondent Characteristics

Respondent Characteristics	Category	Amount	Percentage
By Gender	Man	38	60%
	Woman	17	40%
By Age	20-30 Years	29	53%
	31-41 Years	21	38%
	42-52 Years	5	9%
Based on Education Level	High School/Vocational School	23	42%
	Diploma	3	5%
	Bachelor	24	44%
	Master	5	9%
Based on Work Period	1-3 Years	23	42%
	4-6 Years	28	51%
	7-9 Years	5	7%

Source: Processed data (2025)

Table 2 explains the dominance of the male workforce, which is likely related to the company's job characteristics, which tend to involve more physical and technical roles. The company is dominated by a younger generation who tend to be more productive, adaptive, and have a high work ethic. This age group also represents a golden phase in a career, where employees are typically more open to innovation and self-development. This can be an important asset for the company in boosting performance and facing the challenges of business competition. The company is recruiting more workers with higher education backgrounds. This reflects the company's need for employees with deeper academic competencies and also emphasizes its commitment to building professional and competitive human resources. Finally, employees are quite experienced in the company and have passed the adaptation period. Employees with 1-3 years of service are also quite high, at 41.8%, indicating that the company still has a good retention rate and continues to attract new employees. Meanwhile, employees with more than 7 years of service are few, which may indicate employee turnover or limited career

opportunities at the senior level.

Validity and Reliability Test Results

Table 3. Results of the Validity Test of Human Resource Quality (X1), Work Professionalism (X2), Compensation (X3), Work Environment (X4) and Organizational Competitiveness (Y)

	Item-Total Statistics			
	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
X1.1	26.91	26,418	.482	.910
X1.2	26.98	23,314	.856	.876
X1.3	27.00	25,704	.606	.899
X1.4	26.96	23,962	.703	.891
X1.5	26.96	26,739	.489	.908
X1.6	27.00	24,556	.711	.890
X1.7	26.98	23,426	.841	.878
X1.8	26.93	22,995	.877	.874
X2.1	27.31	23,143	.678	.862
X2.2	27.42	22,211	.763	.852
X2.3	27.49	24,440	.602	.869
X2.4	27.31	23,143	.678	.862
X2.5	27.42	22,211	.763	.852
X2.6	27.47	24,921	.506	.878
X2.7	27.38	23,389	.581	.872
X2.8	27.49	22,995	.593	.871
X3.1	27.96	21,813	.743	.829
X3.2	27.93	21,846	.683	.836
X3.3	28.00	23,148	.648	.841
X3.4	27.91	22,269	.675	.837
X3.5	27.96	21,406	.720	.831
X3.6	27.91	25,121	.367	.869
X3.7	27.98	23,018	.520	.855
X3.8	28.09	22,973	.531	.854
X4.1	27.76	17,702	.487	.766
X4.2	27.60	17,244	.549	.756
X4.3	27.73	19,054	.337	.788
X4.4	27.47	16,884	.583	.750
X4.5	27.55	17,993	.482	.767
X4.6	27.62	17,796	.413	.780
X4.7	27.65	16,897	.647	.741
X4.8	27.82	17,966	.466	.769
Y.1	27.27	17,239	.616	.783
Y.2	27.16	17,288	.667	.776
Y.3	27.22	19,100	.411	.811
Y.4	27.16	16,288	.739	.763
Y.5	27.11	19,099	.450	.806
Y.6	27.11	17,321	.575	.789
Y.7	27.07	18,291	.500	.800
Y.8	27.27	19,350	.325	.825

Source: Processed data (2025)

Based on Table 3, it is known that the results of statistical tests on the variables of human resource quality (X1), work professionalism (X2), compensation (X3), work environment (X4) and organizational competitiveness (Y) show that all statement items are said to be valid (legitimate) because the corrected item total correlation value is > 0.30 (Sugiyono, 2022).

Table 4. Results of the Reliability Test of Human Resource Quality (X1), Work Professionalism (X2), Compensation (X3), Work Environment (X4) and Organizational Competitiveness (Y)

Variables	Mark <i>Cronbach Alpha</i>	Criteria Information
Quality Source Power Man	0.904	≥ 0.60 Reliable
Professionalism Work	0.880	≥ 0.60 Reliable
Compensation	0.861	≥ 0.60 Reliable
Environment Work	0.788	≥ 0.60 Reliable
Organizational Competitiveness	0.816	≥ 0.60 Reliable

Source: Processed data (2025)

Based on Table 4, it is known that the results of the statistical test show that the Cronbach's alpha value for all research variables of human resource quality (0.904), work professionalism (0.880), compensation (0.861), work environment (0.788) and organizational competitiveness (0.816) is > 0.60, so it can be said that the results of the overall reliability test of the variables are reliable (Sugiyono, 2022).

Normality Test Results

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	0E- 7
	Standard Deviation	2.81368866
	Absolute	.117
	Positive	.117
Most Extreme Differences	Negative	- .102
		.870
Kolmogorov-Smirnov Z		.870
Asymp. Sig. (2- tailed)		.435
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Processed data (2025)

Based on Table 5, it is known that the asymp. Sig. (2-tailed) value is 0.435 > 0.05 significance value so it can be concluded that the tested data is normally distributed.

Multicollinearity Test Results

Table 6. Multicollinearity Test Results

<i>Coefficients ^a</i>					
Model	Unstandardiz	Standardize t	Sig.	Correlatio	Collinearity

		<i>ed</i> <i>Coefficients</i>		<i>d</i> <i>Coefficient</i> <i>s</i>		<i>ns</i>		<i>Statistics</i>		
		<i>B</i>	<i>Std. Error</i>			<i>Zero-Partial order</i>	<i>Partial</i>	<i>Tolerance</i>	<i>VIF</i>	
	(Constant)	5,086	3,718		1,368	.177				
	Quality Human Resources	.243	.098	.287	2,493	.016	.676 .333	.207	.523	1,912
1	Professionalism Work	.391	.104	.447	3,773	.000	.745 .471	.314	.492	2,034
	Compensation	.045	.074	-.050	.602	.550	.007 -.085	-.050	.993	1,007
	Work environment	.241	.094	.239	2,575	.013	.534 .342	.214	.803	1,245
a. <i>Dependent Variable</i> : Power Organizational Competitiveness										

Source: Processed data (2025)

Based on Table 6, it is known that the results of the multicollinearity test for the variables of human resource quality , work professionalism, compensation and work environment have tolerance values of 0.523 (X1), 0.492 (X2), 0.993 (X3) and 0.803 (X4) > 0.10 and VIF 1.912 (X1), 2.034 (X2), 1.007 (X3) and 1.245 (X3) < 10, so this study is declared free from multicollinearity problems (Ghozali, 2021).

Heteroscedasticity Test Results (Glejster)

Table 7. Results of Heteroscedasticity Test (Glejster)

<i>Coefficients^a</i>										
<i>Model</i>	<i>Unstandardize</i>		<i>Standardiz</i>	<i>t</i>	<i>Sig.</i>	<i>Correlatio</i>		<i>Collinearity</i>		
	<i>d</i>	<i>Coefficients</i>				<i>ns</i>		<i>Statistics</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			<i>Zero-Partial order</i>	<i>Partial</i>	<i>Tolerance</i>	<i>VIF</i>	
	(Constant)	6,651	2,445	2,720	.009					
	Quality Human Resources	-.051	.064	-.147	-.789	.434	-.144 -.111	-.106	.523	1,912
1	Work Professionalism	.025	.068	.070	.365	.716	-.072 .052	.049	.492	2,034
	Compensation	-.093	.049	-.259	-1,916	.061	-.271 -.262	-.258	.993	1,007
	Work environment	-.028	.062	-.067	-.447	.657	-.104 -.063	-.060	.803	1,245
a. <i>Dependent Variable</i> : Abs RES										

Source: Processed data (2025)

Based on Table 7, it is known that all variables have a significance value above 0.05, so the data is declared free from heteroscedasticity problems (Ghozali, 2021).

Multiple Linear Regression Test Results

Table 8. Multiple Linear Regression Test Results

<i>Coefficients^a</i>						
<i>Model</i>	<i>Unstandardiz</i>	<i>Standardize</i>	<i>t</i>	<i>Sig.</i>	<i>Correlatio</i>	<i>Collinearity</i>
	<i>ed</i>	<i>d</i>			<i>ns</i>	<i>Statistics</i>

	Coefficients		Std. Error	Beta	t	Sig.	Collinearity Statistics			
	B	Std. Error					Zero-Partial order	Part	Tolerance	VIF
(Constant)	5,086	3,718			1,368	.177				
Quality Human Resources	.243	.098	.287		2,493	.016	.676	.333	.207	.523
1 Work Professionalism	.391	.104	.447		3,773	.000	.745	.471	.314	.492
Compensation Work environment	.045	.074	-.050		.602	.550	.007	-.085	-.050	.993
	.241	.094	.239		2,575	.013	.534	.342	.214	.803

a. Dependent Variable: Organizational Competitiveness

Source: Processed data (2025)

$$Y = 5,086 + 0.243 X_1 + 0.391 X_2 + 0.045 X_3 + 0.241$$

1. Constant $\alpha = 5.086$, From the constant $\alpha = 5.086$ it can be seen that the quality of human resources, work professionalism, compensation and work environment have not increased or have a value of 0 (zero), so the competitiveness of the organization is 5.086 units.
2. $\beta_1 = 0.243$, If there is a policy that increases the quality of human resources by one unit, the competitiveness of the organization will increase by 0.243 units.
3. $\beta_2 = 0.391$, If there is a policy regarding work professionalism that increases by one unit, the competitiveness of the organization increases by 0.391 units.
4. $\beta_3 = 0.045$, If there is a policy of increasing compensation by one unit, the organization's competitiveness will increase by 0.045 units.
5. $\beta_4 = 0.241$, If there is a policy regarding the work environment that increases by one unit, the competitiveness of the organization increases by 0.241 units.

Partial Test Results (t-Test)

Table 9. Partial Test Results (t-Test)

Coefficients ^a										
Model	Unstandardize d Coefficients B	Standardize d Coefficients Beta	t	Sig.	Correlatio ns	Zero-Partial order	Part	Tolerance	VIF	Collinearity Statistics
(Constant)	5,086	3,718		1,368	.177					
Quality Human Resources	.243	.098	.287	2,493	.016	.676	.333	.207	.523	1,912
1 Professionalism Work	.391	.104	.447	3,773	.000	.745	.471	.314	.492	2,034
Compensation Work environment	.045	.074	-.050	.602	.550	.007	-.085	-.050	.993	1,007
	.241	.094	.239	2,575	.013	.534	.342	.214	.803	1,245

a. Dependent Variable : Power Organizational Competitiveness

Source: Processed data (2025)

1. The Influence of Human Resource Quality on Organizational Competitiveness , The t-value of human resource quality is $2.493 > t\text{-table } 1.67$ ($nk = 55-4 = 51$ at $0.05/5\%$) and the significance is $0.016 < 0.05$, so H_a is accepted and H_o is rejected, it is concluded that human resource quality has an influence on organizational competitiveness, so the previous hypothesis (H_1) is accepted.
2. The Influence of Work Professionalism on Organizational Competitiveness , The t-value of work professionalism is $3.773 > t\text{-table } 1.67$ ($nk = 55-4 = 51$ at $0.05/5\%$) and the significance is $0.000 < 0.05$, so H_a

is accepted and H_0 is rejected, it is concluded that work professionalism has an influence on organizational competitiveness, so the previous hypothesis (H_2) is accepted.

3. The Effect of Compensation on Organizational Competitiveness , The t-count value of compensation is $0.602 < t\text{-table } 1.67$ ($nk = 55-4 = 51$ at $0.05/5\%$) and the significance is $0.550 > 0.05$, so H_a is rejected and H_0 is accepted, it is concluded that compensation has no effect on organizational competitiveness, so the previous hypothesis (H_3) is rejected.
4. The Influence of the Work Environment on Organizational Competitiveness , the t-value of the work environment is $2.575 > t\text{-table } 1.67$ ($nk = 55-4 = 51$ at $0.05/5\%$) and the significance is $0.013 < 0.05$, so H_a is accepted and H_0 is rejected, it is concluded that the work environment has an influence on organizational competitiveness, so the previous hypothesis (H_4) is accepted.

Simultaneous Test Results (F-Test)

Table 10. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	809,327	4	202,332	23,664	.000 ^b
	Residual	427,510	50	8,550		
	Total	1236.836	54			

a. *Dependent Variable:* Power Competitive Organization

b. *Predictors:* (Constant), Environment Work, Compensation, Quality Source Power Human, Work Professionalism

Source: Processed data (2025)

Based on Table 10, it is known that the F test produces an F-count of $23,664 > F\text{-table } 2.40$ ($nk-1$ at $k = 55-5-1 = 49$ at 5) and a significance of $0.000 < 0.05$ so that H_a is accepted and H_0 is rejected, meaning that the quality of human resources, work professionalism, compensation and work environment have an effect on organizational competitiveness.

Determination Test Results

Table 11. Determination Test Results

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.809 ^a	.654	.627	2,924	.654	23,664	4	50	.000	1,815

a. *Predictors:* (Constant), Environment Work, Compensation, Quality Source Power Man, Work Professionalism

b. *Dependent Variables :* Power Competitive Organization

Source: Processed data (2025)

Based on Table 11, it is known that the adjusted R square value of 0.627 can be called the coefficient of determination, this means that 0.627 (62.7%) of organizational competitiveness can be obtained and explained by the quality of human resources, work professionalism, compensation and work environment, while the remaining 37.3% is explained by variables outside the model that were not examined.

DISCUSSION

The Influence of Human Resource Quality on Organizational Competitiveness

The results of the study explain that the quality of human resources influences the competitiveness of the organization at PT. Hexalab North Sumatra-Medan, with a t-value of human resource quality of $2.493 > t\text{-table } 1.67$ ($nk = 55-4 = 51$ at $0.05/5\%$) and a significance of $0.016 < 0.05$. This is certainly based on the results of a questionnaire given to 55 respondents, namely employees of PT. Hexalab North Sumatra-Medan with a total of 8 statement items per variable. For the human resource quality variable, it consists of 4 indicators, namely individual abilities, roles

and functions in achieving goals, understanding procedures and processes, and regular training.

Based on the results of the statistical analysis test of the questionnaire on the human resource quality variable, the statement item with the lowest mean was (3.82) "Understanding my role in supporting the achievement of company goals" this indicates that there is still doubt or ambiguity among some employees of PT. Hexalab North Sumatra-Medan in understanding the contribution of individual roles to achieving overall organizational goals. This condition can be caused by a lack of consistent communication of the company's vision and mission, limited socialization of work strategies, or minimal training that links daily tasks with company targets.

Human resource quality is the level of an individual's ability to master the knowledge, skills, and attitudes necessary to carry out job duties and responsibilities effectively (Sinambela, 2022). It is further explained that this quality includes technical, managerial, and interpersonal competencies that support the achievement of organizational goals optimally and sustainably (Abu-Nahel et al., 2020; Blaga, 2020). This is in line with research conducted by Armadani & Ali (2020); Wulandari (2024); Fuad et al. (2017); Wahyudi et al. (2025); Ningsih & Putri (2025); Amelyawati et al. (2023); Rini et al. (2022); Agustiansyah (2024); Faisol & Chamariyah (2022); Karim et al. (2024); Firdaus & Kuswinarno (2024); Pradana et al. (2025); Lestari & Fitria (2024) explain that the quality of human resources plays an important role in organizational competitiveness.

The Influence of Professionalism Work To Power Competitive Organization

The results of the study explain that the quality of The results of the study explain that work professionalism influences organizational competitiveness at PT. Hexalab North Sumatra-Medan, with a t-value of work professionalism of $3.773 > t\text{-table } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.000 < 0.05$. This is of course based on the results of the questionnaire given to 55 respondents, namely employees of PT. Hexalab North Sumatra-Medan with a total of 8 statement items per variable. For the work professionalism variable, it consists of 4 indicators, namely integrity, responsibility, continuous self-development and critical thinking.

Based on the results of the statistical analysis of the questionnaire on the work professionalism variable, the statement item with the lowest mean was (3.84) "Able to evaluate the risks and consequences of each decision" this indicates that employees of PT. Hexalab North Sumatra-Medan still face challenges in conducting a comprehensive assessment before making work decisions. This condition indicates the need to strengthen analytical abilities and predictive skills in assessing the impact of an action, both short and long term. Furthermore, Heinonen & Nissen-Lie (2022) explain that work professionalism is an attitude and behavior that demonstrates a high commitment to quality standards in carrying out tasks. A professional person has adequate qualifications, continuously develops skills, and effectively applies knowledge to complete complex tasks with optimal and satisfactory results (Admiraal et al., 2021). This aligns with research conducted by Sari (2025); Faisol & Chamariyah (2022) explain that work professionalism plays a crucial role in organizational competitiveness.

Effect of Compensation To Power Competitive Organization

The results of the study explain that the quality of The results of the study explain that compensation does not affect the competitiveness of the organization at PT. Hexalab North Sumatra-Medan, with a t-count value of compensation of $0.602 < t\text{-table } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.550 > 0.05$. This is of course based on the results of the questionnaire given to 55 respondents, namely employees of PT. Hexalab North Sumatra-Medan with a total of 8 statement items per variable. For the compensation variable, it consists of 4 indicators, namely salary level, allowances, work bonus incentives and non-financial compensation.

Based on the results of the statistical analysis of the questionnaire on the compensation variable, the statement item with the lowest mean was (3.87) "My superiors appreciate my ideas and contributions at work." This indicates that there is room for improvement in the aspect of non-financial rewards given by superiors to employees. Although the score is still in the fairly good category, this figure shows that some respondents feel that their contributions and ideas have not been fully appreciated. This can affect employee motivation, engagement, and loyalty in the long term.

Compensation is a reward system designed to attract, retain, and motivate employees to achieve organizational goals. This system includes financial and non-financial compensation tailored to an individual's performance, position, and contribution to the company's overall success (Hasibuan, 2020; Tsang et al., 2021). Compensation is the exchange value between the labor provided by employees and the rewards received from employers. This value is determined by market mechanisms, the level of skills, scarcity of expertise, and economic contributions generated by individuals in the production or service process (Mangkunegara, 2020; Jeha et al., 2022). The results of this study contradict the research of Rezky & Efendy (2025); Vanna & Zulfikri (2026); Putri & Zaman (2024); Falensia et al. (2025); Firdaus & Kuswinanrno (2024); Purba et al. (2025) which explain that compensation plays an important role in increasing organizational competitiveness.

Environmental Influence Work To Power Competitive Organization

The results of the study explain that the quality of the results of the study explain that the work environment influences the competitiveness of the organization at PT. Hexalab North Sumatra-Medan, with a work environment t-count value of $2.575 > t\text{-table } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.013 < 0.05$. This is of course based on the results of the questionnaire given to 55 respondents, namely employees of PT. Hexalab North Sumatra-Medan with a total of 8 statement items per variable. For the work environment variable, it consists of 4 indicators, namely lighting or light, air temperature, noise and spatial layout.

Based on the results of the statistical analysis of the questionnaire on the work environment variable, the statement item with the lowest mean was (3.78) "The layout of the room makes it easy to access company facilities." This indicates that PT. Hexalab North Sumatra-Medan employees assess that the condition of the workspace layout still does not fully support the comfort and effectiveness of daily activities. This can be interpreted as meaning that access to supporting facilities, such as meeting rooms, pantries, or certain work areas, is felt to be impractical or tends to be difficult. This situation can cause discomfort and potentially reducing work efficiency because employees need more time to move or access needs.

The work environment is the totality of psychological and physical stimuli received by individuals in the workplace. It influences employee motivation, stress, creativity, and performance. It includes lighting, temperature, noise, workspace design, as well as group dynamics and social support from coworkers (López-Cabarcos et al., 2022; Sugiarti, 2024). The work environment is the context of formal and informal communication that occurs within an organization. It encompasses communication structures, information flows, communication technologies used, and norms of interaction between organizational members that shape the communication climate and influence the effectiveness of team collaboration (Mgaiwa, 2021; Zhenjing et al., 2022). The results of this study also support research by Rasulong et al. (2024); Firdaus & Kuswinarno (2024); Putri & Zaman (2024); and Zaky (2020), which explain that the work environment plays a crucial role in organizational competitiveness.

The Influence of Human Resource Quality, Work Professionalism, Compensation and Work Environment on Power Competitive Organization

The research results explain that the quality of human resources, Work professionalism, compensation and work environment have an effect on organizational competitiveness at PT. Hexalab North Sumatra-Medan, with an F-count value of $23.664 > F\text{-table } 2.40$ ($nk - 1$ at $k = 55 - 5 - 1 = 49$ at 5) and a significance of $0.000 < 0.05$. This is certainly based on the results of a questionnaire given to 55 respondents, namely employees of PT. Hexalab North Sumatra-Medan with a total of 8 statement items per variable. For the organizational competitiveness variable, it consists of 4 indicators, namely cost, quality, innovation and flexibility.

Based on the results of the statistical analysis of the questionnaire on the organizational competitiveness variable, the statement item with the lowest mean was (3.78) "Able to easily adapt to new technology or procedures." This indicates that most employees of PT. Hexalab North Sumatra-Medan still face challenges in terms of flexibility to changes in work systems. These results indicate a need for capacity building, either through training, mentoring, or providing facilities that better support the adaptation process. Low scores can also reflect a lack of employee confidence in dealing with new technology or unfamiliar procedures.

This aligns with the explanation by Al-Mamary et al. (2022) that a company's competitiveness is its ability to outperform its competitors in terms of revenue generation. Two sources of organizational competitiveness are differentiation in terms of niche markets or superior quality offerings, and lower costs, which stem from economies of scale. Furthermore, organizational competitiveness is the organization's capacity to develop and maintain a sustainable competitive advantage through a unique combination of resources, capabilities, and strategies that are difficult for competitors to imitate (Raheem Ahmed & Štreimikienė, 2021; Hosnaidah et al., 2023).

4. CONCLUSION AND SUGGESTIONS

Based on the research results, the following conclusions are given:

- a. The quality of human resources influences the competitiveness of the organization at PT. Hexalab North Sumatra-Medan. With a t-value of $2.493 > t\text{-table of } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.016 < 0.05$, so that H_a is accepted and H_o is rejected, then the previous hypothesis (H1) is accepted.
- b. Work professionalism influences organizational competitiveness at PT. Hexalab North Sumatra-Medan. With a t-value of work professionalism of $3.773 > t\text{-table } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.000 < 0.05$, so that H_a is accepted and H_o is rejected, then the previous hypothesis (H2) is accepted.

- c. Compensation has an effect on organizational competitiveness at PT. Hexalab North Sumatra-Medan. With a t-count value of compensation of $0.602 < t\text{-table } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.550 > 0.05$, so that H_a is rejected and H_o is accepted, then the previous hypothesis (H_3) is rejected.
- d. The work environment influences the organizational competitiveness at PT. Hexalab North Sumatra-Medan. With a t-value of the work environment of $2.575 > t\text{-table } 1.67$ ($nk = 55 - 4 = 51$ at $0.05/5\%$) and a significance of $0.013 < 0.05$, so that H_a is accepted and H_o is rejected, then the previous hypothesis (H_4) is accepted.
- e. The quality of human resources, work professionalism, compensation and work environment influence the competitiveness of the organization at PT. Hexalab North Sumatra-Medan. With the F-count value of $23.664 > F\text{-table } 2.40$ ($nk - 1$ at $k = 55 - 5 - 1 = 49$ at 5) and a significance of $0.000 < 0.05$ so that H_a is accepted and H_o is rejected, then the previous hypothesis (H_5) is accepted.

Based on the conclusions, the suggestions for research are as follows:

- a. Based on the lowest mean value for the human resource quality variable, namely 3.82 (Understanding my role in supporting the achievement of company goals), it is recommended that employees of PT. Hexalab North Sumatra-Medan be more active in seeking understanding of the company's vision, mission, and targets. This can be done by participating in internal socialization, asking superiors directly if there is anything unclear, and establishing open communication with colleagues to create a shared understanding. By understanding their respective roles, employees can feel more involved and motivated to make their best contributions, so that company goals can be achieved collectively and more effectively.
- b. Based on the lowest mean value for the work professionalism variable, namely 3.84 (Able to evaluate the risks and consequences of each decision), it is recommended that employees of PT. Hexalab North Sumatra-Medan be frequently trained to think analytically before taking action. In practice, employees can get used to making a list of possible risks from each decision, then discussing it with colleagues or superiors for a broader perspective. The company can also organize risk management training and simple case studies, so that every decision taken is not only quick, but also considers the long-term impact on the company.
- c. Based on the lowest mean score for the compensation variable, 3.87 (My superiors value my ideas and contributions at work), it is recommended that PT. Hexalab North Sumatra-Medan employees be more proactive in conveying ideas in a clear, practical, and immediately implementable manner. Furthermore, employees can also establish open communication with their superiors, for example through short discussions or internal forums. This will increase the chances of their ideas and contributions being appreciated.
- d. Based on the lowest mean value for the work environment variable, namely 3.78 (the layout of the room facilitates access to company facilities), it is recommended that employees of PT. Hexalab North Sumatra-Medan provide constructive input to management regarding this need for improvement. For example, suggesting that the path to public facilities such as meeting rooms, pantries, or shared work areas be made more efficient, clear, and unobstructed by desk arrangements or equipment. In addition, simple maps or directional signs can also help facilitate mobility. With these small steps, work comfort increases and productivity is maintained.
- e. Based on the lowest mean value of the organizational competitiveness variable, namely 3.78 (Able to easily adapt to new technologies or procedures), it is recommended that employees of PT. Hexalab North Sumatra-Medan continue to develop adaptive skills through short training, team discussions, and sharing experiences among colleagues. The company can facilitate practical workshops that are directly related to daily work, so that employees are more confident when facing changes in systems or technology. With management support and an open learning culture, every employee will be able to adapt more easily, feel comfortable, and not be burdened when facing new innovations.

REFERENCES

- Abbas, J. (2020). Impact of total quality management on corporate sustainability through the mediating effect of knowledge management. *Journal of cleaner production*, 244, 118806.
- Abdillah, F. (2024). Peran perguruan tinggi dalam meningkatkan kualitas sumber daya manusia di indonesia. *EDUCAZIONE: Jurnal Multidisiplin*, 1(1), 13-24.
- Abdillah, J., & Windasari, D. (2025). PENGARUH KOMPENSASI DAN KEPUASAN KERJA TERHADAP

PRODUKTIVITAS KARYAWAN PADA PT. KMK GLOBAL SPORTS. JUBISMA, 7(1), 46-53.

- Abu-Nahel, Z. O., Alagha, W. H., Al Shobaki, M. J., Abu-Naser, S. S., & El Talla, S. A. (2020). Human resource flexibility and its relationship to improving the quality of services. *International Journal of Information Systems Research (IJASIR)*, 4(8), 23-44.
- Admiraal, W., Schenke, W., De Jong, L., Emmelot, Y., & Sligte, H. (2021). Schools as professional learning communities: what can schools do to support professional development of their teachers?. *Professional development in education*, 47(4), 684-698.
- AGUSTIANSYAH, L. (2024). PENGARUH KUALITAS SUMBER DAYA MANUSIA, PELAYANAN DAN INOVASI PRODUK TERHADAP DAYA SAING BPRS LAMPUNG BARAT (Doctoral dissertation, UIN RADEN INTAN LAMPUNG).
- Ahakwa, I., Yang, J., Tackie, E. A., & Atingabili, S. (2021). The influence of employee engagement, work environment and job satisfaction on organizational commitment and performance of employees: a sampling weights in PLS path modelling. *SEISENSE Journal of Management*, 4(3), 34-62.
- Almahirah, M. S. Z. (2020). The effectiveness of organizational agility as a strategic input in the process of enhancing organizational competitiveness. *International Journal of Advanced Science and Technology*, 29(8s), 1628-1637.
- Al-Mamary, Y. H., Abdulrab, M., Alwaheeb, M. A., Alshammari, N. G. M., Balhareth, H., & Al-Shammari, S. A. (2022). "The key enablers of competitive advantage formation in small and medium enterprises: The case of the Ha'il region." *Frontiers in Psychology*, 13.
- Alvehus, J. (2021). *The logic of professionalism: Work and management in professional service organizations*. Policy Press.
- Alzoubi, A. (2021). The impact of process quality and quality control on organizational competitiveness at 5-star hotels in Dubai. *International Journal of Technology, Innovation and Management (IJTIM)*, 1(1), 54-68.
- Amelyawati, F., Herachwati, N., & Nadia, F. N. D. (2023). Meningkatkan Daya Saing Melalui Manajemen Sumber Daya Manusia (MSDM) Sebagai Strategi Peningkatan Kinerja. *Briliant: Jurnal riset dan konseptual*, 8(1), 22-37.
- Amelyawati, F., Herachwati, N., & Nadia, F. N. D. (2023). Meningkatkan Daya Saing Melalui Manajemen Sumber Daya Manusia (MSDM) Sebagai Strategi Peningkatan Kinerja. *Briliant: Jurnal riset dan konseptual*, 8(1), 22-37.
- Andreassen, T. A., & Natland, S. (2022). The meaning of professionalism in activation work: frontline managers' perspectives. *European Journal of Social Work*, 25(4), 630-642.
- Arifin, S., Darmawan, D., Hartanto, C. F. B., & Rahman, A. (2022). Human resources based on total quality management. *Journal of social science studies*, 2(1), 17-20.
- Armadani, L. D., & Ali, H. (2025). Pengaruh Kualitas Produk, Sumber Daya Manusia dan Budaya Kerja terhadap Strategi Meningkatkan Daya Saing Perusahaan. *Dinasti Accounting Review*, 2(3), 124-136.
- Asgaruddin, A. (2023). *Work Professionalism Through Work Discipline on Employee Performance (a Literature Study Human Resource Management)*. *Dinasti International Journal of Management Science (DIJMS)*, 4(6).
- Atika, K. (2021). Pengaruh Kualitas Sumber Daya Manusia dan Profesionalisme Kerja Terhadap Kinerja Karyawan Pada PT. PIN (Persero) Pelaksana Pembangkit Bukit Asam Tanjung Enim. *Jurnal Media Wahana Ekonomika*, 17(4), 355-366.
- Atmaja, D. S., Fachrurazi, F., Abdullah, A., Fauziah, F., Zaroni, A. N., & Yusuf, M. (2022). Actualization of performance management models for the development of human resources quality, economic potential, and financial governance policy in Indonesia Ministry of Education.
- Badaruddin, B., Surianto, S., & Fatmasari, F. (2022). Professionalism and work experience on job satisfaction and auditor performance. *Atestasi: Jurnal Ilmiah Akuntansi*, 5(1), 152-165.
- Baloui Jamkhaneh, H., Shahin, A., Parkouhi, S. V., & Shahin, R. (2022). The new concept of quality in the digital era: a human resource empowerment perspective. *The TQM Journal*, 34(1), 125-144.
- Basalamah, S. A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94-103.
- Basri, N. H., Maliki, Z., Iswati, S., Rofaida, R., & Meidiaswati, H. (2020). The linkage of competence, professionalism and islamic work ethic: A literature review. *Journal of Innovation in Business and Economics*, 4(01), 31-38.
- Creswell, J. W. (2021). *A Concise Introduction to Mixed Methods Research*. SAGE publications.
- Dessler, G. (2017). *Human Resource Management (15th Edition)*. Boston: pearson.
- Faisol, A., & Chamariyah, C. (2022). PENGARUH KOMPETENSI SDM DAN PROFESIONALISME

- TERHADAP KINERJA KARYAWAN YANG DIMEDIASI OLEH PENGEMBANGAN KARIR PADA KARYAWAN PT. GARAM (Persero) WILAYAH PEGARAMAN SAMPANG. MAP (Jurnal Manajemen dan Administrasi Publik), 5(4), 322-334.
- Falensia, R., Witrisna, M. I., Arisandi, A., & Wahjono, S. I. (2025). Strategi Pengembangan Sistem Insentif yang Berkeadilan bagi Tenaga Penjualan dalam Meningkatkan Daya Saing Organisasi. Takuana: Jurnal Pendidikan, Sains, dan Humaniora, 4(3), 589-597.
- Firdaus, M. A. A., & Kuswinarno, M. (2024). Strategi inovatif dalam pengembangan sumber daya manusia dalam meningkatkan daya saing perusahaan di era digital. Jurnal Media Akademik (JMA), 2(11).
- Firdaus, M. A. A., & Kuswinarno, M. (2024). Strategi inovatif dalam pengembangan sumber daya manusia dalam meningkatkan daya saing perusahaan di era digital. Jurnal Media Akademik (JMA), 2(11).
- Fuad, N., Adolfini & Trang, I. (2017). Pengaruh kualitas sumber daya manusia dan daya saing terhadap kinerja organisasi (Studi pada Koperasi Anugrah Mega Mandiri Manado). Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 5(2).
- Ghozali, I. (2021). Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26 Edisi 10. Badan Penerbit Universitas Diponegoro
- Gutierrez-Gutierrez, L. J., Barrales-Molina, V., & Kaynak, H. (2018). The role of human resource-related quality management practices in new product development: A dynamic capability perspective. International Journal of Operations & Production Management, 38(1), 43-66.
- Hair Jr, J. F. (2020). Next-generation prediction metrics for composite-based PLS-SEM. Industrial Management & Data Systems, 121(1), 5-11
- Halawa, S. J., Ndraha, A. B., & Telaumbanua, Y. (2022). Dinamika perubahan profesionalisme pegawai sebagai bentuk adaptasi sistem kerja baru di tempat usaha di Kota Gunungsitoli. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 10(4), 1525-1534.
- Hasibuan, M.S.P. (2020). Manajemen Sumber Daya Manusia (Edisi Revisi). Jakarta: PT. Bumi Aksara.
- Heinonen, E., & Nissen-Lie, H. A. (2020). The professional and personal characteristics of effective psychotherapists: A systematic review. Psychotherapy Research, 30(4), 417-432.
- Jamali, N., & Sagirani, T. (2021, June). Quality assurance testing to improve the quality of human resource management system. In Journal of Physics: Conference Series (Vol. 1918, No. 4, p. 042139). IOP Publishing.
- Jeha, H., Knio, M., & Bellos, G. (2022). The impact of compensation practices on employees' engagement and motivation in times of COVID-19. Covid-19: Tackling global pandemics through scientific and Social Tools, 131-149.
- Karim, K., Karsim, K., Septiyani, R. D., Hamidah, E., Santi, I. S., & Dhamayanti, S. K. (2024). Pengelolaan Sumber Daya Manusia Berbasis Kompetensi dalam Menunjang Daya Saing Industri Lokal. Journal of Human and Education (JAHE), 4(5), 907-916.
- Laguir, I., Gupta, S., Bose, I., Stekelorum, R., & Laguir, L. (2022). Analytics capabilities and organizational competitiveness: Unveiling the impact of management control systems and environmental uncertainty. Decision Support Systems, 156, 113744.
- Lestari, A., & Fitria, I. J. (2024). Analisis Pengaruh Kualitas SDM Terhadap Peningkatan Daya Saing UMKM. Jurnal Online Manajemen ELPEI, 4(2), 1011-1018.
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. Journal of Business Research, 140, 361-369.
- Malhotra, N. K. (2020). Marketing research: an applied prientation. Pearson.
- Mangkunegara, A. P. (2020). Manajemen Sumber Daya Manusia Perusahaan (Cetakan 14). Bandung: PT. Remaja Rosdakarya.
- Pamungkas, A., Qadrian, A. M., Jusung, J. N., & Sihombing, S. (2025). Pengaruh kompensasi dan pengembangan karir terhadap kinerja karyawan melalui motivasi kerja. Jurnal Pendidikan dan Kebudayaan Nusantara, 3(1), 1-9.
- Parameswari, R., Tholok, F. W., & Pujiarti, P. (2020). the Effect of Professionalism on Employee Work Productivity At Sakura Jaya Company. Primanomics: Jurnal Ekonomi & Bisnis, 18(2), 56-68.
- Pradana, F. A., Febriansyah, V., & Wildan, M. A. (2025). Strategi Peningkatan Kualitas Sumber Daya Manusia untuk Daya Saing Perusahaan: Studi Kasus PT Matahari Department Store Cabang Bangkalan. EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi, 4(2), 3592-3599.
- Prastiwi, N. L. P. E. Y., Ningsih, L. K., & Putrini, K. P. (2022). Peran kualitas sumber daya manusia dalam meningkatkan kinerja pegawai: Self esteem sebagai variabel intervening. Jurnal Ilmiah Manajemen Dan

- Bisnis, 7(1), 78-88.
- Raheem Ahmed, R., & Štreimikienė, D. (2021). Environmental issues and strategic corporate social responsibility for organizational competitiveness. *Journal of competitiveness*. Zlín: Tomas Bata University in Zlín, 2021, vol. 15, iss. 2.
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health*, 18(5), 2294.
- Rezky, G., & Efendy, A. (2025). Pengaruh Kompensasi Terhadap Kinerja Pegawai. *Jurnal Mirai Management*, 10(1), 132-139.
- Rini, A., Zandra, D. W., & Rissa, M. W. (2022). Strategi Pengembangan Kompetensi Sumber Daya Manusia Industri Kreatif Berbasis Cetak Saring Manual sebagai Upaya Peningkatan Daya Saing Industri di Era New Normal. 6(1), 1425-1431.
- Rodd, J. (2020). *Leadership in early childhood: The pathway to professionalism*. Routledge.
- Sakti, D. P. B., Simamora, R. B., Karim, A., Nurmayanti, S., Alhamidi, E. M. A., Abidin, N & Sinaga, T. M. (2023). *Manajemen Sumber Daya Manusia*. CV. Intelektual Manifes Media.
- Sedarmayanti. (2020). *Perencanaan dan Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. Bandung: PT. Refika Aditama
- Setianingrum, N., Hakim, M. A. M., Handayani, F., Santi, I. L., & Magfiroh, W. H. (2025). Sinergi Perencanaan, Perekrutan, dan Penempatan SDI untuk Meningkatkan Daya Saing di PT. Diraya Multi Pedia Patrang Jember. *Menulis: Jurnal Penelitian Nusantara*, 1(5), 257-262.
- Sinambela, E. A., Darmawan, D., & Mendrika, V. (2022). Effectiveness of efforts to establish quality human resources in the organization. *Journal of Marketing and Business Research (MARK)*, 2(1), 47-58.
- Sudarma, U. (2022). Pendidikan karakter dalam mewujudkan sumber daya manusia berdaya saing menuju Indonesia Emas 2045. *Sharia: Jurnal Kajian Islam*, 1(1), 37-55.
- Sugiyono. (2022). *Metode Penelitian Bisnis Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D*. Bandung: Alfabeta.
- Sukmana, P., & Hakim, A. (2023). The Influence of Work Quality and Employee Competence on Human Resources Professionalism at the Ministry of Defense Planning and Finance Bureau. *International Journal of Social Science and Business*, 7(1), 233-242.
- Svensson, L., & Ranerup, A. (2022). The role of discretion from the perspective of social work professionalism and automated decision making.
- Thomas, S. (2023). Professionalism, professional commitment, and performance. In *Advances in Accounting Behavioral Research* (pp. 269-289). Emerald Publishing Limited.
- Vanna, S., & Zulfikri, A. (2026). Strategi Kompensasi Berbasis Struktur dan Skala Upah (SuSu) dalam Meningkatkan Daya Saing Perusahaan melalui Kinerja Karyawan. *Journal of Economic Studies*, 1(4), 272-281.
- Wahyudi, Z., Nofriandi, N., Afriadi, A., & Yuwanda, T. (2025). Transformasi Manajemen dalam Industri Tahu: Strategi Adaptif untuk Meningkatkan Kinerja dan Daya Saing UMKM. *Konsienti: Community Services Journal*, 3(01), 20-26.
- Wang, C., Zhang, S., Ullah, S., Ullah, R., & Ullah, F. (2021). Executive compensation and corporate performance of energy companies around the world. *Energy Strategy Reviews*, 38.
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: a multi-mediation model. *Frontiers in public health*, 10, 890400.
- Zuñiga-Collazos, A., Castillo-Palacio, M., & Padilla-Delgado, L. M. (2019). Organizational competitiveness: The conceptualization and its evolution. *Journal of Tourism and Hospitality Management*, 7(1), 195-21