

# **Development of The P I N T A R Concept for Designing Core Competencies Using The Malcolm Baldrige Performance Excellence Approach The Description Analysis At Third Party Logistics Company**

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## **Abstract**

The competitiveness of industry needs a quality of their human resources. People aspect in organization always treats as an object which should follow the rules that has made. In another fact, peoples or employee are the object that should need waiting for the treatment. The most important thing in service industry is human capital. Therefore, to achieve with more efficient and effectively, organization needs the competence person to do any kind of function. By competency profiling, all of factors comes from board of management should be clear and can be translated as a business driver and corporate values. In terms of creating basic direction for human capital development, the company tries to change all attributes in static to be a competency attribute to catch up the competitiveness. By create in internal initiative and describe all of the core competences aspects, it has driven the corporate to develop of competency profiling. This modeling based on their design in a concept from the ethos of work, it mentioned as P I N T A R concept, and described into their mapping of core competencies by using the theory of Excellent Performance of Malcolm Baldrige. This mapping process has been made as a concrete policy which should be implemented in field. So the goal for management is to focus attention on competencies that really affect competitive advantage. This paper used the methodology with description analysis to ensure the approach process can be related to the basic concept and elaborated to the theory based. It had designed for the company which has services as a third party logistics. Currently, the concept has embedded as part of company culture and philosophy to encourage their employee.

## **Keywords**

competitiveness, human resources, core competence, excellent performance, competitive advantage

## **1. Background**

The level of competition in the industry requires the quality of its human resources. In the criteria of success, many companies measure the numbers and budget because this is considered an indicator as tangible evidence. On a number of occasions it can be seen also how many companies strive for success by applying the application of standard management theory that is considered to influence processes, products, costs and much more However, it is often undeniable that there is one factor that is always left behind and is considered as the last part of the reform process, namely the human resource factor. The role of humans in organizations is considered an object that must follow the

rules and regulations that apply. In other words, human or employee factors are things that await further treatment. The level of business competition is increasingly directing the role of people as perpetrators of war that can be replaced again if they die in the field of competition. The fact is that this is very detrimental to the survival of the company itself. The other side that is considered less profitable is that the company is more focused on finding a strategy to win the competition rather than fostering the capacity of employees to be more productive. In an industrial world dominated by the service sector, the importance of human capital cannot be denied. Therefore, there is a need for people who are competent to achieve results efficiently and effectively. Why does it have to be competency? We need to get a return on investment (ROI) on physical and technological resources, we really depend on the competence of people. In broad terms, human capital, which is defined as the skills, agility, and knowledge of a group of people, is the main determinant of current economic growth. Therefore, the organization needs to make efforts to acquire or develop competencies systematically.

The scope of the discussion in this paper is mapping and designing competency development so that companies are able to respond to global changes in the world and the increasingly tighter level of industrial competition. This mapping refers to the capacity of human resources owned and the development of advanced competencies to achieve quality performance. This formulation focuses on the preparation of the company's basic competencies that will be developed and identified as generic competencies as a continuation of the individual development process. Based on the above implementation, the formulation of the problem includes:

1. How to develop and compile the right core competency for the company in increasing business competitiveness?
2. How to design the right human capital strategy so that a competitive resource development system can be created?

The design in this paper limits the core competency as the basis for the quality and performance expected by the organization (company). This plan covers a part of the series of Human Capital Competencies approaches that are tailored to the company's vision and mission in addressing global economic change.

The purpose of this research is to design and develop a human capital strategy approach to competitive competence as a process of business adaptation to the industry in question. In principle, by adjusting the company's objectives stated in the vision, mission, the level of global and strict competition can be addressed with the ability of resources that have been directed and developed in accordance with their competencies. From the basis of the above, the writing of this scientific paper has several research objectives which can be mentioned as follows:

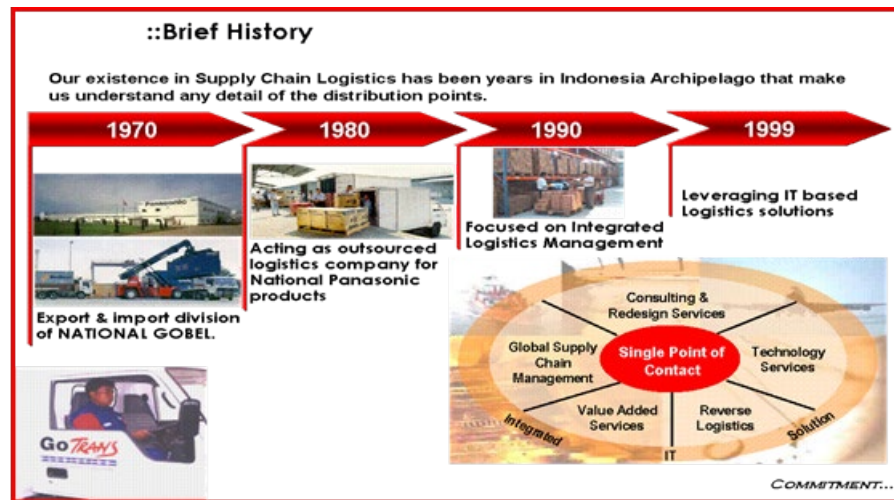
- a. Establish patterns of developing human capital attributes as a basis for developing corporate strategies in creating competitiveness of human resources based on reliable expertise and knowledge.
- b. Directing human resources for quality oriented and maintaining quality-based and customer-oriented performance measurement attributes.
- c. Provide readiness for top management in addressing the global changes in the economy and the ever-changing and competitive industry trends.

The results of the research conducted are expected to provide benefits both theoretically (scientific) and practical. From the general picture, the benefits of the research can be conveyed as follows: **(10). Theoretical benefits.** This benefit as input in the development of the theory and science of Modern Management, especially related to the strategy of developing human resources based on industry mapping and competition, creating a framework for thinking in the preparation of business strategies based on the capacity of human resources, and provide input for the development of human capital as a strategic attribute wrong in the framework of company quality. **(2). Practical Benefits for the Business World.** For companies, it can be used as input for the implementation of strategies for developing the quality of resources and their competencies tailored to the company's vision, mission and goals. As input and advice in the process of accelerating the success of the company and its industry through a structured and planned mechanism of human capital development strategy.

This research observed in one of the logistics company in Indonesia named is Gotrans Logistics. Gotrans Logistics is a 3rd party logistics company that starts the process business as part of the warehousing, distribution, export and import activities of one of the electronic manufacturers managed by Panasonic Gobel Group. In its development, this business unit is separated into separate entities directed by top management in order to be independent and can fill market opportunities in addition to electronics. In fulfilling the needs of organizations from the human resources sector, it starts with the concept of "labor intensive" which greatly emphasizes the number of people. This is related to the mission of the founder of the company namely the late Mr. H Thayeb Muhammad Gobel in creating jobs for the lower classes in addition to the electronic industry he has built with Matsushita Group from Japan.

The basic expertise needed at that time was still limited to the individual's ability to work hard considering the dominant aspects of the activities carried out were more directed towards physical work. But along with the changing times and the competitive situation of the logistics industry at this time, the basic expertise has been felt to be insufficient and the demand for quality resources that have competencies in the logistics industry is a necessity that must be met. From year to year the selection process carried out by the HRD section has shifted from the "number" orientation towards the "expertise". This is deemed necessary because the adaptation of logistics technology and knowledge must already be a part that must be owned by a person. The role of HRD in preparing strategies for meeting organizational needs becomes more complex because it needs to sharpen the company's vision and mission through the implementation of quality performance from the personnel involved in it.

Figure 1. The Brief History of Gotrans Logistics



The logistics industry has evolved and changed paradigm from the beginning of this aspect of involvement in the industrial world in general. At the beginning of the development, this sector was a sector that was formed as a part or unit of the business process carried out. Often we see that in the era before the 90s, there were still many industries (manufacturing) that included logistical elements such as warehousing, transportation, management services as part of their organizational structure. Along with the development of outsourcing trends, these functions have been transferred to companies that are competent in their fields and transformed into promising new industries.

## 2. Literature Review

### 2.1 Competency Theory & Core Competency

Palan (2007) mentions in Competency Management refers to the characteristics that underlie behavior that describes motives, personal characteristics (characteristics), self-concept, values, knowledge or expertise brought by someone superior performers (work performers) in the workplace. According to this definition, competence consists of several different types of characteristics, which encourage behavior. The foundation of these characteristics is evident in the way someone behaves in the workplace. Competence is about what people are like and what they can do, not what they might do. The purpose of this approach is to use the characteristics of superior performance employees as a benchmark for selecting and developing employees. In business, the use of competencies is important. If we know the characteristics that can make employees perform superior, then we can make better decisions when hiring and placing employees. The concept of competence originated from the article McClelland (1973), namely Testing for Competence Rather than Intelligence. He concluded, based on the study results, that traditional academic skills tests and content knowledge tests, as well as school grades and diplomas: (1) Cannot predict success at work / life and, (2) Usually biased towards low socio-economic communities. Based on the character according to Palan (2007) competencies are divided into five types with each other having a relationship in creating the basic ability of a person to run the function and achieve their performance. The five types of characters are as follows: (1). **Knowledge**,

Knowledge refers to information and learning outcomes, such as a surgeon's knowledge of human anatomy. (2). **Skills**, Expertise refers to a person's ability to carry out an activity, such as the expertise of a surgeon to carry out an operation. (3). **Self-concept and values**, Self-concept and values refer to one's attitudes, values and self-image. An example is self-confidence, a person's belief that he can succeed in a situation, such as the surgeon's confidence in carrying out a difficult operation. (4). **Personal characteristics**, Personal characteristics refer to physical characteristics and consistency of responses to situations or information. Good vision is a personal characteristic needed by surgeons, as well as self-control and the ability to remain calm under pressure. (5). **Motives**, Motives are emotions, desires, psychological needs, or other impulses that trigger action. For example, surgeons with a high interpersonal orientation take personal responsibility for working with other members of the operating team. Personal motives and characteristics might be called initiators who predict what someone will do with work without intense supervision.

By understanding the five types of characteristics that shape competency, we can now explore five terms in the definition of competence. (1). **The underlying character** is defined as a person's personality that is deep enough and lasts a long time. In this definition, the basic character leads to motives, personal characteristics, self-concept and one's values. (2). **Reference criteria** (criterion-referenced) means that competencies can be measured according to certain criteria or standards. Here, employees who are superior, ordinary and low performers are observed and studied systematically to find out what constitutes superior, ordinary and low performance. In this case, a competency can really predict, if someone who has been identified has a certain competence will show his competence by doing work well or badly, based on the measurement of reference criteria. An example of a reference criterion is the sales number of a salesperson. (3). **Causal relationships** (causation) indicate that the existence of a competency and its demonstration predict or cause a superior performance. Competencies such as motives, traits and self-concepts predict skills and actions. These skills and actions in turn predict the results of work performance. Competence always includes intent. The intention is the motive that results in an action (behavior) that produces results. (4). **Superior performance** indicates the highest level of achievement of ten percent in a work situation. (5). **Effective performance** is the minimum acceptable level of work results. This is usually a boundary line, where employees whose work is under this line are considered incompetent to do the work.

Basic competency is an important characteristic such as the knowledge and skills needed by a person to achieve minimum standards in a job. It's just that this basic competency does not differentiate between high-performing and ordinary employees. Whereas Distinguishing Competence is competence that refers to factors such as motives, personal characteristics, self-concept, and values that distinguish superior performance employees from ordinary employees. The implication of the Iceberg model in HR management is that competencies are distinguished based on the degree to which these competencies can be taught. Expertise and knowledge are usually classified as competencies on the surface so that they are easily visible. This competency is usually easy to develop and does not require a large training fee to master it. Self-concept competencies, personal characteristics and motives are hidden and they are more difficult to develop or assess. To change personal motives and characteristics can still be done, but the process is long, difficult, and expensive. An economical way for organizations to have this competence is through a character selection process. Adimukti (2007) states that Core Competency or often known as basic competency is a competency needed by all job roles in an organization. Or more easily it can be said, this core competency must be owned by all members of the organization. So because this core competency is a basic competency, to determine it must look back to the business drivers and corporate values of the organization. In the process of competency profiling, a visionary meeting with directors is needed which of course understands and can translate business drivers and corporate values so that core competencies can be determined in the organization.

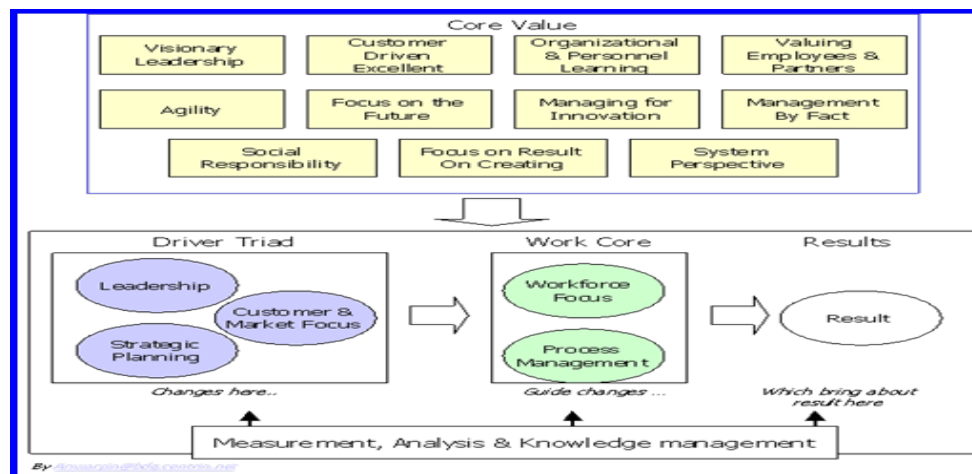
## **2.2 Performance Excellence Criteria Malcolm Baldrige**

The Criteria for Excellence in Malcolm Baldrige (K3MB) Performance, or Malcolm Baldrige Criteria for Performance Excellence (MBCfPE), is a set of measures of performance appraisal of an organization that was initially used by the United States government to provide the Malcolm Baldrige National Quality Award to various organizations in the country that is. The award was given by the US Department of Commerce's National Institute of Standards and Technology (NIST) through the Baldrige Performance Excellence Program since 1987. The name "Baldrige" was given as a tribute to Malcolm Baldrige who served as US Minister of Commerce for the period 1981-1987 for his support for improved management quality in the US. The Malcolm Baldrige Performance Excellence Criteria are basically a number of questions about various fundamental aspects of organizational management in the context of achieving superior performance. These questions are grouped into seven categories whose relation can be seen in the attached picture. The seven categories are:

1. Leadership (leadership)
2. Strategic planning
3. Focus on customers (customer focused)
4. Measurement, analysis, and knowledge management (measurement, analysis, and knowledge management)
5. Focus on the workforce (focused workforce)
6. Focus on operation (operation focused)
7. Results

In measuring individual performance, Baldrige maps the steps with what is called the triad driver formulation and work core in achieving results. In the triad driver there are three main things that are interrelated and make the framework of thinking for change, the three things are the ability of strategic planning, leadership and customer focus orientation. (Mangkunegara, 2008). From here, finally the directions of change are arranged into the work core elements. The implementation of this matter is very much influenced by the core value possessed.

Figure 2.1  
Framework Performance Excellence Criteria 2007 Malcolm Baldrige  
(Mangkunegara, 2008)



### 2.3 P I N T A R as The Approach Method

P I N T A R is an ethos of concepts developed by the company in providing direction to all its members in acting according to the norms and rules in the company. In Indonesian the word P I N T A R means smart, knowledgeable and acting meticulously. As an ethos of concepts carried out in this case P I N T A R is a combination of the of each letter that has meaning namely **P** is **PAHAM** (Understanding), **I** is **INISIATIF** (Initiative), **N** is **NIAT BERUBAH** (intention to change), **T** is **TAAT** (Obedient), **A** is **AMANAH TUGAS** (Trustee Duty) and **R** is **RAIH PRESTASI** (Career Achievement). The depiction of this acronym means that in all thoughts and actions is through a process that begins with an understanding of all basic forms to act, and continues to the existence of initiatives as motivation, accompanied by desires or intentions to change which are always obedient or obedient to the rules and regulations. and run it as a mandate as a basis for further self-development in achieving achievements. This is considered as an ethos that is built by individual members of the company in developing themselves to be better for their contribution to the company. As a company in Indonesia, the meaning of P I N T A R is very inspiring in acting. If it has to be translated into other languages, for example English such as S M A R T, not necessarily the explanation per letter in English has the meaning described in P I N T A R. From this ethos the concept is then developed and described as a series of competency identification which leads to performance.

Figure 2.2  
Conversion table identifies the relevance of core competencies

LETTER	MEANING & DESCRIPTION	CORE COMPETENCE IDENTIFICATION
<b>P</b>	<b>PAHAM (Understanding)</b> Pollution of this meaning is that to be able to carry out the task properly it is necessary to understand the scope of duties and responsibilities based on knowledge of work, business processes, production systems of industries run by organizations	<ul style="list-style-type: none"> <li>- Analytical Thinking</li> <li>- Conceptual Thinking</li> <li>- Information Seeking</li> <li>- Organizational Awareness</li> </ul>
<b>I</b>	<b>INISIATIF (Initiative)</b> That in achieving quality work innovative initiatives and skills are needed that must emerge from each individual and remain based on business processes that have been regulated and implemented	<ul style="list-style-type: none"> <li>- Initiative</li> <li>- Interpersonal Understanding</li> <li>- Self Control</li> <li>- Team Leadership</li> </ul>
<b>N</b>	<b>NIAT BERUBAH (Intention to Change)</b> The intention to change is the internal factor of the individual so that he is always aware of the dynamics of the changes that occur. The expectation of the implementation of this meaning is to place individuals as agents of change in their work environment and better influence the performance of their groups	<ul style="list-style-type: none"> <li>- Developing others</li> <li>- Directivnes</li> <li>- Flexibility</li> <li>- Impact and Influence</li> <li>- Relationship building</li> </ul>
<b>T</b>	<b>TAAT (Obedient)</b> In providing services, anticipation is needed for the basic orientation of customer desires. This is translated as the accuracy in the achievement of performance which is criterion of key performance indicators that must always be maintained in a quality manner. This translation of customer expectations is explained by the timeliness of delivery, the accuracy of the number of orders sent, the accuracy of the type of goods sent, the accuracy of costs, and more. The purpose of this meaning is customer satisfaction.	<ul style="list-style-type: none"> <li>- Customer Service Orientation</li> <li>- Concern for Order</li> </ul>
<b>A</b>	<b>AMANAH TUGAS (Trustee Duty)</b> That everything that makes the task and responsibility is the mandate that must be carried out. And the basis of this mandate is the basic spirit of motivation in responding to the steps of action. Honesty and integrity of a person will be well preserved if all the work carried out is oriented to the meaning of responsibility for the family's trust to maintain a good name, suffice the life of the household and the trust of the company to maintain the quality in all fields and actions.	<ul style="list-style-type: none"> <li>- Integrity</li> <li>- Self Confidence</li> </ul>
<b>R</b>	<b>RAIH PRESTASI (Career Achievement)</b> The final manifestation of someone in work is to improve the dignity and dignity of his life. This is raised as a direction and individuals to achieve achievements. All adherence to the basis of actions, knowledge possessed, quality of work will have an impact on the quality of better individuals and superior performance. And the final estuary of this application is achievement that provides a solution for the improvement of life for workers with compensation and benefits received such as promotions, salary improvements, bonus incentives, additional facilities and others.	<ul style="list-style-type: none"> <li>- Achievement Orientation</li> <li>- Organizational Commitment</li> <li>- Teamwork and Cooperation</li> <li>- Change Leadership</li> </ul>

### 3. Methodology Research

The research methods carried out in include the following steps: (1). Observation, at this stage a lot of exploration is carried out on company information regarding the vision, mission and business plan. From the external conditions, the data will be seen related to the development of the logistics industry and analysis of the business competition situation. This conservation will also look at the results of previous analysis studies that have been carried out by this company both related to market situation analysis, operations, human resources and others. The results of this study are expected to complement and improve the company's ongoing strategy. (2). Interview, this was done in order to get confirmation and information not obtained from the observation activities. (3). Data Collection and Discussion. In order to carry out the strategy formulation and subsequent analysis steps, data collection was carried out through the questionnaire mechanism and continued with discussions held both on a small and large scale. The context of discussion in the framework of exposure to visionary strategies will be carried out along with line management 1 (one) or top decision makers, while technical translation and description of implementation strategies will be carried out by 2<sup>nd</sup> line management. (4). Literature review, Literature studies are conducted to obtain relevance for the application of strategies by reference to modern management scientific studies. This literature study is carried out from many sources including several books, articles, magazines, journal excerpts and various writings found on internet media. The literature study focuses more on not the correctness of the empirical approach, but the extent to which the approach can be implemented precisely and clearly.

After determining the parties who will be involved in the development of competency models, data or information sources and data collection methods, the next step that must be done by the competency model designers is to collect

all data relating to Core Competencies and Strategic Vision and Mission owned. The steps that must be taken in the collection are as follows:

- Identify Core Competencies with top leaders of the company

Before starting a meeting with the top leaders of the company (or the people they nominate), the competency model designers should provide appropriate information about the goals and objectives to be achieved from the meeting, and those who facilitate the meeting. The agenda discussed at the meeting should include the following matters that will be followed by top leaders in recognizing Core Competencies, related to the use of Job Specific Competencies and Core Competencies.

- Translating the identification of Core Competencies as a unit of strategic direction

In this process, the resulting identification is associated with the challenges, mission, and goals of the organization.

This process is expected to have a goal that can be achieved and needs to be translated as an implementation step.

Based on the mapping above, then the identification test is then carried out by conducting a survey into the company's environment to get the expectations that are wanted by other members of the organization.

#### 4. Result & Discussion

Based on the results of the data, a ranking of values above 100 is considered as the most influencing factor. From the results of the questionnaire it was found that there are 6 (six) main factors that influence as presented in the table below.

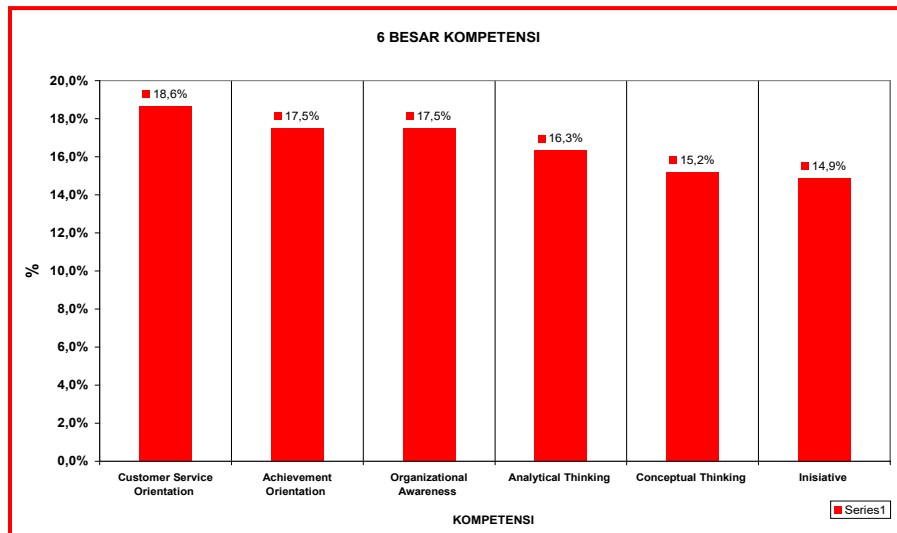
Table 4.1. Result of Data Questionnaire

	Core Competence	Total Score	Average
1	Achievement Orientation	121	4.65
2	Analytical Thinking	113	4.35
3	Conceptual Thinking	105	4.04
4	Customer Service Orientation	129	4.96
5	Developing Others	89	3.42
6	Directiveness	94	3.62
7	Flexibility	79	3.04
8	Impact and influence	81	3.12
9	Information Seeking	84	3.23
10	Initiative	103	3.29
11	Integrity	81	3.12
12	Interpersonnel Understanding	82	3.15
13	Organizational Awareness	121	4.65
14	Organizational Commitment	87	3.35
15	Relationship Building	92	3.54
16	Self Confidence	82	3.15
17	Team Leadership	87	3.35
18	Team work & cooperation	88	3.52
19	Change Leadership	88	3.38
20	Concern for order	82	3.15
21	Self Control	84	3.23
<b>Total Score</b>		<b>1,972.00</b>	
<b>Average</b>		<b>93.90</b>	

Table 4.2. Result of Data Sort

		Total Score	Average	Portion
1	Customer Service Orientation	129	4.96	18.6%
2	Achievement Orientation	121	4.65	17.5%
3	Organizational Awareness	121	4.65	17.5%
4	Analytical Thinking	113	4.35	16.3%
5	Conceptual Thinking	105	4.04	15.2%
6	Initiative	103	3.96	14.9%
		<b>692</b>	<b>4.44</b>	<b>100.0%</b>

Figure 4.1  
Chart Figure of Data Sort Core Competence



Based on the results of the scores on the identification of competency cores and their breakdown of generic competencies, an approach to performance expectations was described by Macolm Baldrige. This grouping is then calculated equally per orientation group, and finally the primary ranking of individual development priorities is determined based on the dominant order.



Figure 4.2  
Pairing Analysis of Excellence Performance Criteria Malcolm Baldrige and Competency Identification

			CORE COMPETENCIES			SKORE	RATA2 KELOMPOK	RANK
KRITERIA KINERJA EKSELEN 2007 - MALCOLM BALDRIGE	DRIVER TRIAD	STRATEGIC PLANNING	P	PAHAM	ORGANIZATIONAL AWARENESS	121	105,8	2
					INFORMATION SEEKING	84		
					CONCEPTUAL THINKING	105		
					ANALYTICAL THINKING	113		
		CUSTOMER FOCUS			CUSTOMER SERVICE ORIENTATION	129		
	LEADERSHIP	I	INISIATIF / INOVATIF	SELF CONTROL	84	89,0	4	
				TEAM LEADERSHIP	87			
				INTERPERSONAL UNDERSTANDING	82			
				INISIATIF	103			
				WORKFORCE FOCUS	N			NIAT (BERUBAH)
	DIRECTIVENESS	94						
	FLEXIBILITY	79						
	IMPACT & INFLUENCE	81						
	RELATIONSHIP BUILDING	92						
	PROCESS MANAGEMENT	T	TEPAT			CONCERN FOR ORDER	82	
				A	AMANAH	INTEGRITY	81	81,5
		SELF CONFIDENCE	82					
		R	RAIH PRESTASI	ACHIVEMENT ORIENTATION	121	96,0	3	
				ORGANIZATIONAL COMMITMENT	87			
				TEAMWORK & COOPERATION	88			
				CHANGE LEADERSHIP	88			

The results of this mapping provide an understanding that customer service orientation is the main basis for action followed by strategic understanding of planning and spirit to achieve achievement. These three factors are balanced with the ability and reliability of leadership factors that lead to the strength of teamwork and focus on orders and are accepted as mandates in work.

## 5. Conclusion

In general, the results of the analysis and processing of data obtained provide interrelated relationships with each other both from the initial preparation of the vision and eg the company, mapping core competencies, identifying individual competencies and the performance to be achieved by the company. Some conclusions that can be given are:

1. That the level of competition in the increasingly tight logistics industry causes every company to be able to develop adaptive and competent human resource capabilities based on the company's understanding and competitive advantage.
2. Core competency identification provides direction for individual development in order to balance the company's pace in business competition based on its goals and vision and mission.
3. That a strong foundation is needed in translating core competencies through an implementation mechanism that is easily absorbed and carried out as a life view and work orientation basis. Uniqueness and specificity in outlining core competencies will create creativity and excellence for companies in addressing industrial competition.
4. Thus, identifying the core competencies of the company is creating a basic framework for individual development that is based on individual internal conditions such as understanding the business knowledge carried out, skills in planning strategies and orientation to customers. These innovative motives will make it easy for individuals to develop and be moved to constantly improve their business performance.

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## **Biography**

**Sri Witjaksono Widiadibrata** is a Doctoral student at Mercu Buana University, Jakarta. He had bachelor degree from Institute Technology of Indonesia, majoring in Industrial Engineering, and master degree from Mercu Buana University, Jakarta, majoring in Management. Sri Witjaksono W has working experience as follow : as Corporate Strategic Plan, Director of Operation & Commercial in Gotrans Logistics a subsidiary of Panasonic Gobel Group, also as a Chairman of Supply Chain Logistics Center (SCLC). This is a part of Indonesian Logistics Assosiation (ALI) organization which support to develop personnel competency in logistics industry and prepare some workshop for logistics certification. He is also a lecturer at Indonesia Institute of Technology ( ITI ), Tujuhbelas Agustus University ( UTA) with major in Logistics Management. His research interest including : Human Resources Management, Business Strategy, Organization Development.

**Prof. Dr. Sundring Pantja Djati, M.Si, MA** is a chairman of the Postgraduate program Doctoral Management Mercu Buana University, Jakarta, Indonesia. He had many experience as academic more than 30 years. He also served at various universities such as Petra Christian University Surabaya, Catholic University Widya Mandala Surabaya, University Christian of Indonesia, University of Trisakti, University of Prof. Dr. Moestopo