



The Effect of Human Resource Quality and Work Motivation on The Performance of Employees at The Pegadungan Kali Deres West Jakarta

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Abstract

The objectives of this study are (1) to determine the influence of human resource quality and (2) work motivation on employee performance at the Pegadungan Kalideres Subdistrict Office in West Jakarta. The data used in this study are primary data. The population in this study consists of 32 employees, and the sampling technique employed is a census. The respondents in this study are the 32 employees of the Pegadungan Kalideres Subdistrict Office in West Jakarta. The analysis methods used include classical assumption tests, multiple linear regression analysis, hypothesis testing, and determination coefficient. The results of the regression analysis concluded that *human resource quality* and *work motivation*, both individually (partially) and simultaneously, have a positive and significant effect on *employee performance*. *Human resource quality* has a partial effect of 33.17% on *employee performance*, while *work motivation* has a partial effect of 20.43% on *employee performance*. Both variables together have a simultaneous effect of 88.88% on *employee performance*.

Keywords: employee performance, human resource quality, motivation

INTRODUCTION

In personnel management, people are the most important element that must exist in an organization (Armstrong, 2014; Dessler, 2017). An organization that has sufficient funds, adequate facilities, and a supportive environment, but lacks well-organized personnel management, will inevitably struggle to maintain its continuity (Kaufman, 2015; Wager, 2019). In fact, every organization has a vision and mission that it aims to achieve (Kotter, 2012; Luthans, 2015). This goal is realized by utilizing the resources available in humans, both in the form of intellect, energy, skills, emotions, and so on, which can be used for both personal and organizational benefit (Barney, 2019; Robbins & Judge, 2017).

Human resource management is essential to increasing the effectiveness of human resources within the organization (Guest, 2017; Wright & McMahan, 2011). Its goal is to provide the organization with an effective work unit (Becker & Huselid, 2006; Jackson & Schuler, 2003). To achieve this goal, the study of personnel management will demonstrate how a company should acquire, develop, use, evaluate, and maintain employees in both quantity and quality (Schuler & Jackson, 2014; Noe et al., 2017).

Human resource management is a field of study that focuses on people within a particular company or organization (Albayrak & Ertürk, 2021). Additionally, HRM serves as a means to align the thinking, vision, and mission of a company or organization regarding recruitment and regulatory management, with the aim of achieving the company's or organization's goals.

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Good organizational performance cannot be separated from individual performance. Employees are the most important and decisive element for the smooth operation of the company, so issues related to motivation must receive serious attention from every leader for the success of the company. Motivation is the internal drive that compels an individual to exhibit behavior directed toward a specific goal (Purnowati, 2006).

According to Rivai (2010), motivation is a series of attitudes and values that influence individuals to achieve specific objectives aligned with their personal goals. These attitudes and values are invisible but provide the power to drive individuals to act in pursuit of their goals. Employee placement is expected to contribute adequately to the organization while also helping develop the competencies of the organization's human resources. The alignment of employee competencies with their job roles significantly affects their job satisfaction and performance (Hartati, 2011).

Pegadungan Village, Kalideres District, West Jakarta Administrative City, is a formal institution established to assist in running government operations. The main task of Pegadungan Kalideres Village, West Jakarta, as defined in Article 3, paragraph (1) letter h, is to manage government affairs, community empowerment, and services, as well as public order and environmental management within the village area of the subdistrict.

It is possible that within the scope of Pegadungan Kalideres Village, West Jakarta, there are challenges in organizing the institution, which could be attributed to inadequate human resource quality. If this occurs, the organization will face difficulties in achieving its vision and mission. Therefore, continuous attention to the development of personnel is necessary, which can be achieved through education and training programs to improve their knowledge, skills, and abilities. This ensures that government personnel within the agency can perform their duties and activities effectively, working toward the previously established goals.

The fact remains that the quality of human resources, particularly employees at Pegadungan Kalideres Village, West Jakarta, has not been optimized. This is evidenced by issues such as poor work discipline, education levels that do not match job requirements, and employees whose educational backgrounds do not align with the tasks they perform. Consequently, this affects employee performance at Pegadungan Kalideres Village, West Jakarta. Observations reveal that some employees occupy positions that do not correspond with their educational backgrounds and competencies. Moreover, many employees are unable to perform their tasks effectively due to a lack of knowledge and skills.

This, of course, affects the quality of their work because they do not fully master their areas of responsibility. Additionally, the lack of communication among employees significantly impacts employee performance, especially for new employees. It is crucial for more experienced employees, including the Village Head, to provide good direction and motivation to new employees,

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ensuring that they adapt well in the future. This can have a positive effect on employee performance in the long term. Furthermore, training procurement plays an essential role, as employees who participate in several training sessions can better meet the demands of their work and contribute optimally to the agency.

The novelty of this research lies in its focused examination of the combined impact of *human resource quality* and *work motivation* on employee performance within a specific local government context—the Pegadungan Kalideres Subdistrict Office in West Jakarta. While previous studies have explored these variables individually or in broader organizational settings, this study uniquely addresses their interplay in a small, public sector environment, using a census-based sampling approach (all 32 employees). The findings reveal a high simultaneous influence (88.8%) of these factors on performance, highlighting the critical role of tailored HR development and motivational strategies in optimizing public service efficiency, particularly in under-researched local government units in Indonesia. This contributes to the literature by providing empirical evidence for localized HR interventions in similar administrative contexts.

METHOD

This type of research uses the Descriptive Method with a Quantitative approach, because in this study it describes the current situation systematically and factually with the aim of explaining and solving the problem being studied. When viewed in terms of research methods, this study uses the Survey method. Researcher carry out treatment in data collection, by distributing questionnaires, tests, structured interviews, and so on.

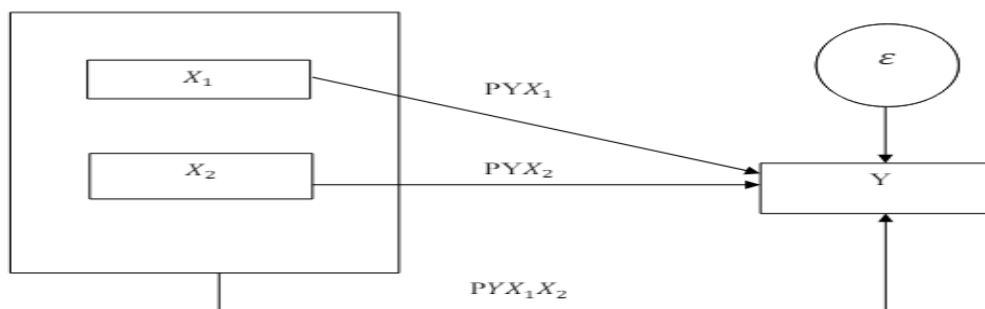


Figure 1. Research Model

The population of this study is all employees in Pegadungan Kalideres Village, West Jakarta consisting of Male: 19 people, Female: 13 people, Number of respondents as many as 32 people. Samples are also useful for the purpose of population research and its aspects. In this study, the method of selecting saturated samples or other census terms was used, where all members of the population were used as samples. This is because the number of

employees is relatively small so that it is possible to use the census for all employees consisting of Male: 19 people, Female: 13 people, Number of respondents as many as 32 people.

RESULTS AND DISCUSSION

Classic Assumption Test

Normality Test

The Normality Test that the author conducted by testing Kolmogorov-Smirnov with SPSS 26.00 is as follows:

Table 1. Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	32
Normal Parameters^{a,b}	
Mean	.0000000
Std. Deviation	2.94860053
Most Extreme Differences	
Absolute	.184
Positive	.184
Negative	-.090
Test Statistic	.184
Asymp. Sig. (2-tailed)	.007 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the table of the results of the Kolmogorov-Smirnov normality test, it can be seen that the value of Asymp.Sig. (2-tailed) is .0007 greater than the value of 0.05. Therefore, in accordance with the basic provisions of decision-making in the Kolmogorov-Smirnov normality test, the data presented are normally distributed in the fulfilled regression model.

Multicollinearity Test

The next test that the author conducted was to test multicollinearity which aims to see whether there is no correlation between independent variables (causes) or whether there are no symptoms of multicollinearity. So the results of the multicollinearity test are as follows:

Table 2. Multicollinearity Test
Coefficients^a

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Model	Collinearity Statistics
Tolerance	
1	HR Quality .121
	Motivation .121

a. Dependent Variable: Employee Performance

The results of the Multicollinearity test showed that the Tolerance value of the HR Quality and Motivation variables was both 0.121 greater than 0.100, while the VIF value of the HR Quality and Motivation variables was 8,244 less than 10,000. This means that these two values meet the basis for decision-making, namely the absence of symptoms of multicollinearity. A good regression model is to avoid the symptoms of multicollinearity.

Heteroscedasticity Test

The next test that the author conducted was the heteroscedasticity test which aims to test the existence of unequal variations from the residual (remnants) of the regression model. The results of heteroscedasticity testing are as follows:

Table 3. Heteroscedasticity Test
Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	
	B	Std. Error	Beta t
1	(Constant) -1.443E-15	2.975	.000
	HRM Quality .000	.183	.000 .000
	Motivation .000	.204	.000 .000

a. Dependent Variable: Abresid

Referring to the results of the test, the significance t value is at 0.000 in each of the independent variables. This illustrates that there are no symptoms of heteroscedasticity or the regression model is in a good model.

Validity Test and Reliability Test Results

Before the data from the research results are further analyzed, its validity and reliability are first tested to find out whether the measuring tool used in the form of question items asked to the respondent can measure carefully, quickly and precisely what is to be measured in this study.

Validity Test Results

Validity testing is carried out to find out whether the measuring tool designed in the form of a questionnaire can really perform its function. In

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validity testing, the aim is to find out whether the questions that have been applied in the questionnaire can measure the existing variables. This validity test is carried out by correlating the respondents' answer scores from each statement. The value of R is calculated compared to the value of the R table, if R is calculated $>$ R table, then it can be concluded that the data is valid. The number of validity tests in this study used 32 respondents, with a sample number of 32 ($df=N-2$) with a significant level of 0.05, it can be known that R table = 0.3610 (Ghozali, 2018:52-55)

Table 4. Validity Test of Human Resource Quality Variables

Question Item	R Count	R Table	Information
Statement 1	0,692	0.3610	Valid
Statement 2	0,798	0.3610	Valid
Statement 3	0,779	0.3610	Valid
Statement 4	0,630	0.3610	Valid
Statement 5	0,587	0.3610	Valid
Statement 6	0,661	0.3610	Valid
Statement 7	0,796	0.3610	Valid
Statement 8	0,661	0.3610	Valid
Statement 9	0,656	0.3610	Valid
Statement 10	0,798	0.3610	Valid

Based on the data above, it shows that statements 1 to 10 in the number of samples (N) as many as 32, it is declared valid because the R value is calculated to be greater than 0.3. So that all statements from the Human Resource Quality variable can be used as research instruments.

Table 5. Motivational Variable Validity Test 2025

Question item	R count	R Table	Information
Statement 1	0,547	0.3610	Valid
Statement 2	0,805	0.3610	Valid
Statement 3	0,698	0.3610	Valid
Statement 4	0,600	0.3610	Valid
Statement 5	0,666	0.3610	Valid
Statement 6	0,828	0.3610	Valid
Statement 7	0,489	0.3610	Valid
Statement 8	0,597	0.3610	Valid
Statement 9	0,564	0.3610	Valid
Statement 10	0,811	0.3610	Valid

Based on the data above, it shows that statements 1 to 10 in the number of samples (N) as many as 32, it is declared valid because the R value is

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calculated to be greater than 0.3. So that all statements from the Motivation variable can be used as research instruments.

Table 6. Validity Test of Employee Performance Variables

Question item	R count	R Table	Information
Statement 1	0,814	0.3610	Valid
Statement 2	0,742	0.3610	Valid
Statement 3	0,614	0.3610	Valid
Statement 4	0,778	0.3610	Valid
Statement 5	0,832	0.3610	Valid
Statement 6	0,760	0.3610	Valid
Statement 7	0,785	0.3610	Valid
Statement 8	0,807	0.3610	Valid
Statement 9	0,697	0.3610	Valid
Statement 10	0,661	0.3610	Valid

Source: Author's data processing results, 2025

Based on the data above, it shows that statements 1 to 10 in the number of samples (N) as many as 32, it is declared valid because the R value is calculated to be greater than 0.3. So that all statements of the Performance variable can be used as research instruments.

Reliability Test Results

This reliability test is carried out to obtain the level of accuracy of the data collection tools used. Reliability testing with internal consistency is carried out by trying the instrument once, then the data obtained is analyzed using the Cronbach alpha technique (*Alpha coefficient*) a measurement item can be said to be reliable if it has an alpha coefficient of more than 0.06

The reliability test is oriented in the sense that the questionnaire used in this study can be trusted to be used as a data collection tool for reliability tests using the Cronbach alpha coefficient with the SPSS version 26 tool. A questionnaire is said to be reliable if the resulting r value is positive and greater than the r alpha table.

With the help of the SPSS version 26 program, the following results were obtained:

Table 7. Reliability Test Results

Variable	Reliability	Standard Alpha Coefficient	Information
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Quality	TBSP	0,922	0,6	Reliable
Work Motivation		0,903	0,6	Reliable
Employee Performance		0,936	0,6	Reliable

Source: Author's data processing results, 2025

From the results of the reliability calculation, R was calculated for the variables of Human Resource Quality (X_1) of 0.922, Motivation (X_2) of 0.903 and Employee Performance (Y) of 0.936. All of the above variables obtained a reliability value greater than 0.6. This means that the variable instruments of Human Resource Quality (X_1), Motivation (X_2), and Employee Performance (Y) are declared reliable. Thus, the questionnaire can be used as a research instrument.

Hypothesis testing

F Test Results (Simultaneous Test)

The F statistical test basically shows whether all independent or independent variables in the model have an influence on the dependent or bound variables together. To be able to find out whether independent variables affect the dependent variables together, a significant level of 0.05 is used (Ghozali, 2018:96). The criteria for accepting or rejecting the hypothesis are as follows:

- 1) If the significant value < 0.05 , then the hypothesis is accepted (significant regression coefficient). This shows that independent variables have a significant effect on dependent variables.
- 2) If the significant value > 0.05 , then the hypothesis is rejected (the regression coefficient is not significant). This shows that the dependent variable has no significant effect on the independent variable.

Table 8. Statistical test F
NEW ERA
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1595.142	2	797.571	115.315	.000 ^b
	Residual	200.577	29	6.916		
	Total	1795.719	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Quality of HR

Source: Author's data processing results, 2025

The results of the hypothesis test of the influence of Human Resource Quality, and Work Motivation on the Performance of Employees of

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Pegadungan Kalideres Village, West Jakarta are significant, this is evidenced in the table above where the significant value is 0.000 or < 0.05 , so that the hypothesis is accepted. So that the Quality of Human Resources, and Motivation have a joint influence on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta.

Results of the t-test (Partial test)

According to Ghozali (2018:97), the t-statistical test basically shows how far the influence of one independent variable individually in explaining the variation of the dependent variable. In this study, the test was conducted using a significant level of 0.05 ($\alpha = 5\%$).

Table 9. Statistical Test t
Coefficients^a

Model		Unstandardized	Standardized	Beta t
		Coefficients	Coefficients	
		B	Std. Error	
1	(Constant)	.341	2.975	.115
	Quality of HR	.576	.183	.563 3.157
	Motivation	.452	.204	.395 2.214

a. Dependent Variable: Employee Performance

Source: Author's data processing results, 2025

Based on the data contained in the table above, the following conclusions are obtained:

1. The Human Resources Quality variable has a regression coefficient value (R) of 0.576 with a significant value of 0.004. From the regression coefficient of 0.576 so that the determination coefficient (R²) is $(0.576)^2 = 0.3317$ or 33.17% It can be concluded that the Human Resource Quality variable partially has a positive and significant effect of 33.17% on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta. The remaining 68.83% is influenced by other factors outside the model.
2. The Motivation variable has a coefficient value (R) of 0.452. From the regression coefficient (R) of 0.452 to the determination coefficient (R²) of $(0.452)^2 = 0.2043$ or 20.43% It can be concluded that the Motivation variable partially has a positive and significant effect of 20.43% on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta. The remaining 79.57% is influenced by other factors outside the model.

Coefficient of Determination (R square)

Table 10. R2 Test Results

Model Summary

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.942 ^a	.888	.881	2.630	.888	115.315	2	29	.000

a. Predictors: (Constant), Motivation, Quality of HR

Source: Author's data processing results, 2025

Tests with compound determination serve to measure the total percentage explained by regression. This means that it can be said that the use of the determination coefficient model (R^2). The result of $R^2 = 0.888$ means that 88.8% of Employee Performance (Y) is influenced by the amount of Human Resource Quality (X1), and Motivation (X2), the remaining 11.2% is influenced by other factors outside the model.

Discussion

The Influence of Human Resources Quality on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta

Based on the t-test that has been carried out, it is shown that the Human Resource Quality variable has a significant influence on Employee Performance. The result of the t-test hypothesis is the significance value of the value of the Human Resource Quality variable, which is $0.004 < 0.05$, which means that the hypothesis is accepted.

The implications of the results of this study are in line with the theory of Mangkunegara A.P (2005:21) which states that basically humans are very qualified people as actors in organizations, human labor is the most important need in organizations in general. In other words, if the quality of human resources is good, then the performance of the employees will also be good. And if the performance of the employees is good, then it is likely that the agency can achieve its goals.

The performance of employees of Pegadungan Kalideres Village, West Jakarta is influenced by the quality of human resources. This means that when the Quality of Human Resources is improved, it affects the improvement of the Performance of Employees of Pegadungan Kalideres Village, West Jakarta. The results of the research conducted by the author are also in line with the results of research conducted by Pratasik et al (2023) which resulted in research that the Quality of Human Resources has a significant effect on Employee Performance. Meanwhile, the results of the research conducted by the author are not in line with the results of research from Ayomi (2023) which resulted that the Quality of Human Resources has no effect on Employee Performance.

The Effect of Work Motivation on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta

Based on the t-test that has been carried out, it is shown that the Work Motivation variable has a significant influence on Employee Performance. The result of the t-test hypothesis from the significance value of t calculating the Motivation variable is $0.035 < 0.05$ which means that the hypothesis is accepted. The implications of the results of this study are in line with Usmara's (2006:014) theory which states that motivation is a collection of energy forces that come from within and outside an individual that initiates an attitude and determines its form, direction and intensity. The Motivation variable is very important for employees, because work motivation can be said to be a driving factor for a person to do their job. Another motivational factor is also strengthened by Muhamad Busro (2018:59) who stated that there are 2 factors (Intrinsic Factors and Extrinsic Factors) that will make employees more motivated. In the Intrinsic factor it is explained that this factor is able to spur a person to work better and be passionate when there is a job that can form a strong motivation to produce good work, some of the factors that exist in Intrinsic motivation are Achievement, Recognition, Responsibility and Progress. Then in the extrinsic factor, it is explained that this factor cannot increase productivity or work output, but only becomes a maintenance factor, as well as maintaining the level of job satisfaction. Some of the factors that exist in Extrinsic motivation are Salary, Job Security, Working Conditions, and Company Procedures. By applying these two factors, employees are ensured to be well motivated, because the two factors complement each other. Intrinsic motivation is considered to be able to spur motivation, and extrinsic motivation is considered to be able to maintain and maintain the level of motivation of employees so that it can increase work morale and at the same time can improve the performance of employees of Pegadungan Kalideres Village, West Jakarta.

The Influence of Human Resource Quality, and Work Motivation on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta

The variables of Human Resource Quality, and Motivation have a significant influence on employee performance. The result of the hypothesis of the F test is that the significance value of F is calculated which is $0.000 < 0.05$ which means that the hypothesis is accepted. So that the Quality of Human Resources, and Motivation have a joint influence on the Performance of Employees of Pegadungan Kalideres Village, West Jakarta. Based on the use of the determination coefficient model (R²). The result of $R^2 = 0.888$ means that 88.8% of Employee Performance (Y) is influenced by the amount of Human Resource Quality (X1), Motivation (X2), and the remaining 59.7% is influenced by other factors outside the model.

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The implications of the results of this study are in line with the theory of Muhamad Busro (2018:88) which states that Performance is an overview of the level of achievement of implementation an activity/program/policy in realizing the goals, vision and mission of the organization contained in the formulation of a strategic scheme (*Stragic Planning*) an organization. Employee performance can be determined from the extent to which these human resources are able to support their curiosity and involvement in the organization, because performance is a basic foundation that must be trained and developed in order to have a positive impact on the agency.

Quality of Human Resources, and Motivation can improve and develop the knowledge, attitudes, behaviors, and skills of employees in accordance with what the agency wants. Employees who have been given training as well as direction, guidance and motivation will certainly have better abilities, so that employees are able to work effectively and efficiently.

CONCLUSION

This study concludes that both human resource quality and work motivation significantly and positively influence employee performance at the Pegadungan Kalideres Subdistrict Office in West Jakarta, with human resource quality contributing 33.17% and work motivation accounting for 20.43% of the performance variation. Together, these factors explained 88.8% of employee performance, emphasizing their vital role in organizational effectiveness. However, the unexplained 11.2% variance suggests other influencing factors, such as leadership style, organizational culture, or external policies. Future research could expand the sample size to include multiple subdistrict offices or incorporate qualitative methods, like interviews, for deeper insights. Additionally, exploring moderating variables such as job satisfaction or training effectiveness may help refine strategies to enhance public sector performance.

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