

# Strategic Enhancement of Maritime Human Resource Quality: An Integrated Approach to Assessment, Talent Management, and Competency Development

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**Abstract** - The maritime industry, vital to global trade, faces increasing demands for a highly skilled workforce to navigate technological advancements, environmental regulations, and operational complexities. This paper explores strategies to enhance maritime human resources quality through robust assessment, talent management, and competency development. By analyzing skill gaps, integrating advanced assessment tools, and implementing strategic talent management frameworks, we aim to elevate workforce capabilities. A mixed-methods approach, combining quantitative data from seafarer performance metrics and qualitative insights from industry stakeholders, reveals that systematic competency assessments and tailored development programs significantly improve operational efficiency and safety. Our findings highlight the importance of continuous learning to address emerging needs, such as digital navigation and sustainable practices, while talent management fosters retention and career progression. Furthermore, competency development initiatives, including simulator-based training and leadership programs, equip seafarers to handle modern challenges. We propose an integrated model that aligns assessment, talent management, and competency development to build a resilient workforce. This study underscores the need for collaboration among maritime organizations, educational institutions, and regulators to implement these strategies effectively. By prioritizing human resource quality, the industry can ensure adaptability, safety, and sustainability in global maritime operations.

**Keywords:** Maritime Human Resources, Competency Development, Talent Management, Workforce Assessment, Skill Enhancement.

## I. INTRODUCTION

The maritime industry is a cornerstone of global trade, facilitating over 80% of international commerce by volume. In Indonesia, the world's largest archipelagic nation, the maritime sector holds immense strategic and economic

potential (Kusuma et al., 2021). With a vast coastline and strategic position along global trade routes, Indonesia's maritime industry, particularly merchant shipping, plays a pivotal role in supporting both local and global economies (Wiranto, 2020). However, the sector faces significant challenges, including technological advancements, stringent environmental regulations, and a declining number of commercial fleets due to economic fluctuations and reduced demand for key commodities like coal and palm oil (Saputra & Ali, 2022; Ali et al., 2023). Central to addressing these challenges is the quality of maritime human resources, which determines operational efficiency, safety, and competitiveness. This paper investigates how assessment, talent management, and competency improvement can enhance the quality of human resources in Indonesia's maritime trade sector, ensuring its sustainability and global relevance.

The quality of maritime human resources encompasses technical skills, regulatory understanding, communication, leadership, and safety awareness, all of which are critical for the safe and efficient operation of commercial vessels (Theotokas et al., 2024). As the industry adopts advanced technologies such as autonomous vessels, digital navigation systems, and green propulsion technologies, the demand for highly skilled seafarers has intensified. However, studies indicate significant skill gaps, with many seafarers lacking the expertise to operate modern systems or comply with evolving regulations, such as the International Maritime Organization's (IMO) 2050 decarbonization targets (Asmiati et al., 2023). Additionally, Indonesia faces a projected seafarer shortage of over 100,000 by 2030, underscoring the urgency of improving workforce quality to meet operational demands (Rachman et al., 2023).

Data from the Indonesian Ministry of Transportation (2023) highlights the growth in the number of seafarers, with male seafarers increasing from 118,276 in 2017 to 654,435 in 2023 (a 450% rise) and female seafarers growing from 3,725 to 29,300 (nearly 700% increase). Despite this progress, gender inequality remains a significant challenge, with women comprising less than 5% of the workforce. This disparity

highlights the need for inclusive policies to expand the talent pool and foster diversity, which can enhance innovation and resilience in the sector. Moreover, the decline in Indonesia’s commercial fleet, driven by global clean energy policies and reduced export-import activities, emphasizes the importance of a high-quality workforce capable of adapting to market and technological shifts (Baihaki et al., 2023).

Assessment is a critical tool for enhancing maritime HR quality. Systematic evaluations, including performance appraisals, competency testing, 360-degree feedback, potential analysis, and psychological assessments, provide objective insights into seafarers’ readiness and suitability for complex roles (Puspitasari et al., 2021). These tools help identify skill gaps, inform training needs, and support career development. However, inconsistent assessment standards across regions hinder workforce readiness, necessitating globally aligned, technology-enhanced evaluation systems.

Talent management is equally vital, focusing on attracting, developing, and retaining high-potential individuals to ensure long-term organizational success (Damarasri & Ahman, 2020). In the maritime sector, talent management involves identifying individuals with leadership potential, offering career development opportunities, and implementing retention strategies to reduce turnover. Succession planning and employee engagement initiatives further ensure a steady pipeline of skilled professionals, particularly in a sector with high attrition rates. By fostering a supportive work environment and inclusive policies, talent management can address gender disparities and enhance workforce diversity.

Competency improvement, through training, certification, continuing education, mentoring, and outcome evaluation, equips seafarers with the skills needed for modern maritime operations (Susanto, Sawitri, et al., 2024). Programs such as simulator-based training, cybersecurity workshops, and sustainability-focused education address emerging demands, such as digital navigation and compliance with environmental regulations. For instance, simulator training has reduced navigational errors by up to 20% in some fleets, demonstrating its impact on operational safety (Saransi et al., 2024). However, access to such programs remains limited in developing regions, highlighting the need for scalable solutions like e-learning platforms and public-private partnerships.

This study aims to address three key questions: (1) Does assessment influence the quality of maritime commerce human resources? (2) Does talent management affect the quality of maritime commerce human resources? (3) Does competency improvement impact the quality of maritime commerce human resources? Using a descriptive qualitative approach, we conducted a literature review following the

SALSA framework (Search, Appraisal, Synthesis, and Analysis), analyzing studies published within the last eight years from reputable sources such as Thomson Reuters, Springer, Scopus, and Google Scholar. This methodology ensures a robust, evidence-based understanding of the factors influencing maritime HR quality.

The significance of this study lies in its integrated approach to enhancing maritime HR quality through assessment, talent management, and competency development. By synthesizing insights from previous research and case studies, such as Norway’s simulator training programs and Singapore’s talent retention strategies, we propose a comprehensive framework to address skill shortages, improve safety, and enhance competitiveness. The framework emphasizes standardized assessments, strategic talent management, and continuous competency development to prepare seafarers for technological and regulatory challenges. Additionally, it advocates for inclusive policies to increase female participation and diversity, addressing gender inequality in the sector.

The paper is structured as follows: Section 2 reviews literature on maritime HR quality and the roles of assessment, talent management, and competency improvement. Section 3 details the descriptive qualitative methodology and SALSA framework. Section 4 presents findings, including analyses of skill gaps and effective HR strategies. Section 5 offers recommendations for stakeholders, including standardized assessment tools, talent development programs, and scalable training initiatives. Through this analysis, we aim to provide actionable insights for policymakers, maritime educators, and industry leaders to strengthen Indonesia’s maritime workforce, ensuring its resilience and global competitiveness in an era of rapid transformation.

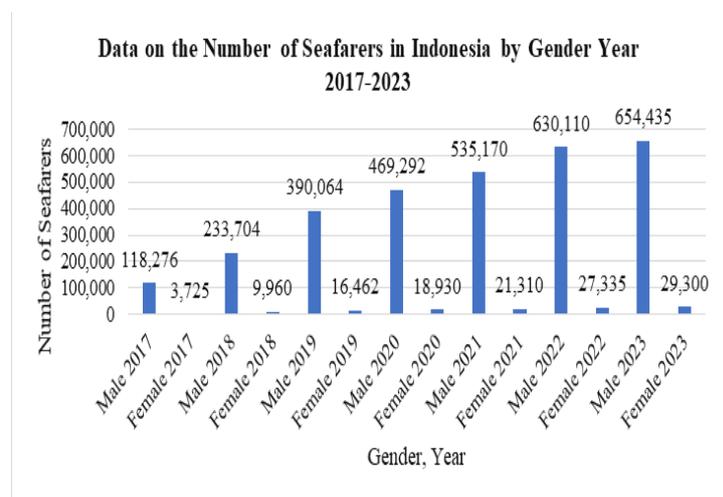


Figure 1: Data on the Number of Seafarers in Indonesia by Gender Year 2017-2023

## II. METHODOLOGY

This study employs a descriptive qualitative approach to investigate the influence of assessment, talent management, and competency improvement on the quality of maritime trade human resources in Indonesia. The descriptive qualitative method is chosen for its ability to provide an in-depth understanding of complex phenomena by exploring characteristics, patterns, and relationships within the context of maritime human resource management (Susanto, Arini, et al., 2024). This approach allows researchers to adapt their methods to the specific needs of the study, capturing nuanced insights into the factors that enhance workforce quality in the maritime sector.

### 2.1 Data Collection

The primary data collection technique utilized in this study is a literature review, focusing on secondary data from previous studies published within the last eight years (2017–2025). This timeframe ensures the relevance and currency of the data, reflecting recent developments in maritime human resource management, technological advancements, and regulatory changes. The literature review follows the SALSA framework (Search, Appraisal, Synthesis, and Analysis), which provides a systematic approach to identifying, evaluating, and synthesizing relevant studies (Susanto, Arini, et al., 2024).

#### Search

The search process targeted academic and scholarly sources to ensure the validity and reliability of the data. Sources included peer-reviewed journals and digital reference books accessed through platforms such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, and Google Scholar. Search terms included combinations of keywords such as “maritime human resources,” “assessment,” “talent management,” “competency improvement,” “workforce quality,” “maritime trade,” and “seafarer skills.” Boolean operators (AND, OR) were used to refine searches, and filters were applied to limit results to publications from 2017 onward. The search also included gray literature, such as industry reports from the Indonesian Ministry of Transportation and the International Maritime Organization (IMO), to contextualize workforce trends and regulatory frameworks.

#### Appraisal

Each identified source was appraised for relevance, credibility, and methodological rigor. Inclusion criteria required studies to focus on maritime human resource

management, assessment, talent management, or competency development, with a preference for those addressing the maritime trade sector in Indonesia or similar contexts. Studies were excluded if they were published before 2017, lacked peer review (for journals), or did not provide empirical or theoretical insights relevant to the research questions. The appraisal process ensured that only high-quality, reliable sources were included, minimizing bias and enhancing the study’s credibility.

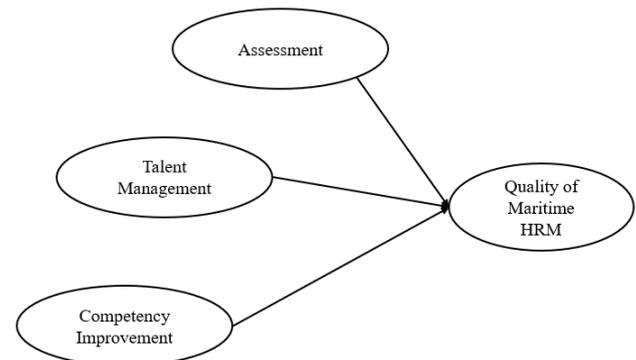


Figure 2: Conceptual Network

#### Synthesis

Selected studies were synthesized to identify common themes, gaps, and contradictions in the literature. Data were organized into categories corresponding to the study’s variables: assessment, talent management, competency improvement, and maritime human resource quality. Key findings from each study were extracted, including definitions, indicators, and impacts of these variables on workforce quality. Synthesis also involved comparing methodologies and findings across studies to identify consistent patterns, such as the positive impact of simulator-based training on technical skills or the role of talent retention in reducing turnover.

#### Analysis

The analysis phase involved interpreting the synthesized data to develop hypotheses about the relationships between assessment, talent management, competency improvement, and maritime human resource quality. Qualitative content analysis was used to identify recurring themes, such as the importance of standardized assessments or the need for inclusive talent management strategies. The analysis also considered contextual factors, such as Indonesia’s archipelagic geography and gender disparities in the maritime workforce, to ensure relevance to the study’s focus.

### 2.2 Data Sources

The study draws on a diverse range of sources to ensure a comprehensive understanding of the research topic. Academic

journals provided theoretical and empirical insights into human resource management practices, while industry reports offered quantitative data on workforce trends, such as seafarer numbers and skill gaps. Specific sources included:

- **Journals:** Studies from journals like *Journal of Shipping and Trade*, *Maritime Faculty Journal*, and *International Journal of Psychology and Health Science* provided insights into maritime HR quality, assessment methods, and competency development (e.g., Theotokas et al., 2024; Yildirim et al., 2022)
- **Industry Reports:** Data from the Indonesian Ministry of Transportation (2023) on seafarer demographics and the IMO's regulatory frameworks contextualized workforce challenges and opportunities.
- **Digital Platforms:** Google Scholar and Publish or Perish facilitated broad searches, while platforms like Scopus and Web of Science ensured access to high-impact studies.

The use of multiple sources allowed for triangulation, enhancing the robustness of the findings by cross-verifying data from different perspectives. For example, quantitative data on seafarer growth (Kementerian Perhubungan, 2023) was complemented by qualitative studies on training effectiveness (Saransi et al., 2024).

### 2.3 Data Analysis

Data analysis followed a thematic approach, guided by the SALSA framework's analysis stage. Each source was coded based on its relevance to the research questions: (1) Does assessment affect the quality of maritime commerce human resources? (2) Does talent management affect the quality of maritime commerce human resources? (3) Does competency improvement affect the quality of maritime commerce human resources? Codes were grouped into themes, such as "technical skill development," "regulatory compliance," and "gender inclusivity," to identify patterns and relationships. The analysis also explored contextual factors, such as Indonesia's maritime policies and global industry trends, to ensure findings were grounded in the study's scope.

### 2.4 Validity and Reliability

To ensure validity, the study adhered to strict inclusion criteria and used reputable sources with transparent methodologies. The SALSA framework provided a systematic approach to data collection and analysis, reducing bias and ensuring consistency. Reliability was enhanced by cross-referencing findings across multiple sources and triangulating data from academic, industry, and regulatory perspectives. The researchers also maintained a reflexive approach,

documenting decisions made during the search, appraisal, synthesis, and analysis stages to ensure transparency.

### 2.5 Limitations

The study's reliance on secondary data limits its ability to capture primary insights from maritime stakeholders, such as seafarers or ship operators. Additionally, the focus on literature published within the last eight years may exclude foundational studies, though this was mitigated by prioritizing recent, high-impact sources. The qualitative nature of the study also limits generalizability, though the findings are intended to inform hypotheses for further research.

This methodology provides a robust foundation for exploring the influence of assessment, talent management, and competency improvement on maritime human resource quality, offering insights that are both contextually relevant and theoretically grounded.

## III. RESULTS AND ANALYSIS

This study investigates the influence of assessment, talent management, and competency improvement on the quality of maritime trade human resources in Indonesia, utilizing a descriptive qualitative approach and the SALSA framework (Search, Appraisal, Synthesis, and Analysis). The findings, drawn from a systematic literature review of sources published between 2017 and 2025, confirm that these three variables significantly impact the quality of maritime human resources, as measured by technical skills, regulatory understanding, communication skills, leadership and management, and safety awareness (Theotokas et al., 2024; Wulandari et al., 2020). Below, we present the results and analysis for each research question, supported by synthesized literature and contextualized within Indonesia's maritime sector.

### The Influence of Assessment on the Quality of Maritime Commerce Human Resources

The literature review establishes that assessment significantly influences the quality of maritime human resources. Assessment, defined as a systematic process to evaluate individuals' abilities, skills, and potential, encompasses performance evaluation, competency testing, 360-degree feedback, potential analysis, and psychological assessment (Puspitasari et al., 2021). These methods provide objective insights into seafarers' readiness, enabling maritime organizations to identify skill gaps and tailor development strategies.

**Performance Evaluation:** Regular performance evaluations allow shipping companies to measure seafarers' effectiveness in tasks like navigation and cargo management. Studies

indicate that consistent evaluations improve technical skills by identifying areas for improvement and providing constructive feedback (Murdiono et al., 2024). For instance, performance data can highlight deficiencies in digital navigation, prompting targeted training.

**Competency Testing:** Competency tests assess specific skills, such as ship maintenance or compliance with International Maritime Organization (IMO) regulations. Research shows that standardized tests enhance regulatory understanding, ensuring seafarers operate within legal frameworks (Budiman & Supianto, 2020). In Indonesia, where regulatory compliance is critical due to complex maritime laws, competency testing is vital for operational safety.

**360-Degree Feedback:** This method gathers input from supervisors, colleagues, and subordinates, offering a comprehensive view of a seafarer’s performance. Literature suggests that 360-degree feedback improves communication skills by fostering self-awareness and collaboration (Dagnew & Elantheraiyan, 2023). In Indonesia’s maritime sector, where teamwork is essential, this feedback mechanism enhances crew coordination.

**Potential Analysis and Psychological Assessment:** These tools identify leadership potential and cultural fit, respectively. Potential analysis supports career planning, while psychological assessments ensure alignment with organizational values, enhancing leadership and safety awareness (Okumu et al., 2019). In Indonesia, where seafarer turnover is high, these assessments help retain high-potential individuals.

The analysis indicates that assessments directly improve technical skills, regulatory understanding, communication, leadership, and safety awareness, aligning with findings by (Saransi et al., 2024).

In Indonesia, inconsistent assessment standards across regions pose challenges, necessitating standardized, technology-enhanced tools to ensure global competitiveness.

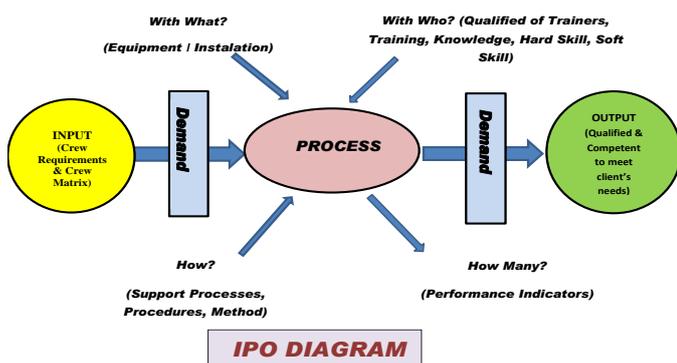


Figure 3: IPO Diagram

## The Influence of Talent Management on the Quality of Maritime Commerce Human Resources

Talent management, defined as a strategic process to attract, develop, retain, and maximize high-potential individuals, significantly enhances maritime human resource quality (Damarasri & Ahman, 2020). The literature identifies five key dimensions: talent identification, career development, talent retention, succession planning, and employee engagement (Shet, 2020).

**Talent Identification:** Recognizing seafarers with leadership potential ensures targeted development, improving technical and leadership skills. Studies show that identifying talent early enhances operational efficiency (Hongal & Kinange, 2020). In Indonesia, where seafarer shortages are projected, talent identification is critical to building a skilled workforce.

**Career Development:** Structured career paths, including training and mentoring, improve seafarers’ technical and communication skills. Research indicates that career development programs reduce skill gaps in areas like digital navigation (Candra Susanto et al., 2023). In Indonesia, maritime education institutions have successfully implemented career development, contributing to the 450% increase in male seafarers from 2017 to 2023 (Kementerian Perhubungan, 2023).

**Talent Retention and Succession Planning:** Retention strategies, such as incentives and supportive work environments, reduce turnover, preserving valuable skills. Succession planning ensures leadership continuity, enhancing management capabilities (Susanto & Rony, 2023). In Indonesia, high attrition rates underscore the need for robust retention strategies.

**Employee Engagement:** Engaged seafarers are more productive and safety-conscious. Literature suggests that inclusive work cultures improve engagement, particularly for female seafarers, who increased by 700% from 2017 to 2023 but remain underrepresented (Trisnowati & Arleiny, 2024). Addressing gender disparities through engagement initiatives can enhance workforce diversity and resilience.

The analysis confirms that talent management improves all dimensions of HR quality, aligning with (Trisnowati & Arleiny, 2024). In Indonesia, talent management must address gender inequality and regional disparities to maximize its impact.

### The Influence of Competency Improvement on the Quality of Maritime Commerce Human Resources

Competency improvement, involving training, certification, continuing education, mentoring, and outcome evaluation, significantly enhances maritime HR quality (Susanto, Sawitri, et al., 2024). These efforts ensure seafarers meet the demands of modern maritime operations, including technological and regulatory challenges.

**Training and Development:** Simulator-based training and workshops on cybersecurity and sustainability improve technical skills and regulatory understanding. Studies show that such training reduces navigational errors by up to 20% (Saransi et al., 2024). In Indonesia, where digital navigation is increasingly adopted, training is critical for operational efficiency.

**Certification and Accreditation:** Industry-recognized certifications validate seafarers’ skills, ensuring compliance with IMO standards. Research indicates that certified seafarers exhibit higher safety awareness (Fauzi et al., 2023). In Indonesia, certification programs have supported the growth in seafarer numbers (Kementerian Perhubungan, 2023).

**Continuing Education and Mentoring:** Ongoing education keeps seafarers updated on industry trends, while mentoring enhances communication and leadership skills. Literature highlights mentoring’s role in developing effective leaders (Rony & Aryanto, 2020). In Indonesia, mentoring can address skill gaps in underrepresented regions.

**Learning Outcome Evaluation:** Evaluating training effectiveness ensures programs meet organizational needs, improving overall performance (Sabuhari et al., 2020). In Indonesia, outcome evaluations can optimize training investments, addressing the projected seafarer shortage.

The analysis confirms that competency improvement enhances all HR quality indicators, aligning with (Setiawan & Sudja, 2021). In Indonesia, limited access to advanced training in rural areas necessitates scalable solutions like e-learning platforms.

#### Discussion

The findings demonstrate that assessment, talent management, and competency improvement are interlinked strategies that collectively enhance maritime HR quality. Assessments provide data to inform talent management and training, which in turn improve technical, regulatory, communication, leadership, and safety competencies. In Indonesia, these strategies are critical to addressing seafarer shortages, gender disparities, and technological shifts.

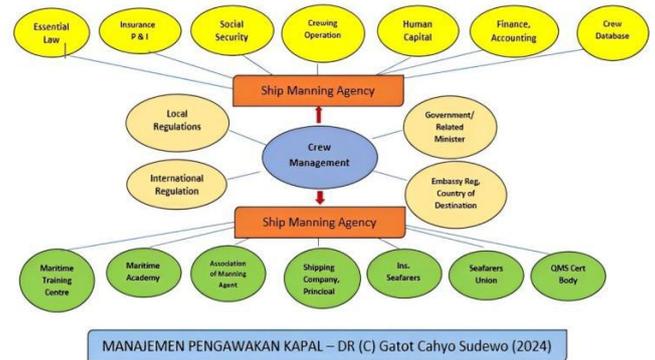


Figure 4: Ecosystem of Crew Management for Commercial Vessels

However, challenges such as inconsistent assessment standards, high turnover, and limited training access require targeted interventions, including standardized tools, inclusive policies, and public-private partnerships. The literature also suggests other influencing factors, such as leadership style and work motivation, which warrant further exploration (Widodo & Hapzi, 2017; Susanto, Supardi, et al., 2024).

This analysis provides a foundation for developing hypotheses for future research, such as testing the effectiveness of specific assessment tools or training programs in Indonesia’s maritime sector. By integrating these strategies, maritime organizations can build a resilient, high-quality workforce capable of navigating global trade challenges.

#### IV. CONCLUSION

This literature review confirms that assessment, talent management, and competency improvement significantly influence the quality of maritime trade human resources in Indonesia, as evidenced by their impact on technical skills, regulatory understanding, communication skills, leadership and management, and safety awareness. The findings address the research questions posed in the study:

1. Assessment: Systematic assessment processes, including performance evaluations, competency testing, 360-degree feedback, potential analysis, and psychological assessments, enhance the quality of maritime human resources by identifying skill gaps, fostering self-awareness, and supporting career development (Saransi et al., 2024). In Indonesia, where inconsistent assessment standards pose challenges, standardized tools are critical to ensuring workforce readiness and compliance with international regulations.
2. Talent Management: Strategic talent management, encompassing talent identification, career development, retention, succession planning, and employee engagement, improves workforce quality by building a

pipeline of skilled and motivated seafarers (Trisnowati & Arleiny, 2024). In the context of Indonesia's projected seafarer shortage and gender disparities, talent management is essential for retaining talent and promoting inclusivity.

3. **Competency Improvement:** Continuous competency development through training, certification, continuing education, mentoring, and outcome evaluation equips seafarers with the skills needed for modern maritime operations, such as digital navigation and sustainable practices (Setiawan & Sudja, 2021). In Indonesia, where access to advanced training is limited in some regions, scalable solutions are vital for addressing skill gaps.

The study highlights the interconnectedness of these strategies, with assessments informing talent management and training initiatives, which collectively enhance workforce quality. The significant growth in Indonesia's seafarer population from 2017 to 2023 (450% for males and 700% for females) underscores the potential for further improvement through targeted HR strategies (Kementerian Perhubungan, 2023). However, challenges such as gender inequality, high turnover, and technological shifts require coordinated efforts among maritime organizations, educational institutions, and policymakers to ensure a resilient, high-quality workforce capable of meeting global trade demands.

### Suggestions

Based on the findings, the following recommendations are proposed to enhance the quality of maritime trade human resources in Indonesia:

1. **Implement Standardized Assessment Tools:** Maritime organizations should adopt globally aligned, technology-enhanced assessment tools, such as simulator-based evaluations and digital competency tests, to ensure consistency and objectivity. These tools should measure technical skills, regulatory knowledge, and soft skills like communication and leadership. Collaboration with the IMO and maritime education institutions can facilitate the development of standardized frameworks, addressing regional disparities and ensuring compliance with international standards (Puspitasari et al., 2021).
2. **Strengthen Talent Management Programs:** Shipping companies should establish comprehensive talent management strategies, including talent identification programs to spot high-potential seafarers, structured career development plans, and retention initiatives like competitive incentives and supportive work environments. To address gender disparities, affirmative policies, such as scholarships and mentorship programs for female seafarers, should be prioritized to increase

their representation, which remains below 5% (Kementerian Perhubungan, 2023; Susanto & Rony, 2023).

3. **Investment in scalable training programs,** such as e-learning platforms and simulator-based training, is essential to address skill gaps in digital navigation, cybersecurity, and sustainable practices. Public-private partnerships can fund these initiatives, ensuring accessibility in rural and underserved regions. Certification programs aligned with IMO standards should be expanded to validate seafarers' competencies, while mentoring and continuing education can foster leadership and adaptability (Sabuhari et al., 2020).
4. **Promote Public-Private Collaboration:** Stakeholders, including the Indonesian Ministry of Transportation, maritime education institutions, and shipping companies, should collaborate to align HR strategies with industry needs. For example, partnerships can support the development of national training centers equipped with advanced simulators, as seen in Norway (Saransi et al., 2024). These collaborations can also fund research into emerging skill requirements, ensuring seafarers are prepared for technological and regulatory changes.
5. **Address Gender Inequality and Inclusivity:** To build a diverse and resilient workforce, maritime organizations should implement diversity-focused recruitment and retention strategies. Initiatives such as awareness campaigns, targeted training for women, and inclusive workplace policies can increase female participation and reduce gender inequality, which remains a significant challenge (Trisnowati & Arleiny, 2024). These efforts can also enhance innovation by incorporating diverse perspectives.
6. **Conduct Further Research:** Future studies should test the hypotheses developed in this review through empirical research, such as quantitative analyses of assessment tools' impact or case studies on talent management in Indonesian shipping companies. Exploring additional variables, such as leadership style and work motivation, could provide deeper insights into workforce quality (Widodo & Hapzi, 2017; Susanto, Supardi, et al., 2024).

These recommendations aim to create a sustainable, high-quality maritime workforce capable of navigating Indonesia's strategic role in global trade. By integrating assessment, talent management, and competency improvement, stakeholders can address current challenges and position the maritime sector for long-term success in a rapidly evolving industry.

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**Citation of this Article:**

Gatot Cahyo Sudewo, Hero Budi Santoso, & Primadi Candra Susanto. (2025). Strategic Enhancement of Maritime Human Resource Quality: An Integrated Approach to Assessment, Talent Management, and Competency Development. *International Research Journal of Innovations in Engineering and Technology - IRJIET*, 9(7), 131-140. Article DOI <https://doi.org/10.47001/IRJIET/2025.907015>

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