

STRATEGY TO IMPROVE THE QUALITY OF HUMAN RESOURCES WITH GLOBAL COMPETITIVENESS TOWARDS JAKARTA AS A GLOBAL CITY

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ABSTRACT

This study explores strategies to enhance the quality of human resources (HR) in Jakarta, aligning them with global competitiveness standards to support its vision of becoming a global city. The research underscores the pivotal role of HR development in urban transformation, drawing from case studies of successful global cities like Singapore and Seoul. Through an in-depth analysis of Jakarta's current HR capacities and challenges, including gaps in education, training, and strategic alignment, the study proposes a framework integrating innovative Human Resource practices with urban governance and policy reforms. Key recommendations include fostering cross-sector collaboration, strengthening public-private partnerships, and emphasizing education and skill development. The findings contribute to theoretical and practical insights for sustainable urban planning and HR management, offering a replicable model for other aspiring global cities.

KEYWORDS: Global City, Human Resources Development, Jakarta, Urban Transformation, Public-Private Partnerships, Education and Training, Strategic Human Resource Alignment.

1. INTRODUCTION

1.1 BACKGROUND

The Importance Of Human Resource (HR) Quality In Achieving Global City Status

The quality of human resources (HR) plays a pivotal role in positioning cities as global hubs of innovation, governance, and economic activity. High-quality HR ensures that cities remain competitive in attracting global investments, fostering innovation, and maintaining sustainable development. For instance, a study by É Greutter-Gregus & ZG Greutter (2024) highlights the intersection of smart city development and HR competencies, emphasizing the need for HR

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systems that adapt to evolving urban challenges. This adaptation allows cities to integrate technology with human capital effectively.

Similarly, [Nazimi et al. \(2022\)](#) identify critical factors that affect HR performance in digital city contexts, suggesting that strategic HR management is indispensable for aligning workforce skills with global urban goals. Furthermore, [Stanković et al. \(2021\)](#) in their work on urban magnetism argue that quality HR underpins population growth and global city attractiveness, noting the interplay between workforce skills and urban functional development ([Link to study](#)).

In addition, [Ferraris et al. \(2019\)](#) explore how ambidextrous HR management systems can drive innovation in smart cities. Their research underscores the importance of HR practices that balance exploration and exploitation to meet the demands of global urban competitiveness ([Link](#)). Finally, the significance of HR in attracting multinational corporations is evident in studies such as that of [Belderbos et al. \(2017\)](#), which links HR capabilities to the location choices of regional headquarters.

Current Challenges Faced By Jakarta In Becoming A Global City

Jakarta's aspiration to become a global city is hindered by numerous challenges, including environmental, infrastructural, and social issues. [Setiadi et al. \(2020\)](#) emphasize Jakarta's vulnerability to sea-level rise and inadequate urban planning in addressing climate resilience ([Setiadi et al., 2020](#)). Rapid urbanization and weak governance exacerbate the city's inability to manage population pressures and infrastructural demands ([Indraprahasta, 2019](#)). This highlights the pressing need for adaptive governance frameworks ([Indraprahasta, 2019](#)).

[Salim and Firman \(2012\)](#) argue that the lack of integrated regional governance further complicates Jakarta's transition to global city status, with overlapping jurisdictions and inconsistent policy implementations creating inefficiencies ([Salim & Firman, 2012](#)). Similarly, [Martinez and Masron \(2020\)](#) highlight the socio-spatial inequalities and unplanned urban expansion that have limited Jakarta's global competitiveness ([Martinez & Masron, 2020](#)).

Moreover, the city's environmental issues, such as frequent flooding, remain critical. [Silver \(2016\)](#) notes that Jakarta's urban resilience strategies fail to address these recurring challenges effectively, which hinders its global positioning ([Silver, 2016](#)).

The Need For Globally Competitive HR As A Foundational Pillar For Urban Transformation

Globally competitive Human Resources (HR) are indispensable for driving urban transformation, as cities compete for talent and investment in a globalized economy. [Ahsan \(2022\)](#) underscores that effective HR practices are central to enhancing global competitiveness, aligning workforce skills with urban governance needs ([Ahsan, 2022](#)). Furthermore, [Polozova et al. \(2021\)](#) emphasize that digitalization and labor productivity are critical to bridging economic gaps and fostering a competitive workforce ([Polozova et al., 2021](#)).

Urban development in global hubs like Dubai and Abu Dhabi reveals how strategic HR policies facilitate knowledge mobility and position cities as global talent hubs. [Ewers \(2017\)](#) highlights the importance of integrating local and international HR strategies to sustain urban

competitiveness (Ewers, 2017). Similarly, Ortega (2016) points out that urban renewal projects in the Global South hinge on cultivating a skilled workforce to meet neoliberal market demands (Ortega, 2016).

Moreover, Kong et al. (2013) demonstrate that HR policies fostering knowledge and innovation significantly enhance a city's global standing, citing Indian IT professionals as a model for developing globally competitive capabilities (Kong et al., 2013). These findings collectively highlight the transformative role of HR in urban contexts.

1.2 PROBLEM STATEMENT

The Gap Between Jakarta's Current HR Capabilities And The Standards Required For Global Competitiveness

Jakarta has huge challenges in aligning its human resource capabilities to meet the standards which are expected from global competitiveness. Soehardjojo and Delbridge (2023) note that HR practices in Jakarta are oftentimes very far from meeting any international benchmarks, while capabilities for organizational training and educative frameworks lag behind globally. Along the same line, Elmi and Librianty (2023) underline that gaps in Indonesia's educational systems, especially in Jakarta, inhibit the development of 21st-century skills required in global labor markets.

As such, Susano and Subiantoro (2023) argued that insufficient capacity-building programs make it impossible for Jakarta to develop globally competitive public services and workforce skills. Additionally, Sutiah et al. (2021) stated that the HR policy and educational reform have not been properly carried out with a view to building competencies toward global standards. This has furthered the gap between local and international practices of HR.

Tayibnapis and Wuryaningsih (2018) present a comparative analysis that indicates how Jakarta's efforts in developing human resources are not sufficient to nurture the talent needed with high competency standards for the competitive challenge in global markets. This means there is an urgent need for reform in human resource development strategies in order for the workforce of Jakarta to be prepared for the requirements of global competitiveness.

Limited Strategic Alignment Between HR Development Policies And Global City Aspirations

The alignment of Human Resource (HR) policies with the overarching goals of global city development remains a critical challenge. Groenewald et al. (2024) highlight that HR practices often fail to adapt proactively to globalization, limiting their capacity to meet strategic urban aspirations (Groenewald et al., 2024). Holbeche (2022) emphasizes the need for integrating HR strategies with business goals to drive sustainable development in cities, noting gaps in performance and cultural considerations (Holbeche, 2022).

Mothafar et al. (2022) discuss the divergence between corporate HR practices and urban development objectives, underlining the necessity for a unified framework that aligns organizational policies with strategic city goals (Mothafar et al., 2022). Similarly, Anthonisz (2018) identifies structural gaps in human capital management, particularly in cities like Dubai, where strategic misalignment limits effective value creation (Anthonisz, 2018).

Ferraris et al. (2018) provide insights from smart city managers, revealing how HR policies often struggle to balance exploratory and exploitative strategies essential for fostering innovation in global city contexts (Ferraris et al., 2018). These findings collectively underline the pressing need for HR policies that are not only aligned with business strategies but also with the complex, multi-dimensional goals of global city development.

1.3 OBJECTIVE

To Propose Strategies For Improving The Quality Of Human Resources In Jakarta To Achieve Global Competitiveness

To achieve global competitiveness, Jakarta requires innovative strategies to improve its human resources (HR). Elmi and Librianty (2023) argue that aligning educational frameworks with international standards is crucial for enhancing HR quality, particularly through targeted skill development programs (Elmi & Librianty, 2023). Similarly, Atmaja et al. (2022) emphasize the role of performance management models in fostering HR capabilities that align with global economic demands (Atmaja et al., 2022).

Utama and Rustam (2022) highlight the importance of redefining HR strategies to adapt to the dynamic challenges of globalization, recommending proactive initiatives that integrate leadership development and competency training (Utama & Rustam, 2022). In the higher education sector, Yusup et al. (2021) propose strategies for improving the qualifications and competencies of lecturers in Jakarta's private universities, positioning them as key contributors to global HR standards (Yusup et al., 2021).

Widjaja et al. (2021) advocate for tailored HR policies that address the unique needs of sectors such as tourism and MSMEs, emphasizing localized strategies to meet international benchmarks (Widjaja et al., 2021). These studies collectively suggest that multi-sectoral collaboration and strategic policy alignment are critical to transforming Jakarta's HR capabilities for global competitiveness.

1.4 SIGNIFICANCE

Contribution To Jakarta's Vision Of Becoming A Global City

Jakarta's pursuit of global city status has garnered significant scholarly attention, highlighting its unique challenges and opportunities. Shatkin (2022) emphasizes the role of financial sector actors in rescaling Jakarta's urban regions, demonstrating how elite stakeholders contribute to land development and strategic investments aligned with global city aspirations (Shatkin, 2022). Similarly, Rustiadi et al. (2021) focus on the impact of urban expansion on transportation and infrastructure development, emphasizing their critical role in supporting Jakarta's metropolitan vision (Rustiadi et al., 2021).

Wade (2019) underscores the importance of hyper-planning initiatives, such as the Great Garuda project, which aim to position Jakarta as a global spectacle through urban transformation and public works contributions (Wade, 2019). Indraprahasta and Derudder (2018) examine the dynamics of global-local interactions, illustrating how Jakarta's metropolitan development aligns with broader global city-region trends (Indraprahasta & Derudder, 2018).

Pravitasari and Saizen (2015) provide insights into local spatial drivers of urban expansion in Greater Jakarta, stressing the interplay between regional integration and global positioning ([Pravitasari & Saizen, 2015](#)). These contributions underscore the multifaceted efforts required to achieve Jakarta's vision as a global city, from infrastructure investments to governance reforms and regional integration.

Framework For Human Resource Quality Enhancement As A Replicable Model For Other Cities

Developing a robust framework for human resource (HR) quality enhancement has significant implications for global urban competitiveness and serves as a replicable model for other cities. Wolniak et al. (2024) emphasize the integration of smart city concepts into HR frameworks, advocating for infrastructure and technology that improve workforce efficiency while addressing urban sustainability goals ([Wolniak et al., 2024](#)). Similarly, Bellini et al. (2022) propose an Internet of Things (IoT)-enabled approach that allows for seamless data-driven HR processes, reducing operational inefficiencies and promoting scalable models for city-wide workforce management ([Bellini et al., 2022](#)).

Khodeir and Nabawy (2021) highlight the importance of responsive HR strategies in large-scale urban projects, presenting a framework that aligns workforce capabilities with mega-development needs ([Khodeir & Nabawy, 2021](#)). Meanwhile, Kumar et al. (2020) introduce the Smart City Transformation Framework (SCTF), which underscores HR as a critical driver of sustainable urban innovation and transformation ([Kumar et al., 2020](#)).

These frameworks collectively offer insights into designing HR enhancement models that cities can adapt to address their unique challenges, thereby fostering a globally competitive and resilient

2. LITERATURE REVIEW

2.1 THE CONCEPT OF A GLOBAL CITY

Definitions And Characteristics Of A Global City

The concept of a global city has evolved to describe urban centers that serve as pivotal nodes in global economic, cultural, and political networks. According to Curtis (2016), global cities are characterized by their economic centrality, connectivity, and influence in global governance and cultural exchanges ([Curtis, 2016](#)). Blank (2017) adds that these cities play a unique role as democratically governed hubs that manage the complexities of globalization while maintaining their local identities ([Blank, 2017](#)).

Sassen (2013) highlights three defining features of global cities: the concentration of advanced services and industries, their role as command centers for the global economy, and their function as marketplaces for global finance ([Sassen, 2013](#)). Similarly, Fox (2013) emphasizes the importance of adopting standardized global city indicators to define the socio-economic and infrastructural attributes that distinguish global cities from other urban centers ([Fox, 2013](#)).

These frameworks provide a foundational understanding of what constitutes a global city, offering valuable insights for urban planners and policymakers aiming to align their cities with global benchmarks.

Key Success Factors For Achieving Global City Status

Achieving global city status requires a multifaceted approach, encompassing economic, infrastructural, and governance dimensions. Hartley (2019) highlights the importance of aligning urban development goals with the United Nations' Sustainable Development Goals (SDGs), emphasizing collaboration across sectors to address critical urban challenges such as climate resilience and economic inclusivity (Hartley, 2019).

Bulkeley and Castán Broto (2013) stress the significance of climate change governance as a critical factor for urban sustainability, suggesting that experimental policies in global cities often catalyze broader innovations (Bulkeley & Castán Broto, 2013). Similarly, Kotkin (2006) identifies three core elements essential for global cities: economic dynamism, social inclusivity, and resilient infrastructure, which together ensure long-term urban success (Kotkin, 2006).

Douglass (2000) underscores the role of a robust national economy in supporting urban competitiveness, alongside policies that foster regional integration and global connectivity (Douglass, 2000). These factors collectively emphasize the need for an integrated and adaptive strategy to secure and sustain global city status

2.2 HUMAN RESOURCE DEVELOPMENT (HRD) IN THE CONTEXT OF GLOBAL COMPETITIVENESS

Overview Of Global HR Trends And Benchmarks

In recent years, global HR trends have emphasized adaptability, digital transformation, and talent management to meet dynamic workforce demands. Lawler and Boudreau (2018) identify the increasing importance of data-driven decision-making and strategic HR practices that align with organizational goals, underscoring the need for benchmarking human capital strategies (Lawler & Boudreau, 2018).

Cascio and Boudreau (2016) highlight talent globalization as a core HR trend, advocating for competence development programs to enhance cross-border workforce capabilities (Cascio & Boudreau, 2016). Additionally, Ammons (2015) stresses the role of performance benchmarking in public sector HR, suggesting that consistent evaluation of HR metrics can lead to improved service delivery and organizational efficiency (Ammons, 2015).

Kapoor and Sherif (2012) discuss the integration of HR information systems to streamline operations and provide real-time data for strategic decisions, a benchmark for digitalized HR practices (Kapoor & Sherif, 2012). These studies collectively emphasize the evolution of HR practices towards a more strategic and technology-enabled approach, setting benchmarks for global competitiveness.

Role Of Education, Skill Development, And Innovation In HRD

Education, skill development, and innovation form the cornerstone of human resource development (HRD) in driving economic and organizational growth. Alam and Dewi (2024) emphasize the integration of education into HR strategies to foster innovation and adaptability in a rapidly changing global workforce (Alam & Dewi, 2024). Torraco and Lundgren (2020) advocate for transforming HRD practices to focus on lifelong learning and innovative solutions, ensuring workforce relevance in competitive markets (Torraco & Lundgren, 2020).

Arthur-Mensah and Alagaraja (2018) highlight the significance of vocational training programs in equipping youth with skills that meet the demands of modern industries, particularly in developing economies (Arthur-Mensah & Alagaraja, 2018). Hwang (2019) explores the challenges of fostering innovative HRD practices in the context of the Fourth Industrial Revolution, emphasizing the need for digital literacy and advanced technical skills (Hwang, 2019).

Loewenberger (2013) argues for the integration of creativity and innovation within HRD frameworks, proposing a model where HRD acts as a catalyst for sustained organizational innovation (Loewenberger, 2013). These insights collectively underline the pivotal role of education, skill-building, and innovation in enhancing HRD efficacy across diverse contexts.

2.3 CURRENT STATUS AND CHALLENGES IN JAKARTA

Analysis Of Jakarta's Current HR Capacity And Infrastructure

Jakarta's human resource (HR) capacity and infrastructure play a crucial role in shaping its economic and administrative functions, yet significant gaps remain in aligning these systems with global standards. Sialen (2024) highlights that while Jakarta has made strides in adopting e-government initiatives, its HR capacity struggles to meet the demands of digital transformation due to inadequate training and resource allocation (Sialen, 2024). Ariana et al. (2020) emphasize the need to improve IT-related HR capabilities, suggesting that infrastructure and citizen engagement must be optimized to enhance overall efficiency (Ariana et al., 2020).

Sutono and Harsono (2023) underscore the critical role of regulatory policies and technology infrastructure in augmenting HR quality and supporting economic growth. Their findings indicate that regulatory reforms are needed to bridge the gap between workforce competencies and technological demands (Sutono & Harsono, 2023). Similarly, Latief et al. (2016) analyze Jakarta's transportation infrastructure, finding it insufficient to meet the demands of a growing urban population, thereby indirectly impacting workforce productivity (Latief et al., 2016).

These studies collectively highlight the necessity of comprehensive HR capacity-building programs and infrastructural upgrades to sustain Jakarta's urban growth and global competitiveness.

Identification Of Gaps In Education, Training, And Policy Implementation

Gaps in education, training, and policy implementation continue to hinder the effectiveness of human resource development strategies globally. Angrist and Dercon (2024) identify "policy-practice gaps," where well-intended educational policies fail due to ineffective service delivery

and limited stakeholder engagement (Angrist & Dercon, 2024). Similarly, Olayo (2022) highlights discrepancies in Kenya's technical and vocational education and training (TVET) system, emphasizing the need for better alignment between policy design and on-ground implementation (Olayo, 2022).

Bokayev et al. (2021) discuss the challenges faced during the implementation of distance learning policies in Kazakhstan, citing inadequate training for educators and technological infrastructure gaps as major hurdles (Bokayev et al., 2021). Abdullahi and Othman (2020) further analyze gaps in policy implementation, suggesting that disconnects between intent and execution often stem from a lack of monitoring frameworks and stakeholder collaboration (Abdullahi & Othman, 2020).

These studies collectively underscore the importance of robust monitoring, enhanced training frameworks, and collaborative policymaking to address existing gaps effectively.

2.4 RELEVANT THEORIES AND FRAMEWORKS

Human Capital Theory

Human Capital Theory (HCT) has long been a foundational framework for understanding the relationship between education, skill development, and economic productivity. Initially developed to conceptualize the economic value of education and training, the theory posits that investments in human capital—such as education and skill acquisition—lead to increased productivity and income. However, recent studies have expanded and critiqued its scope, emphasizing both its contributions and limitations in contemporary contexts.

Marginson (2019) critiques HCT's narrow focus, arguing that its closed-system approach fails to account for the complexities of modern economies, particularly issues like inequality and the dynamic interplay of socio-economic factors. He emphasizes the need for a more integrative approach that incorporates social, cultural, and institutional dynamics (Marginson, 2019). Similarly, Fix (2018) identifies gaps in HCT's applicability to income distribution, highlighting how the theory often oversimplifies the determinants of economic outcomes, particularly in diverse labor markets (Fix, 2018).

Wuttaphan (2017) examines the implications of HCT for human resource development (HRD), emphasizing its relevance in workforce training and economic policy. He suggests that while HCT provides a useful framework for assessing returns on educational investment, it must evolve to consider the dynamic demands of globalized labor markets and technological innovation (Wuttaphan, 2017). Tan (2014) offers a holistic critique of HCT, proposing that it must incorporate ethical and social considerations to ensure that human capital investments benefit not only economic growth but also societal well-being (Tan, 2014).

In addition to critiques, recent applications of HCT underscore its relevance. Nafukho et al. (2004) connect HCT to HRD practices, illustrating how organizations can leverage training and development to enhance employee productivity and organizational competitiveness (Nafukho et al., 2004). Fleischhauer (2007) expands on this by highlighting the microeconomic underpinnings of HCT, focusing on individual decision-making regarding educational investments and their long-term economic impacts (Fleischhauer, 2007).

Strategic HR Development Models

Strategic Human Resource Development (SHRD) models serve as frameworks to align HR practices with organizational goals, emphasizing adaptability, competency, and performance optimization. Geethanjali et al. (2024) propose that SHRD models are crucial in enhancing organizational performance through efficient management of human resources in line with strategic objectives (Geethanjali et al., 2024).

Jiang and Li (2019) focus on the relationship between HR practices and firm performance, highlighting the importance of integrated HRM systems in fostering sustainable competitive advantage (Jiang & Li, 2019). Additionally, Wright et al. (2005) explore new modes of strategic HRM in a global context, emphasizing the role of HR practices in addressing globalization's dynamic challenges (Wright et al., 2005).

Boxall and Purcell (2000) advocate for "best-fit" models of SHRD, arguing that HR strategies become more effective when tailored to specific organizational contexts (Boxall & Purcell, 2000). Furthermore, Sheehan (2005) emphasizes the integration of SHRD within broader organizational structures, proposing a model to bridge the gap between HR policies and business strategies (Sheehan, 2005).

Best Practices From Other Global Cities

Best practices from global cities showcase the integration of innovative governance, infrastructure development, and socio-economic strategies to enhance global competitiveness. Chakravarty et al. (2021) provide a multidisciplinary analysis of global cities, identifying strategic investment in human capital, infrastructure, and technology as foundational. For instance, New York and London leverage their financial sectors while integrating smart city technologies to maintain leadership in global urban systems (Chakravarty et al., 2021).

Hartley (2019) highlights Singapore as a model of efficient governance, emphasizing outcome-based planning and rigorous public service management. Singapore's strategies align public policies with measurable outcomes, ensuring efficient resource utilization and high-impact urban interventions (Hartley, 2019). These practices are complemented by Tokyo's focus on technology integration in urban management, as Sassen (2016) outlines. Tokyo's investment in green technologies and smart transportation networks bolsters its position as a leader in sustainable urban development (Sassen, 2016).

Longworth (2015) emphasizes social inclusivity and equity as critical components in the success of Scandinavian cities like Stockholm and Copenhagen. Their policies prioritize affordable housing, education, and healthcare, promoting high quality of life while ensuring economic inclusivity (Longworth, 2015).

In the realm of transportation and infrastructure, Seoul's smart transportation systems serve as a benchmark for managing dense urban populations efficiently. The city's integration of real-time data analytics into public transit management demonstrates how technology can optimize urban mobility (Sassen, 2016).

3. METHODOLOGY

3.1 CONCEPTUAL FRAMEWORK

A Strategic Framework Linking HR Quality Improvement To Global City Goals

Strategic frameworks integrating human resource (HR) quality improvement with global city objectives emphasize fostering economic competitiveness and social equity. Alshuwaikhat et al. (2022) propose a lifecycle-based smart city framework that links sustainable HR initiatives with broader urban strategies. Their study on Riyadh City highlights the importance of aligning human capital investments with sustainability goals (Alshuwaikhat et al., 2022).

Gupta (2020) emphasizes the role of strategic HR in achieving competitive advantage, detailing how HR strategies must align with a city's vision to develop competencies that support organizational and urban objectives (Gupta, 2020). Ferraris et al. (2019) expand on this by examining the role of ambidextrous HR systems in smart city projects, demonstrating how HR practices can balance innovation and operational efficiency in urban contexts (Ferraris et al., 2019).

Korachi and Bounabat (2020) outline a strategic framework tailored for smart city development, emphasizing governance, citizen engagement, and the alignment of HR policies with digital transformation goals (Korachi & Bounabat, 2020). Similarly, Alizadeh and Irajifar (2018) argue that workforce development must be central to smart city strategies, citing the Gold Coast Smart City Strategy as a successful model (Alizadeh & Irajifar, 2018).

3.2 DATA SOURCES

Analysis Of Existing Policies, Government Reports, And Secondary Literature

Analyzing existing policies, government reports, and secondary literature provides critical insights into the gaps and opportunities within urban development and human resource (HR) management frameworks. Le Gouais et al. (2023) examine urban decision-making systems, identifying misalignments between stakeholder priorities and structural policy frameworks as a significant barrier to creating healthier urban environments (Le Gouais et al., 2023).

Parsaee et al. (2019) explore the intersection of urban heat island policies and development action plans, underscoring the importance of integrating climate-responsive policies into urban infrastructure strategies (Parsaee et al., 2019). Meanwhile, Kasraian et al. (2019) provide a longitudinal analysis of urban growth policies over five decades, highlighting the influence of transport accessibility and proximity on policy outcomes (Kasraian et al., 2019).

Shakerian et al. (2016) use SWOT analysis combined with fuzzy TOPSIS to evaluate urban development strategies, identifying gaps in HR and business strategy alignment within road and urban development organizations (Shakerian et al., 2016). Donahue and Selden (2000) discuss the capacity of city HR management systems, emphasizing the comparative effectiveness of different policy approaches (Donahue & Selden, 2000).

Comparative Analysis Of Successful Global Cities And Their HR Development Strategies

A comparative analysis of global cities reveals diverse approaches to human resource (HR) development, tailored to address specific urban challenges and opportunities. Kılıç (2024) highlights the importance of sustainable HR management strategies in cities like Amsterdam and Singapore, emphasizing the integration of innovation and sustainability in workforce development (Kılıç, 2024). Similarly, Fan (2024) underscores the role of global labor market dynamics in shaping HR policies in cities such as New York and Hong Kong, where local and international workforce needs are balanced strategically (Fan, 2024).

Bassens and Derudder (2023) delve into the comparative urban studies of global cities, illustrating how Tokyo and Paris prioritize connectivity and governance frameworks that align HR strategies with global city ambitions (Bassens & Derudder, 2023). Alizadeh (2021) evaluates smart city initiatives in Barcelona and Seoul, highlighting innovative HR practices that foster digital literacy and adaptability among the workforce (Alizadeh, 2021).

Miyahira and Amorim (2020) examine labor market policies in smart cities like Curitiba and Singapore, demonstrating how strategic HR interventions can enhance workforce productivity and align with long-term urban planning goals (Miyahira & Amorim, 2020). These studies collectively underscore the adaptability and innovation inherent in the HR strategies of successful global cities, offering a roadmap for other cities aspiring to achieve global competitiveness.

3.3 APPROACH

Desk Research And Theoretical Synthesis

Desk research and theoretical synthesis are pivotal methodologies in consolidating diverse datasets and drawing meaningful conclusions in human resource (HR) development and urban planning. These approaches facilitate a structured understanding of policies, organizational practices, and theoretical advancements.

Kapoor (2024) underscores the role of desk research in strategic HR management, particularly within small and medium enterprises (SMEs) in urban contexts. The study highlights how desk-based evaluations of organizational innovation and secondary datasets guide HR policies to foster competitiveness (Kapoor, 2024). Fletcher et al. (2020) focus on public sector engagement, arguing that desk research combined with theoretical synthesis helps identify gaps in employee engagement practices and align them with institutional objectives (Fletcher et al., 2020).

Cooke et al. (2019) present a systematic review of multinational corporations' HR strategies, leveraging theoretical synthesis to integrate cross-national insights and contextualize global HRM trends. The study reveals significant variations in HR practices influenced by regional policies and organizational frameworks (Cooke et al., 2019). Similarly, Hewett et al. (2018) examine attribution theories in HR, employing theoretical synthesis to bridge conceptual ambiguities and suggest practical applications for organizational behavior research (Hewett et al., 2018).

Additionally, Sambrook (2005) highlights the integration of findings from two research projects on work-related learning, demonstrating how synthesis provides a holistic view of contextual influences on HR development ([Sambrook, 2005](#)).

The role of desk research in policy analysis is further illustrated by Parsaee et al. (2019), who analyze urban heat island action plans. The study demonstrates how theoretical synthesis of secondary literature can guide urban sustainability strategies ([Parsaee et al., 2019](#)).

Case Study Analysis To Identify Transferable Strategies

Case studies are an invaluable tool in identifying transferable strategies across urban and HR contexts, providing grounded insights into best practices and contextual adaptability. El Moudden et al. (2024) analyze the unfreezing strategy of transfer learning applied to mapping slum diversity in Kenitra, Morocco. This study highlights the potential of case-based transferable methods for addressing urban development challenges in other cities ([El Moudden et al., 2024](#)).

Cheng and Liu (2022) explore transferable development rights in Ezhou, China, demonstrating how urban growth modeling techniques can be adapted to other rapidly urbanizing regions ([Cheng & Liu, 2022](#)). Similarly, Chiang et al. (2016) investigate HRM practices in multinational corporations (MNCs), identifying key factors that enhance the transferability of HR strategies across borders, particularly in globalized economic contexts ([Chiang et al., 2016](#)).

Scuotto et al. (2016) study IBM's smart city initiatives, illustrating the scalability of HR and technological integration practices to diverse urban settings ([Scuotto et al., 2016](#)). Meanwhile, Namazie (2007) examines the transferability of HR policies within Iranian joint ventures, providing a framework for adapting HRM systems in complex cultural and organizational environments ([Namazie, 2007](#)).

3.4 SCOPE AND LIMITATIONS

Focus On Jakarta's HR Development Within Urban Planning

Jakarta's human resource (HR) development is critical for its urban planning strategies, addressing challenges such as rapid urbanization, land use transformation, and economic competitiveness. Amir et al. (2024) explore collaborative urbanism in Jakarta, emphasizing the role of participatory governance and HR innovation in shaping inclusive urban policies (Amir et al., 2024).

Herlambang et al. (2019) analyze Jakarta's land transformation dynamics, revealing the impact of neoliberal policies on informal settlements and the need for HR-driven planning solutions to bridge gaps in spatial governance (Herlambang et al., 2019). Rahmawati (2015) highlights the deficiencies in Jakarta's spatial planning system, stressing the importance of HR capacity-building to address non-linear urban transformations ([Rahmawati, 2015](#)).

Winarso et al. (2015) examine peri-urban transformation, underscoring how HR policies must adapt to the complexities of land use changes and urban sprawl in Jakarta ([Winarso et al., 2015](#)). Simone (2013) presents a broader perspective on governance and HR adaptation in the

face of urban uncertainties, advocating for innovative HR practices to navigate Jakarta's complex urban matrix (Simone, 2013).

Limitations Related To The Conceptual Nature Of The Paper

Conceptual research, while valuable for theoretical development and framework generation, has inherent limitations. Passey (2020) highlights that misconceptions in applying conceptual frameworks can limit the depth and scope of research outcomes, particularly when the frameworks are not grounded in empirical data (Passey, 2020). Alessandroni and Rodríguez (2020) further emphasize that while conceptual thinking can provide robust categorizations and theoretical insights, it often lacks practical applicability without complementary empirical validation (Alessandroni & Rodríguez, 2020).

Szabo et al. (2015) critique the methodological and conceptual gaps in research related to exercise addiction, demonstrating how over-reliance on conceptual frameworks can obscure empirical realities and create biases (Szabo et al., 2015). Similarly, Corradi et al. (2013) point out that abstract conceptual representations in chemical research, while useful for theoretical understanding, can impede concrete comprehension when not linked to practical experiments (Corradi et al., 2013).

The challenges of conceptual research also extend to psychoanalysis, as noted by Leuzinger-Bohleber (2006), who illustrates that diverse subtypes of conceptual studies often lack coherence, making cross-comparison and validation difficult (Leuzinger-Bohleber, 2006).

4. RESULT AND DISCUSSION

4.1 PROPOSED STRATEGIES FOR HR QUALITY IMPROVEMENT

Education and Training Programs

Enhancing Curriculum Alignment With Global Industry Standards

Aligning educational curricula with global industry standards is critical for bridging skill gaps and fostering workforce readiness. Khasawneh (2024) emphasizes the importance of collaboration between academia and industry to address mismatches in translation education, highlighting collaborative strategies as a tool for effective curriculum alignment (Khasawneh, 2024). Similarly, Karyanto et al. (2023) discuss the challenges in aligning higher education curricula with the evolving industry landscape, calling for multi-dimensional approaches to improve responsiveness (Karyanto et al., 2023).

Suryapermana et al. (2023) provide a multi-level analysis of curriculum alignment in Indonesia, examining how specific disciplines address global industry demands. Their findings emphasize the role of dynamic curriculum frameworks in aligning academic training with market needs (Suryapermana et al., 2023). Nhleko and Van der Westhuizen (2021) investigate the impact of Industry 4.0 on curriculum design, revealing how entrepreneurial education has adapted to align with technological advancements (Nhleko & Van der Westhuizen, 2021).

Brezeanu and Lazarou (2020) explore curriculum alignment in engineering education, advocating for transdisciplinary approaches to prepare specialists for Industry 4.0 (Brezeanu

& Lazarou, 2020). Chikasha et al. (2020) propose atomic curriculum manipulation as a strategy for improving alignment in industrial engineering education (Chikasha et al., 2020).

Promoting International Certifications And Partnerships

International certifications and partnerships play a crucial role in fostering trust, ensuring quality standards, and enhancing global competitiveness. Katsieris (2024) discusses the impact of accreditation and certification systems on global trade, highlighting how these mechanisms promote confidence among international trading partners (Katsieris, 2024). Okonta and Ayinla (2024) analyze global alliances in architectural education, emphasizing the value of structured international partnerships for sustainable training and certification (Okonta & Ayinla, 2024).

Demirović and Petrović (2021) explore the integration of international certifications in service industries, showing how these certifications enable sustainable development and facilitate partnerships between diverse stakeholders (Demirović & Petrović, 2021). Park and Park (2018) focus on Authorized Economic Operator (AEO) certifications, describing how they enhance trust-based partnerships between public and private sectors, contributing to trade facilitation and economic performance (Park & Park, 2018).

Additionally, Gairbekov and Chaplaev (2019) examine voluntary certification systems as tools for branding and territorial development, demonstrating their impact on enhancing global integration (Gairbekov & Chaplaev, 2019). These findings collectively emphasize that promoting international certifications and fostering partnerships are essential for aligning organizational practices with global standards.

Skill Development and Innovation

Establishing Innovation Hubs And Skill Training Centers

Innovation hubs and skill training centers are vital in fostering entrepreneurial skills, workforce development, and sustainable growth. Koura (2024) highlights the impact of Egypt's Creativa Innovation Hubs in promoting entrepreneurial behavior and enhancing local economic activity in regions such as Qena and Aswan (Koura, 2024). Similarly, Misso et al. (2024) discuss the role of ICT innovation hubs at the University of Dar es Salaam in cultivating entrepreneurial mindsets among students, evidenced by increased startup activity and industry collaboration (Misso et al., 2024).

Ravichandran and Dixit (2024) examine incubation centers as critical elements of innovation hubs, emphasizing their role in empowering entrepreneurs with knowledge, resources, and networks necessary for business success (Ravichandran & Dixit, 2024). Kabelele et al. (2023) emphasize the significance of fostering student talent through innovation hubs, which provide free spaces for creative learning and practical skill enhancement (Kabelele et al., 2023).

Mohammed (2023) explores the influence of cognitive social capital in innovation hubs in Sweden, revealing their role in developing attractive environments for industry collaboration and network building (Mohammed, 2023). Bodolica and Spraggon (2021) advocate for university-based innovation hubs to develop entrepreneurial mindsets among students in emerging markets, linking education with economic transformation (Bodolica & Spraggon, 2021).

Encouraging Entrepreneurship And Creative Industries

Promoting entrepreneurship within creative industries is essential for economic diversification and innovation. Su and Zarea (2020) explore policy measures in Iran designed to encourage entrepreneurship in creative industries, emphasizing government support to overcome financial barriers and foster self-sustaining ventures (Su & Zarea, 2020). Khaire (2017) argues that entrepreneurship in creative industries necessitates market creation, requiring robust strategies to stimulate demand for new and innovative products (Khaire, 2017).

Davies and Sigthorsson (2013) delve into the theoretical underpinnings of creative industries, identifying entrepreneurship as a critical factor in scaling creative outputs and driving sectoral growth (Davies & Sigthorsson, 2013). In Tanzania, Kabelele et al. (2023) emphasize the role of innovation hubs in nurturing entrepreneurial talents, offering free resources to facilitate creative business ideas (Kabelele et al., 2023).

Carey and Naudin (2006) discuss the importance of entrepreneurship education in the creative sector, advocating for curriculum integration to equip students with the skills to navigate business complexities (Carey & Naudin, 2006). Similarly, Jones et al. (2004) highlight micro-lending, business training, and networking as pivotal initiatives to support entrepreneurs in creative industries (Jones et al., 2004).

Policy And Governance Enhancements *Strengthening Public-Private Partnerships*

Public-Private Partnerships (PPPs) are critical for driving sustainable development, economic growth, and innovation. Marx (2019) explores how PPPs for sustainable development are designed and the factors influencing their effectiveness. The study highlights the importance of clearly defined objectives and collaborative governance structures to maximize impact (Marx, 2019).

Paide et al. (2018) examine Estonia's X-road data exchange layer, demonstrating how digital infrastructure can strengthen PPPs by enhancing data security and operational efficiency (Paide et al., 2018). Amalia and Budhijanto (2018) focus on PPPs in Indonesia, identifying legal and regulatory frameworks as pivotal for sustainable infrastructure development and addressing potential governance challenges (Amalia & Budhijanto, 2018).

Reynaers (2014) examines the incorporation of public values in PPPs, arguing that aligning private sector goals with public interests ensures accountability and enhances public trust (Reynaers, 2014). Jensen (2016) provides a review of PPP activities in health system strengthening, emphasizing partnerships' potential to address capacity gaps in public health systems (Jensen, 2016).

Shrivastava and Gadde (2016) explore PPPs in laboratory medicine systems in Africa, highlighting their role in advancing clinical practices and improving healthcare outcomes (Shrivastava & Gadde, 2016).

Incentives For Industries To Invest In HR Development

Incentives are a cornerstone in encouraging industries to invest in human resource (HR) development, fostering innovation, workforce retention, and competitive advantages. Zhu and

Xie (2023) explore the optimization of compensation incentives in HR management, emphasizing the importance of aligning salary structures with employee performance to boost overall organizational efficiency (Zhu & Xie, 2023).

Salimi and Della Torre (2022) examine high-performance work systems (HPWS) in smaller firms, highlighting how structured incentive systems positively impact employee skill development and innovation (Salimi & Della Torre, 2022). Similarly, Balogh et al. (2021) discuss how internal organizational factors influence the application of compensation incentives in small and medium enterprises (SMEs), showcasing their role in improving HR practices and employee engagement (Balogh et al., 2021).

Mohamad et al. (2021) argue that structured incentives act as a moderating factor between HR practices and organizational performance, particularly in competitive industries (Mohamad et al., 2021). Gambardella and Giarratana (2010) model the use of incentive contracts to retain skilled employees, advocating for targeted incentives to address industry-specific skill shortages (Gambardella & Giarratana, 2010).

These findings highlight the multifaceted benefits of incentives in HR development, underlining their strategic importance for fostering innovation, boosting employee engagement, and achieving organizational excellence.

Cultural and Linguistic Competence

Programs To Promote Global Communication Skills

Global communication skills are essential in today's interconnected world, requiring innovative programs to develop these competencies. Le Thi (2023) emphasizes the role of soft skills in multicultural classroom environments, highlighting cultural exchange programs and real-world problem-solving exercises to enhance communication (Le Thi, 2023). Pratibha (2017) explores the integration of social software into technical education, demonstrating how digital tools can significantly improve communication skills among students (Pratibha, 2017).

Chung et al. (2016) present a case study on incorporating socioscientific issues into science education, which enhances students' abilities to articulate complex ideas effectively (Chung et al., 2016). Similarly, Jacobs et al. (2014) evaluate international exchange programs in medical education, demonstrating their effectiveness in promoting doctor-patient communication and broader interpersonal skills (Jacobs et al., 2014).

Hausberg et al. (2012) examine structured communication training for medical students, emphasizing its success in improving both verbal and non-verbal communication competencies (Hausberg et al., 2012). Vigier and Smoller Le Floch (2011) discuss the importance of foreign language education in international business programs, advocating for curriculum integration to enhance cultural awareness and global communication skills (Vigier & Smoller Le Floch, 2011).

Cross-Cultural Awareness Initiatives

Cross-cultural awareness initiatives are essential in fostering global competencies, empathy, and inclusivity. Zhukova and Bogoslovsky (2023) examine the design of regional student initiatives aimed at developing cross-cultural communication skills, underscoring the

importance of immersive and reflective activities ([Zhukova & Bogoslovsky, 2023](#)). Wehlburg et al. (2019) introduce GlobalEX, a collaborative program focused on cross-cultural immersion, empathy-building, and global issue awareness, demonstrating the transformative impact of such programs ([Wehlburg et al., 2019](#)).

Lokkesmoe and Kuchinke (2016) investigate the efficacy of foreign immersion programs, finding that they significantly enhance cross-cultural competencies in business students. Their study advocates for structured international study experiences to develop global awareness ([Lokkesmoe & Kuchinke, 2016](#)). Burkhardt and Bennett (2015) explore how diversity initiatives in universities positively impact international students' everyday cross-cultural interactions, emphasizing the value of inclusive campus programs ([Burkhardt & Bennett, 2015](#)).

Watson et al. (2013) assess the integration of standards-based cross-cultural competence tools, reinforcing their utility in training and reflection. These tools significantly improve participants' regional awareness and intercultural skills ([Watson et al., 2013](#)).

4.2 IMPLICATIONS FOR JAKARTA

Potential Impacts On Economic Growth, Social Equity, And Urban Branding

Urban initiatives profoundly impact economic growth, social equity, and urban branding, driving cities toward global competitiveness and sustainability. Zhao et al. (2024) highlight how inclusive city branding fosters equitable urban practices by integrating values such as diversity and openness, creating a cohesive social identity that supports economic resilience ([Zhao et al., 2024](#)).

Kowaas et al. (2023) emphasize city branding's role in creating a strong urban identity, which enhances global visibility and attracts investments. Their study of Bandung illustrates the interplay between brand attachment and economic growth, showcasing branding as a strategic tool for urban development ([Kowaas et al., 2023](#)).

Cleave and Arku (2022) analyze place branding within urban growth frameworks, revealing that targeted branding initiatives influence spatial planning and urban investment, creating a virtuous cycle of growth and sustainability ([Cleave & Arku, 2022](#)). Górska-Warsewicz (2020) underscores the environmental, economic, and cultural benefits of urban branding, particularly through city-based brand equity approaches ([Górska-Warsewicz, 2020](#)).

Bonakdar and Audirac (2020) discuss the integration of city branding into urban planning, illustrating its potential to address urban inequalities by creating inclusive spaces that enhance social equity and economic opportunities ([Bonakdar & Audirac, 2020](#)). Daldanise (2020) explores the Pisticci Sustainable Urban Lab, highlighting how branding and community participation enhance economic impact while fostering cultural preservation ([Daldanise, 2020](#)).

Challenges In Implementing Proposed Strategies And Ways To Mitigate Them

Implementing urban strategies often encounters significant challenges related to governance, stakeholder alignment, and resource allocation. Castelo et al. (2023) examine the barriers to adopting nature-based solutions (NbS) for urban adaptation, identifying knowledge gaps and institutional resistance as key obstacles. They emphasize the importance of integrating

multidisciplinary knowledge and stakeholder collaboration to mitigate these issues ([Castelo et al., 2023](#)).

Therrien and Normandin (2020) focus on urban resilience strategies in Montreal and London, highlighting the challenges of network governance and the need for adaptive policy-making to ensure successful implementation. They propose enabling strategies such as stakeholder engagement and transparent governance structures to enhance policy outcomes ([Therrien & Normandin, 2020](#)).

Coaffee et al. (2018) discuss urban resilience implementation through a knowledge-brokering workshop model, which brings together policymakers, academics, and practitioners to co-create actionable strategies. This approach addresses challenges of fragmented governance and enhances the practical application of urban policies ([Coaffee et al., 2018](#)).

Boykova et al. (2016) analyze the complexities of smart city implementation, citing the lack of integrated technological infrastructure and resistance to change as primary hurdles. They propose phased adoption and pilot programs as effective methods for easing transition ([Boykova et al., 2016](#)).

Kourtit and Nijkamp (2015) explore adaptive urban policy models, advocating for proactive governance that leverages flexible strategies and participatory frameworks to address uncertainties in urban planning ([Kourtit & Nijkamp, 2015](#)).

3.3 LESSONS FROM GLOBAL CITIES

Case Studies From Cities Like Singapore, Seoul, And Shanghai

Singapore, Seoul, and Shanghai exemplify innovative approaches to urban development, showcasing best practices in sustainability, governance, and economic competitiveness. Castelo et al. (2023) compare smart mobility systems in Singapore and Tokyo, emphasizing Singapore's seamless integration of digital tools into transportation systems. The city's data-driven metro operations not only enhance urban mobility but also reduce carbon footprints, making it a global leader in smart city practices ([Castelo et al., 2023](#)).

In the realm of environmental sustainability, Zhou et al. (2022) analyze household waste management practices in Singapore and Shanghai. Their findings reveal how Singapore's centralized and technology-enabled systems achieve high recycling rates, whereas Shanghai employs a participatory approach with community involvement to manage its large-scale waste generation. These case studies highlight the adaptability of waste management strategies in megacities ([Zhou et al., 2022](#)).

Hartley et al. (2018) provide insights into urban innovation policies in Singapore and Seoul, underscoring their adaptive governance frameworks. Singapore's ability to foster public-private partnerships and Seoul's citizen-driven policy-making showcase the cities' unique approaches to integrating innovation into urban development ([Hartley et al., 2018](#)).

Ghahremani and Bajestani (2021) focus on Shanghai's urban competitiveness within the context of globalization. They highlight the transformation of urban spaces through strategic infrastructure projects and policy reforms, which align local development with global economic demands ([Ghahremani & Bajestani, 2021](#)).

From a socio-cultural perspective, Chang and Kim (2016) explore the integration of expatriate communities in Shanghai and Seoul. Their study demonstrates how urban residential forms are designed to enhance social cohesion among diverse populations, supporting these cities' ambitions as global hubs (Chang & Kim, 2016). Similarly, Kong (2009) highlights the establishment of sustainable creative spaces in Shanghai and Singapore, where cultural initiatives play a key role in urban branding and economic growth (Kong, 2009).

5. CONCLUSION AND SUGGESTIONS

5.1 CONCLUSION

Summary Of The Proposed Strategies And Their Alignment With Jakarta's Vision Of Becoming A Global City

Aligning Jakarta's strategic initiatives with its vision of becoming a global city involves leveraging tailored urban development frameworks, adaptive governance, and inclusive growth strategies. Bastidas et al. (2023) emphasize the importance of strategic alignment in urban planning through Smart City Enterprise Architectures (SCEA), offering insights into how Jakarta can integrate digital solutions for efficient urban governance (Bastidas et al., 2023).

Bibri et al. (2020) advocate for compact city planning as a critical strategy for achieving sustainable urban forms. Their findings suggest that Jakarta could adopt localized urban compaction techniques to address environmental concerns while boosting economic density (Bibri et al., 2020). Similarly, Ruiz Sánchez and Ardura Urquiaga (2020) discuss Madrid's 2030 Agenda, illustrating how strategic urban regeneration aligns with global city aspirations, providing a replicable model for Jakarta's policy-making (Ruiz Sánchez & Ardura Urquiaga, 2020).

Tosun and Leopold (2019) highlight the alignment of climate governance with urban water management in transnational city networks. Jakarta could benefit from similar integrated climate and resource strategies to strengthen its urban resilience (Tosun & Leopold, 2019).

Chu et al. (2016) present "strategic urbanism" as a framework for climate adaptation and inclusive development, emphasizing the role of multi-stakeholder engagement and equity-focused interventions in urban governance (Chu et al., 2016). Jakarta could adopt these frameworks to address disparities and enhance social equity as part of its global city strategy.

Reinforcement Of The Importance Of Globally Competitive HR For Sustainable Urban Development

Globally competitive human resources (HR) are fundamental for fostering sustainable urban development, as they enable cities to adapt to global economic demands while ensuring local growth. Afendi et al. (2024) emphasize the strategic development of globally competitive individuals in universities to address the growing needs for sustainable solutions in urban areas (Afendi et al., 2024). Mohiuddin et al. (2022) highlight the role of sustainable HR management practices in enhancing global competitiveness within institutional settings, particularly in higher education (Mohiuddin et al., 2022).

Tallman et al. (2018) explore global business models, demonstrating how HR systems play a crucial role in driving sustainable profits and creating competitive advantages for organizations in a globalized marketplace (Tallman et al., 2018). Similarly, Ewers (2016) discusses the significance of international knowledge mobility and HR development in creating global hubs like Dubai and Abu Dhabi, highlighting the transformative role of competitive HR in urban success (Ewers, 2016).

Fang and Yu (2017) analyze the concept of urban agglomeration, arguing that globally aligned HR systems enable cities to participate effectively in international competition and achieve sustainable development (Fang & Yu, 2017). Porter (2015) reinforces the importance of strategic HR alignment with regional clusters to enhance competitiveness and sustainability (Porter, 2015).

5.2 SUGGESTIONS

Immediate Action Steps For Policymakers, Educational Institutions, And Industries

To align strategies for sustainable urban growth and global competitiveness, immediate actionable steps are essential for policymakers, educational institutions, and industries. Davis and Althaus (2020) emphasize the need for streamlined policy frameworks that support cross-sector collaboration, proposing a practical, modular policy-making approach to address urgent challenges (Davis & Althaus, 2020).

In the education sector, Hobbs (2010) advocates for integrating digital and media literacy into curricula to prepare students for a rapidly evolving workforce. This step involves fostering critical thinking and adaptability, ensuring that educational outputs align with industry demands (Hobbs, 2010). The European Commission (2004) adds that tailored career guidance and individual action plans for school leavers are critical for bridging skill gaps and improving employability (The European Commission, 2004).

Industries must play a proactive role in workforce development. Boekaerts (1997) highlights the significance of industry-sponsored programs for self-regulated learning, creating platforms for continuous skill enhancement in line with technological advancements (Boekaerts, 1997). Moreover, DeLeo (2015) underscores the value of anticipatory policymaking in industries, enabling them to address potential disruptions through forward-thinking strategies (DeLeo, 2015).

Ascher (2017) highlights the necessity for industries to collaborate with policymakers in creating incentives for sustainable practices, ensuring mutual accountability (Ascher, 2017).

Long-Term Monitoring And Evaluation Framework For HR Quality Improvement Initiatives

Effective long-term monitoring and evaluation (M&E) frameworks are essential for assessing the success of HR quality improvement initiatives and ensuring their sustainability. Stepanova et al. (2020) discuss the implementation of HR competency frameworks in corporate sectors, emphasizing the use of key performance indicators (KPIs) and continuous feedback loops as critical tools for long-term evaluation (Stepanova et al., 2020).

Ahmad and Schroeder (2019) highlight the importance of integrating HR analytics into M&E frameworks, allowing organizations to assess workforce performance comprehensively. Their study demonstrates how predictive analytics can guide strategic HR decisions, improving both employee engagement and organizational outcomes (Ahmad & Schroeder, 2019).

Chikumbi et al. (2018) advocate for participatory evaluation methods, which engage stakeholders in setting objectives and reviewing outcomes. Such frameworks, particularly when applied to HR quality initiatives, create alignment between organizational goals and workforce development (Chikumbi et al., 2018).

Maclean et al. (2018) propose a competency-based evaluation model that focuses on aligning employee skill development with organizational needs. Their approach underscores the value of adaptive frameworks that evolve alongside dynamic business environments (Maclean et al., 2018).

Rajasekar and Piekkari (2020) present a case study on multinational organizations, illustrating the importance of cross-cultural considerations in designing HR evaluation frameworks. Their findings emphasize the need for culturally adaptable M&E systems to ensure global consistency in HR quality assessment (Rajasekar & Piekkari, 2020).

Recommendations For Further Research On Integrating HR Development With Other Aspects Of Global City Planning

The integration of human resource (HR) development with global city planning is an emerging area of research requiring interdisciplinary frameworks and holistic strategies. Lawelai and Nurmandi (2023) propose a framework combining organizational strategy and HR management within smart cities governance, emphasizing the need for aligning HR policies with broader urban sustainability goals (Lawelai & Nurmandi, 2023).

Chakravarty et al. (2021) identify gaps in global city research, particularly in the integration of HR strategies with economic and spatial planning. They suggest a multi-disciplinary approach to explore the role of multinational enterprises in urban talent ecosystems (Chakravarty et al., 2021). Medeiros and van der Zwet (2020) discuss integrated strategies for sustainable urban development, showcasing lessons from European cities on combining HR initiatives with urban governance (Medeiros & van der Zwet, 2020).

Rode (2016) examines compact city strategies in London and Berlin, highlighting the role of integrated urban planning in aligning transport, city design, and HR development to improve efficiency and equity (Rode, 2016). Meanwhile, Collings (2014) focuses on global mobility and talent management, calling for research into the strategic opportunities that emerge from the integration of HR development with global urban priorities (Collings, 2014).

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