

The Effect of Talenta Management, Knowledge Leader on Employee Performance and its Implications on Sustainable Competitive Advantage in Pt. Kimia Farma, Tbk

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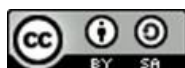
ABSTRACT

This study uses a quantitative approach, which aims to determine the influence of talent management, knowledge leader, employee performance toward a sustainable competitive advantage in PT. Kimia Farma Tbk Jakarta region business unit. This study was based on the existing theories are theories about the influence of talent management, knowledge leader, employee performance toward a sustainable competitive advantage. The sample data were obtained as many as 124 employees, the sample was drawn with a survey method as a primary data source. Data obtained directly from respondents using questionnaires. Data analysis included descriptive analysis, classic assumption test, simple linear regression analysis, multiple regression analysis, t test, F test and R^2 are processed using SPSS version 24. $\hat{Y} = -0.775 + 0.178 X_1 + 0.301 X_2 + 0.220 Y_1$. 0.000 significance value $<0.05 (\alpha)$ and 45.148 F count > F table 2,68 showed positive results for all three variables. Value coefficient (R Square) shows the number of 0.530 which means a sustainable competitive advantage variables are influenced by variables Talent Management, variable knowledge leader, variable employee performance by 53% while the rest influenced by other variables that are not addressed in this study.

Keyword: Employee Performance, Knowledge Leader, Sustainable Competitive Advantage, Talent Management

INTRODUCTION

The pharmaceutical industry market in Indonesia reaches Rp. 82 trillion or 40% of the Asean market, but health spending in Indonesia has only reached 27% or below the average of ASEAN. In Asean, the most advanced pharmaceutical industry is Indonesia. Indonesia has more than 206 pharmaceutical industries. The pharmaceutical industry in Indonesia is a strong national company, but raw materials are almost 95% still imported. Indonesia accounts for 40% of the population of ASEAN, but health spending is only 27% and still below the average of ASEAN countries. The International Pharmaceutical Manufacture Group (IPMG), an association of international pharmaceutical companies operating in Indonesia, presents the opportunities and challenges of the pharmaceutical industry in Indonesia in 2017 which shows an optimistic attitude towards the growth of the pharmaceutical industry in Indonesia. In the business world with intense competition and a dynamic environment, strategy is the key to achieving competitive advantage and the success of a business.



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Companies that are engaged in industry are always faced with increasingly competitive competition in the face of competition, which is certainly not enough just to use advanced technology in production and operational activities of the company. The use of advanced technology in companies must be supported by the ability of reliable human resources, because no matter how sophisticated the technology used if it is not supported by reliable human resources does not necessarily contribute to ensuring the smooth operation of the company. Human resources in question are employees who are in the company, because employees are one of the main human resources to support the smooth running of the company's activities.

Talent Management is the process of identifying, developing, recruiting, retaining and mobilizing talented people. Talent management is a comprehensive and integrated set of activities that ensure that organizations attract, retain, motivate and develop talented people who are needed now and in the future (Armstrong, 2011).

Talent management is fundamentally about placing the right person in the right job at the right time, ensuring that tasks are performed correctly and in the appropriate context (Devine & Powell, 2008). Effective talent management is characterized by several key attributes. First, it involves cultivating a development mindset, where the organization supports and fosters the personal growth of its employees. Second, it entails implementing a performance culture, where companies establish clear performance indicators for each role and use these metrics to evaluate success. Third, successful talent management includes having executive sponsorship, meaning that top executives, board members, or senior leaders actively support and champion the development of high-potential employees. Finally, it requires the application of a robust HR information system, characterized by accurate infrastructure and investment, which ensures effective management of talent within the organization.

Knowledge Leader Leaders of knowledge (knowledge leader) plays an important role in building an effective knowledge community. Knowledge leaders ensure that the vision and concept of knowledge are translated into real activities and practices. Many different knowledge leaders in the knowledge community. Apart from the growing interest in leadership knowledge and leadership in management knowledge, convergence theory and explicit leadership information and knowledge management are relatively new phenomena (Lakshman, 2009).

Leadership knowledge (knowledge leader) provide the vision, energy, and direction for members of the organization to understand, implement, and monitor the activities of their knowledge. Knowledge leaders are important contributors to provide a clear view of where the organization leads and determine how to achieve the desired results. Knowledge leaders are the link between vision and people who make vision come true. There are many different knowledge leaders in a community, executive leaders guide direction and goals while others work as managers and team leaders.

In the broader sense a knowledge leader is someone, which allows the creation of a culture of knowledge sharing within an organization, forming an infrastructure that will facilitate the transfer and retention of knowledge, prepare and support systems that will enable shared learning of individuals in organizations.

A knowledge leader is a prominent person, who takes responsibility and values obtained through knowledge, which is the organization's most important asset, to the highest level. A knowledge leader is defined as someone who pioneers and leads in knowledge management of an organization. In a broader sense, a knowledge leader is a person who makes it possible to create a culture of knowledge sharing within an organization, forms an infrastructure that will facilitate the transfer and retention of

knowledge, prepare and support systems that will enable mutual learning for individuals in organizations (Selen, 2009).

The most valuable assets for each company because they can build or destroy a company's reputation and they can affect profitability (Elnaga & Imran, 2013). Job performance assesses whether someone is doing a good job. Employee performance shows the effectiveness of employees specific actions that contribute to achieving organizational goals. This is defined as a way to do work tasks according to the specified job description. Performance is the art of completing tasks within specified boundaries.

Employee performance is influenced by many factors such as overall company policy, working conditions, training, and employee development, relationships between employees and employers, etc. (Aktar et al, 2012). Employee performance plays an important role for each organization or company, its positivity leads to temporary success if there is negativity that can lead to failure. It is usually felt that if employees are satisfied with their work or working conditions their performance will be far better than employees who are not happy with their work. Employee performance can be measured in various ways such as productivity, absenteeism and employee satisfaction (Osunde, 2015).

Performance is often defined as the outcome of work related to achieving organizational goals, encompassing factors such as quality, efficiency, and other effectiveness criteria (Gibson, Ifancovich, Donnelly, & Konopaske, 2012). Robbins (2006) outlines six dimensions for assessing individual employee performance. First, quality refers to the standard of work as perceived by the employee, reflecting the perfection and skillfulness involved. Second, quantity pertains to the volume of output, measured in metrics such as the number of units produced or tasks completed. Third, timeliness evaluates whether activities are completed within the allocated timeframe, assessing how well work is coordinated to maximize time efficiency. Fourth, effectiveness measures how organizational resources—such as energy, money, technology, and raw materials—are utilized to enhance productivity. Fifth, independence gauges an employee's ability to perform their duties autonomously. Finally, work commitment assesses the degree of dedication and responsibility an employee demonstrates towards their role and the organization.

To create sustainable competitive advantage, the company must manage and develop its human resources. So far, the main source of waste and low productivity is from human resources. Therefore, if the company wants to reduce this, the strategic steps taken by the company need to be directed at improving the quality of human capital by carrying out development on human capital. Human capital is defined as the product of employee capability with employee commitment. Companies that have competitive advantages then the existence of the company will be maintained. In supporting this competitive advantage the role of human resources is realized through increased competitiveness (Danang, 2014).

Competitive advantage is defined as a benefit strategy from companies that collaborate to create more effective competitive advantages in their markets. This strategy must be designed to realize continuous competitive advantage so that companies can dominate in both the old market and new markets. In addition, Seubert et al. (2001) and Halawi et al. (2005) show that sustainable competitive advantage is no longer rooted in physical assets and capital but in effectively channeling intellectual capital.

According to Bannet (1998), competitive advantage can be created if there is a match between a firm's distinctive competencies and the critical factors for success in its industry, which allows the firm to outperform its competitors. There are two ways to

achieve competitive advantage: first, companies can implement cost strategies that allow them to offer products at lower prices than competitors. Second, competitive advantage can also be achieved through product differentiation strategies, so that customers have a perception of unique benefits that justify the higher price. According to Barney, resources fall into three categories: physical capital resources, capital human resources, and capital organizational resources. The capital's physical resources consist of things like company factories and equipment, technology and geographical location. Human resources include things such as experience, judgment, and intelligence of individual managers and workers in the company. Capital organizational resources consist of such as company structure, planning, controlling and coordinating systems, and informal relationships between groups within the company and between companies and other companies in their environment. Effects of Talent Management and Employee Performance Talent

Management research on employee performance was also carried out by Yona Sakaja Mangusho, Raphael Kipkoech Murei, Eunice Nelima, 2015 in the food industry at the Delmonte Company in Kenya. This study uses variable retention jobs such as competing income and rewards motivating Del Monte employees. This study stipulates that through career management practices such as job rotation, organizations are able to improve employee competencies so that they can achieve high employee performance and through clear career growth plans and developments in the organization can develop employee talents that directly affect employee performance.

The Effect of Knowledge Leaders on Employee Performance Alborz Safari Mohsenabad, et.al's influence on the two variables at a company engaged in manufacturing and commercial Guilan province. This study studies the impact of leadership-oriented knowledge on innovation performance. The results show that the impact of knowledge on the performance of influential innovations and company managers with a certain type of knowledge-oriented leadership for the development and improvement of technology is related to R & D activities and the use of convenient technology to help performance innovation. Company investment can affect the activities of R & D and experienced units in the context of developing and improving technology.

According to the data produced the research shows the effect of applying knowledge on innovation performance. Companies that consider new ideas and changes, increase their capacity to use scientific backgrounds to have a sustainable competitive advantage over competitors in improving innovation performance. Effects of Talent Management on Competitive Advantages Research influences talent management on sustainable competitive advantage small and medium sized companies conducted in 2016 by Wael H. Ramadan. The results of the study show a strong positive relationship between talent management and sustainable competitive advantage as measured by productivity growth, at a critical level of 1%. This is a very strong indicator of the importance of talent management in influencing productivity growth. This study also shows that the percentage of employees who are dedicated to assessing and improving organizational talent is only related to productivity growth variables. This study shows that talent management has a strong relationship with productivity growth and the percentage of annual sales obtained from new products.

The Influence of Knowledge Leaders on Competitive Advantages Research by Omar Rabeea Mahdia, Mahmoud Khalid Almsafirb conducted in an academic environment at Iraqi Private Universities shows the results of a positive relationship between leaders towards sustainable competitive advantage. Strategic leadership capabilities are generally important for organizational success. The ability referred to here is strategic leadership based on resources and knowledge-based views. So that with

these capabilities leaders with a knowledge perspective can enhance sustainable competitive advantage.

The Effect of Performance on Competitive Advantage In research on leadership strategies and innovations in improving company performance against competitive advantage, PT. Pegadaian (ltd) Indonesia conducted by Afriapollo, shows the results that the competitive advantage variable has a coefficient of 0.319 and has a positive effect, namely the competitive advantage variable currently does not change, the performance variable of the company will change.

METHODS

Research is a process of scientific investigation of a problem carried out in an organized, systematic, based on reliable, critical and objective data that has the purpose of finding answers or solving one or several of the problems studied (Ferdinand, 2014: 1). This study uses a quantitative approach. The survey method was chosen as the primary data source. The survey method focuses on collecting data on 124 respondents who have certain information to enable researchers to solve problems. Data collection is carried out using a questionnaire or questionnaire through Google Form.

According to Sekaran (2013) to find out whether the questionnaire is appropriate or not, it needs to be tested using a validity test. Validity test shows how good or valid an instrument is, then tested for reliability. Measurement of reliability in this study is proven by examining how consistency and how stable it can be seen how well an item in a collection can positively or negatively correlate with each other in Cronbach's Alpha calculated in terms of intercorrelations that measure concepts.

(Path analysis/path analysis) is used to determine the pattern of relationships between variables. Because, among the independent variables with the dependent variable there is an influence mediation. In this study consisted of four variables, namely the independent variable(independent),talent management, knowledgeleader.For the dependent variable(dependent)that is a sustainable competitive advantage while the mediation of employee performance. Before conducting the path analysis test, the Classic Assumption

Test, Normality Test, Multicollinear Test, Autocorrelation Test, Heteroscedasticity Test, then continued with the Hypothesis test using F-Test and t-Test. F-test to show whether all the independent variables included in the model have a joint effect. The t test is used to determine the relationship of each independent variable individually to the dependent variable. The coefficient of determination is used to measure the degree between the percentage of the influence of the independent variable on the dependent variable.

RESULTS AND DISCUSSION

Sampling at PT. Kimia Farma Apotek, Unit Business Area Jakarta, which includes 124 Apotek Kimia Farma Branches. This sampling is carried out from 15 December 2018 to 15 January 2019. Data is then processed using SPSS software. The following is a summary of questionnaire description data from four variables:

Normality Test Results

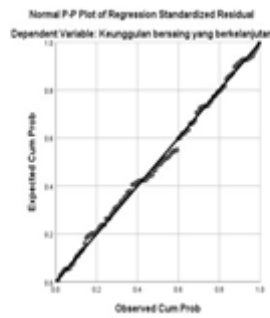


Figure 1. Normal PP Plot Graph
Source: Data Processing

Normality Test Results Kolmogrov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Manajemen Talenta	Knowledge Leader	Kinerja Karyawan	Keunggulan Bersaing yang Berkelanjutan
N		124	124	124	124
Normal Parameters	Mean	40.9913	49.8961	54.1731	33.4064
	Std. Deviation	5.30115	7.59335	10.04759	6.38327
Most Extreme Differences	Absolute	.096	.044	.059	.067
	Positive	.096	.044	.041	.067
Negative	-.058	-.041	-.059	-.060	
Test Statistic		.096	.044	.059	.067
Asymp. Sig. (2-tailed)		.007 ^a	.200 ^d	.200 ^d	.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Figure 2. Normality Test Results Kolmogrov-Smirnov
Source: Data Processing

From the results of the Kolmogrov- smirnov Normality Test it shows the value of asymp.sig. (2tailed) on the four variables it is known that the significant value is greater than 0.05. Then it can be concluded that the values of the three variables are normally distributed.

Multicollinearity Test Results Coefficients

Model		Tolerance	VIF
1	Talent Management	.745	1,342
	Knowledge Leader	.313	3,198
	Employee Performance	.376	2,658

a. Dependent Variable: Sustainable Competitive Advantages

Figure 3. Multicollinearity Test Results Coefficients
Source: Data Processing

From this tolerance value and VIF, it can be seen that tolerant values (0.745; 0.313; 0.376) > 0.01 and VIF (1,342; 3,198; 2,658) < 10. Thus it can be stated that the model is not affected by multicollinearity problems.

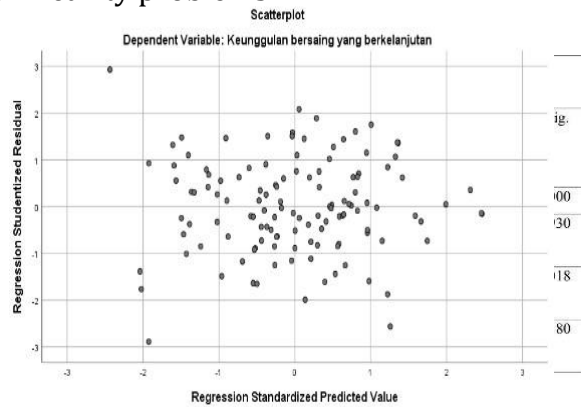


Figure 4. Unstandardized Residual lines
Source: Data Processing

Sig. on Unstandardized Residual lines on each independent variable is greater than 5%. So it can be concluded that there is no heteroscedasticity.

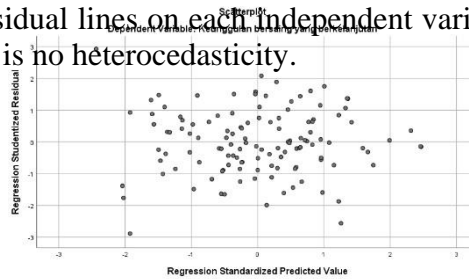


Figure 5. Charts Scatterplot
Source: Data Processing

- Data points spread above and below or around 0.
- The data points do not collect just above or below.
- Distribution of non-patterned data points.

Then it can be concluded that the independent variable is free from the classical assumption of heteroscedasticity.

Autocorrelation Test Results

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson
				R Square	F	Sig. F	Change	
1	.728 ^a	.530	4.42942	.530	45.148	.000	1.864	

a. Predictors: (Constant), Kinerja Karyawan, Manajemen Talenta, Knowledge Leader

b. Dependent Variable: Keunggulan Bersaing yang Berkelanjutan

Figure 6. Autocorrelation Test Results
Source: Data Processing

On Durbin-Watson values worth 1,864. Where the value of dU is 1.7739, then the $DW > dU$ value ($1,864 > 1.7739$) there is no positive autocorrelation. Value $4 - DW > dU$ ($2,136 > 1,7739$) there is no negative autocorrelation.

Results Of Pathanalysis And of Hypothesis

Hubungan/Pengaruh	Koefisien	Persamaan Regresi	t _{hitung}	t _{tabel}	Keterangan	Signifikansi
Manajemen talenta terhadap kinerja karyawan	0,045 atau 4,5%	$Y = 37,641 + 0,403X_1$	2,405	1,9799	$t_{hitung} > t_{tabel}$	0,018
Knowledge leader terhadap kinerja karyawan	0,599 atau 59,9%	$Y = 3,056 + 1,024Y_2$	13,512	1,9799	$t_{hitung} > t_{tabel}$	0,000
Manajemen talenta terhadap keunggulan bersaing yang berkelanjutan	0,147 atau 14,70%	$Y = 14,470 + 0,462X_1$	4,589	1,9799	$t_{hitung} > t_{tabel}$	0,000
Knowledge leader terhadap keunggulan bersaing yang berkelanjutan	0,479 atau 47,9%	$Y = 4,369 + 0,582X_1$	10,596	1,9799	$t_{hitung} > t_{tabel}$	0,000
Kinerja karyawan terhadap keunggulan yang berkelanjutan	0,428 atau 42,8%	$Y = 10,899 + 0,415 Y_1$	9,548	1,9799	$t_{hitung} > t_{tabel}$	0,000
Manajemen talenta, knowledge leader terhadap kinerja karyawan	0,624 atau 62,40%	$Y = 11,412 - 0,332X_1 + 1,130X_2$	100,322	3,07	$F_{hitung} > F_{tabel}$	0,00
Manajemen talenta, knowledge leader, kinerja karyawan terhadap keunggulan bersaing yang berkelanjutan	0,530 atau 53%	$Y = -0,775 + 0,178X_1 + 0,301X_2 + 0,220Y_1$	45,148	2,68	$F_{hitung} > F_{tabel}$	0,00

Figure 7. Results Of Pathanalysis And of Hypothesis
Source: Data Processing

Based on the results of research and discussions that have been conducted regarding management of talent, *knowledge leader*, employee performance, sustainable competitive advantage carried out at PT. Kimia Farma, Tbk, by using path analysis statistical analysis techniques, it can be concluded as follows:

1. The first test results state that there is a partial influence between talent management on employee performance. Partially individual tests (t-test) are carried out, talent management does have an influence on employee performance even though the percentage value is low, but this number is significant. This shows that talent management does not show a high percentage of employee performance.
2. The second test result states that there is a partial influence between the knowledge leader on employee performance. Partially individual tests (t-test) are carried out, knowledge leaders have an influence on employee performance a significant percentage value. This shows that knowledge leaders influence employee performance.
3. The third test result states that there is a simultaneous influence between talent management, *knowledge leader* on employee performance. Simultaneously a simultaneous test (F-test) is conducted, talent management and *knowledge leader* have an influence on employee performance with a significant percentage

value. This shows that talent management, *knowledge leaders* together influence employee performance.

4. The fourth test result states that there is a partial influence between talent management on sustainable competitive advantage. Partially an individual test (t-test), talent management does have an influence on sustainable competitive advantage even though the percentage value is low, but this number is significant. This shows that talent management shows a not too high percentage of sustainable competitive advantage.
5. The fifth test result states that there is a partial influence between the *knowledge leader* towards sustainable competitive advantage. Partially an individual test (t-test), *knowledge leader* does have an influence on sustainable competitive advantage even though the percentage value is high, but this figure is significant. This shows that *knowledge leaders* show a high percentage of sustainable competitive advantage. The most strategic leadership considers that investment in human capital and social capital can improve the sustainable competitive advantage of the organization in accordance with the group's views on leadership strategies and knowledge-based views.
6. The sixth test results state that there is a partial influence between employee performance towards sustainable competitive advantage. Partially an individual test (t-test), employee performance indeed it has an influence on sustainable competitive advantage despite a high percentage value, and this number is significant. This shows that *knowledge leaders* show a high percentage of sustainable competitive advantage.
7. The seventh test results state that there is a simultaneous influence between talent management, *knowledge leader*, employee performance on sustainable competitive advantage. Simultaneously a simultaneous test (F-test), talent management, *knowledge leader*, employee performance has an influence on sustainable competitive advantage with a significant percentage value. This shows that talent management, *knowledge leader*, employee performance together influence sustainable competitive advantage.

CONCLUSION

From the path analysis and hypothesis testing it can be concluded that there is a simultaneous influence between talent management, *knowledge leader*, employee performance on sustainable competitive advantage with a significant percentage value. This shows that the management of talent, *knowledge leader*, employee performance together influence the sustainable competitive advantage in the PT. Kimia Farma, Tbk.

Effective talent management ensures that companies have competent and motivated teams, while *knowledge leaders* play a critical role in sharing and applying relevant information. High employee performance contributes to productivity and quality work outcomes. These three factors are interrelated and together influence a company's ability to maintain a competitive advantage in the long term. Thus, PT Kimia Farma, Tbk needs to continue to focus on managing talent, supporting *knowledge leaders*, and improving employee performance to maintain and strengthen its competitive advantage in the market.

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