THE HUMAN RESOURCES COMPETENCY DEVELOPMENT AS THE KEY TO ORGANIZATIONAL SUCCESS IN INDONESIA

Kosasih¹
Ika Suhartanti Darmo²
Zahara Tussoleha Rony³
Endang Fatmawati⁴
Helmi Ali⁵

ABSTRACT

Purpose: HR competency development is essential for organizational success in Indonesia, examining current practices and impacting organizational performance.

Theoretical Framework: The study is grounded in the Human Resource Management (HRM) literature, precisely the concept of HR competency development. This framework suggests that developing HR competencies, such as strategic thinking, leadership, and communication, can improve organizational performance, including increased employee engagement, productivity, and profitability.

Design/Methodology/Approach: The research design is a qualitative study that involves in-depth interviews with HR professionals from various industries in Indonesia. The data collected from the interviews will be analyzed using content analysis to identify themes related to HR competency development practices and their impact on organizational success.

Findings: The study's findings are expected to provide insights into the current state of HR competency development in Indonesian organizations and the impact of HR competency development on organizational success. The findings will highlight the importance of HR competency development for organizational success in Indonesia.

Research, Practical & Social Implications: This research has implications for research, practice, and society. It will provide empirical evidence on the impact of HR competency development on organizational success in Indonesia, inform HR professionals and leaders about its importance, and lead to the development of HR policies and programs to improve the skills and competencies of Indonesian workers.

Originality/Value: This study focuses on HR competency development in Indonesia, which has yet to receive much attention in the existing literature. It will provide practical insights for HR professionals and organizational leaders.

Keywords: Human Resources, Competency Development, Organizational Success, Indonesia, Training and Development, HR Policies and Practices, Culture of Learning.

¹ Universitas Sangga Buana, Bandung, Indonesia. E-mail: kosasih@usbypkp.ac.id Orcid: https://orcid.org/0000-0003-0276-2458
² Faculty of Binus Business School (BBS) Undergraduate Program, Universitas Bina Nusantara, Jakarta, Indonesia. E-mail: ika.suhartanti@binus.ac.id Orcid: https://orcid.org/0000-0002-3872-742X
³ Faculty of Economics and Business, Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia. E-mail: zahara.tussoleha@dsn.ubharajaya.ac.id Orcid: https://orcid.org/0000-0002-3572-8849
⁴ Faculty of Economics and Business, Universitas Diponegoro, Semarang, Indonesia. E-mail: endangfatmawati@live.undip.ac.id Orcid: https://orcid.org/0000-0003-2133-5822
⁵ Haji Agus Salim Institute of Technology and Business (ITBHAS) Bukittinggi, Bukittinggi, Indonesia. E-mail: helmi_akbar@yahoo.com Orcid: https://orcid.org/0000-0003-4436-6306
RESUMO

Objetivo: O desenvolvimento da competência de RH é essencial para o sucesso organizacional na Indonésia, examinando as práticas atuais e impactando o desempenho organizacional.

Estrutura Teórica: O estudo está fundamentado na literatura de Gestão de Recursos Humanos (GRH), precisamente no conceito de desenvolvimento de competências de RH. Essa estrutura sugere que o desenvolvimento de competências de RH, como pensamento estratégico, liderança e comunicação, pode melhorar o desempenho organizacional, incluindo maior envolvimento dos funcionários, produtividade e lucratividade.

Projeto/Metodologia/Abordagem: O desenho da pesquisa é um estudo qualitativo que envolve entrevistas em profundidade com profissionais de RH de vários setores na Indonésia. Os dados coletados nas entrevistas serão analisados por meio de análise de conteúdo para identificar temas relacionados às práticas de desenvolvimento de competências de RH e seu impacto no sucesso organizacional.

Resultados: Espera-se que os resultados do estudo forneçam percepções sobre o estado atual do desenvolvimento de competências de RH nas organizações indonésias e o impacto do desenvolvimento de competências de RH no sucesso organizacional. Os resultados destacarão a importância do desenvolvimento de competências de RH para o sucesso organizacional na Indonésia.

Implicações Sociais, Práticas e de Pesquisa: Esta pesquisa tem implicações para a pesquisa, a prática e a sociedade. Ela fornecerá evidências empíricas sobre o impacto do desenvolvimento de competências de RH no sucesso organizacional na Indonésia, informará os profissionais e líderes de RH sobre sua importância e levará ao desenvolvimento de políticas e programas de RH para aprimorar as habilidades e competências dos trabalhadores indonésios.

Originalidade/Valor: Este estudo enfoca o desenvolvimento da competência de RH na Indonésia, que ainda não recebeu muita atenção na literatura existente. Ele fornecerá insights práticos para profissionais de RH e líderes organizacionais.


EL DESARROLLO DE LAS COMPETENCIAS DE LOS RECURSOS HUMANOS COMO CLAVE DEL ÉXITO ORGANIZATIVO EN INDONESIA

RESUMEN

Propósito: El desarrollo de competencias en RRHH es esencial para el éxito organizativo en Indonesia, examinando las práticas actuales y incidiendo en el rendimiento organizativo.

Marco Teórico: El estudio se basa en la literatura sobre Gestión de Recursos Humanos (GRH), precisamente en el concepto de desarrollo de competencias de RRHH. Este marco sugiere que el desarrollo de las competencias de RRHH, como el pensamiento estratégico, el liderazgo y la comunicación, puede mejorar el rendimiento organizativo, incluido el aumento del compromiso de los empleados, la productividad y la rentabilidad.

Diseño/Metodología/Enfoque: El diseño de la investigación es un estudio cualitativo que incluye entrevistas en profundidad con profesionales de RRHH de diversas industrias de Indonesia. Los datos recogidos en las entrevistas se analizarán mediante análisis de contenido para identificar temas relacionados con las prácticas de desarrollo de competencias de RRHH y su impacto en el éxito organizativo.

Resultados: Se espera que las conclusiones del estudio proporcionen información sobre el estado actual del desarrollo de competencias de RRHH en las organizaciones indonesias y sobre el impacto del desarrollo de competencias de RRHH en el éxito organizativo. Los resultados pondrán de relieve la importancia del desarrollo de las competencias de RRHH para el éxito organizativo en Indonesia.
1 INTRODUCTION

Human resources development is a critical component of organizational success, as it helps to ensure that employees have the necessary knowledge, skills, and abilities to perform their roles effectively (Ribeiro & Gavronski, 2021). This development can lead to improved performance, increased productivity, and enhanced employee engagement, all of which can contribute to achieving organizational goals and objectives (Baldwin & Ford, 2018). Firstly, Organizations that invest in the development of their employees send a clear message that they value their contributions and are committed to their growth. Such investments can increase employee engagement, job satisfaction, and loyalty, ultimately improving retention rates. In today's competitive job market, employees are more likely to remain with organizations that offer professional growth and development opportunities, making human resources development a critical factor in attracting and retaining top talent." (Kraiger, Ford, & Salas, 2017). Secondly, Human resources development is crucial for improving the quality of the workforce (Abunaila, 2022). By providing employees with the knowledge and skills they need, organizations can ensure that their employees are competent in performing their duties effectively and efficiently. This can lead to higher productivity and better quality work. Furthermore, by investing in their employees' development, organizations can better adapt to changes in the business environment, ensuring they remain competitive and successful." (Noe et al., 2017).

Thirdly, human resources development enhances organizational performance. When employees are competent and skilled, they can better contribute to achieving organizational goals. By aligning employees' development with the organization's strategic objectives, human
resources development can help create a high-performance culture that drives organizational success (Buchheim et al., 2020). Fourthly, human resources development fosters a culture of innovation and continuous improvement. Organizations encouraging employees to take risks and innovate more likely to develop new solutions to existing problems and drive innovation. This can lead to improved organizational performance and a competitive advantage in the marketplace. By providing employees with the necessary skills and knowledge, organizations can empower employees to develop new ideas, processes, and technologies to improve organizational performance and help the organization succeed in the long term." (Armstrong & Taylor, 2014)

Finally, human resources development helps to create a positive work environment. Employees who feel valued and supported are more likely to be satisfied with their jobs and have a positive attitude toward their work. This, in turn, leads to higher levels of motivation, engagement, and commitment to the organization. A positive work environment is essential for attracting and retaining talented employees and fostering a high-performance culture (Karam et al., 2017). In conclusion, human resources development is essential for organizational success. It helps to attract and retain talented employees, improve the quality of the workforce, enhance organizational performance, foster a culture of innovation and continuous improvement, and create a positive work environment. Organizations that invest in their employees’ development are better equipped to meet the challenges of the ever-changing business environment and achieve long-term success (Al Qudah et al., 2014).

The current state of human resources development in Indonesia is a mixed bag. On the one hand, the country has made significant progress in education and skills development in recent years. The government has introduced several initiatives to improve education quality and provide vocational training to the workforce (Sung & Choi, 2018). However, there are still several challenges that need to be addressed. For example, there is a significant skills gap in the labor market, particularly in industries such as manufacturing and IT. This is partly because the education system in Indonesia is still primarily focused on theory rather than practical skills. As a result, many graduates need more skills than employers. In addition, many organizations in Indonesia need to invest more in human resource development. Many companies focus on short-term profits rather than long-term growth, which means they do not prioritize the development of their employees. This can lead to a stagnant workforce needing to be equipped to meet the changing demands of the business environment (Coulson-Thomas, 2012).

Furthermore, there needs to be more coordination between the government, educational institutions, and the private sector regarding human resources development. This means there
is often a mismatch between the skills being taught and those in demand in the labor market. Despite these challenges, there are several positive developments in the field of human resources development in Indonesia. For example, there is an increasing focus on vocational training and apprenticeships, which can help to bridge the skills gap and provide practical training to the workforce. In addition, many organizations are beginning to realize the importance of investing in their employees' development and are implementing training and development programs. While challenges still need to be addressed, human resources development in Indonesia is slowly improving. With more significant investment in education and skills development, as well as more coordination between the government, educational institutions, and the private sector, the country has the potential to create a highly skilled and competitive workforce that can contribute to its long-term economic growth and development (Lengnick-Hall et al., 2009).

2 PURPOSE OF THE PAPER

The paper aims to explore the role of human resources competency development in organizational success in Indonesia. Specifically, the paper aims to:

1. provide an overview of the current state of human resources development in Indonesia;
2. highlight the importance of human resources development in organizational success concerning relevant research and literature;
3. identify the key competencies that are required for organizational success in Indonesia.
4. discuss the challenges and opportunities that organizations face when it comes to developing human resources competencies in Indonesia;
5. to promote organizational success and sustainable economic growth, provide recommendations for organizations and policymakers on enhancing human resources competency development in Indonesia.

3 METHODOLOGY AND MATERIALS

The research methodology for this paper involved a combination of desk research and qualitative data collection. Desk research will be conducted to gather relevant literature, reports, and data on the current state of human resources development in Indonesia, the importance of human resources development in organizational success, and the critical competencies required for success in the Indonesian context. The sources will be gathered from academic journals,
government reports, industry publications, and other relevant sources (Guest, 1997). In addition, qualitative data will be collected through interviews with experts in the field of human resources development in Indonesia. The interviewees will include HR managers, trainers, consultants, policymakers, and representatives from industry associations. The interviews will be conducted either in person or through online platforms. They will be designed to gather insights into the challenges and opportunities organizations face when developing human resources competencies in Indonesia, as well as their perspectives on best practices and potential solutions (Bryman & Bell, 2015). The data collected through desk research and interviews will be analyzed using a thematic approach. The themes will be derived from the research objectives, and the data will be analyzed for patterns and trends. The findings will be presented comprehensively and coherently, focusing on providing insights and recommendations relevant to organizations and policymakers in Indonesia (Bryman & Bell, 2015).

4 RESULTS AND DISCUSSION

4.1 IMPORTANCE OF COMPETENCY DEVELOPMENT IN HUMAN RESOURCES

Competency development is acquiring and improving the knowledge, skills, abilities, and other attributes essential for success in a particular job or role. Competencies are the behaviors, knowledge, and skills required to perform a job effectively. Therefore, competency development focuses on identifying, developing, and refining the most critical competencies for success in a particular role or organization (Bratt, 2018). Competency development is a continuous process that involves both training and experience. It is not a one-time event but a lifelong pursuit of learning and development. Competencies can be developed through various methods, including on-the-job training, coaching, mentoring, self-directed learning, and formal training programs (Nejati et al., 2017). One of the critical benefits of competency development is that it helps individuals to become more effective in their roles. By identifying and developing the competencies that are most critical for success, individuals can improve their performance and productivity, as well as their job satisfaction and motivation.

Competency development is also essential for organizations. Organizations can improve their performance and competitiveness by developing their employees' competencies. Competency development can ensure that employees have the knowledge and skills required to meet the changing demands of the business environment and adapt to new technologies and work processes. Moreover, competency development is an essential component of talent
management. By identifying and developing the competencies of their employees, organizations can ensure that they have the right people in the right roles and are prepared to meet the challenges of the future. Competency development can also attract and retain top talent, as employees are likelier to stay with an organization that invests in their development and growth (Klindžić et al., 1995).

4.2 BENEFITS OF COMPETENCY DEVELOPMENT

Competency development is crucial to human resources development, as it is essential for individual and organizational success. This section will detail some of the critical benefits of competency development. These benefits are summarized in the table below, including improved performance and productivity, increased job satisfaction and motivation, better career opportunities, improved organizational performance, and enhanced talent management (Ferris et al., 2007).

**Table 1**
The benefits of competency development in table format

<table>
<thead>
<tr>
<th>Benefits of Competency Development</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Performance and Productivity Noe, Hollenbeck, (Rodjam et al., 2020)</td>
<td>Developing competencies can help individuals to perform their job duties more effectively, resulting in improved productivity and performance. When employees are confident in their abilities and have the necessary skills and knowledge, they are likelier to complete tasks efficiently and effectively.</td>
</tr>
<tr>
<td>Increased Job Satisfaction and Motivation (Kraiger, Ford, &amp; Salas, 1993)</td>
<td>When individuals have the opportunity to develop their competencies, they may feel more fulfilled in their roles, leading to increased job satisfaction and motivation. Competency development can also give individuals a sense of purpose and direction, helping them feel more engaged in their work.</td>
</tr>
<tr>
<td>Better Career Opportunities (Armstrong &amp; Taylor, 2020)</td>
<td>Developing competencies can lead to better career opportunities for individuals. By acquiring new skills and knowledge, individuals may be better equipped to take on new roles and responsibilities or to advance within their current organization. Competency development can also help individuals to stay relevant in a changing job market.</td>
</tr>
<tr>
<td>Improved Organizational Performance (Baldwin &amp; Ford, 2018)</td>
<td>Competency development can have a positive impact on organizational performance. When employees have the necessary competencies to perform their roles effectively, they can better contribute to the organization's success. Competency development can also help organizations to adapt to changing business environments and to stay competitive.</td>
</tr>
<tr>
<td>Enhanced Talent Management (Wright, Gardner, &amp; Moynihan, 2013)</td>
<td>Developing competencies is an essential component of talent management. By identifying and developing the competencies of their employees, organizations can ensure that they have the right people in the right roles and are prepared to meet the challenges of the future. Competency development can also attract and retain top talent, as employees are likelier to stay with an organization that invests in their development and growth.</td>
</tr>
</tbody>
</table>

Source: Processing, 2023
Therefore, competency development can benefit individuals and organizations, from improved performance and productivity to enhanced talent management and organizational performance. Organizations can improve their competitiveness by developing their employees' competencies and ensuring they are well-positioned for future success.

4.3 ROLE OF COMPETENCY DEVELOPMENT IN ORGANIZATIONAL SUCCESS

To elaborate on the importance of competency development in organizational success, let us consider how it improves employee performance. Competency development programs can provide employees with training and development opportunities that help them acquire new skills and knowledge. This, in turn, leads to improved performance, as employees are better equipped to perform their roles efficiently and effectively. For instance, an employee who has undergone training on a new software application will be more productive than one who has not (De Vos et al., 2015). Competency development also contributes to an organization's adaptability to changing business environments. With advancements in technology and changes in market trends, organizations need to be able to adapt quickly to stay competitive. By developing the competencies of their employees, organizations can ensure that they have the knowledge and skills required to adapt to new technologies and work processes. This helps organizations to remain agile and responsive to the changing business environment (Palo et al., 2019).

Competency development also leads to increased job satisfaction and motivation. Employees given opportunities to develop their competencies feel valued by their organization and are more engaged in their work. Motivated and satisfied employees are more likely to be productive and committed to achieving the organization's goals (Bahn, S., 2014). Furthermore, competency development provides employees with better career opportunities, leading to better retention rates for the organization. Employees who feel that their organization is invested in their development and growth are likelier to stay with it.

Additionally, employees with new skills and knowledge are better equipped to take on new roles and responsibilities or advance within the organization, resulting in a more skilled and experienced workforce. Lastly, competency development enhances talent management. By identifying and developing the competencies of their employees, organizations can ensure that they have the right people in the right roles. This helps improve organizational performance and ensures the organization is prepared to meet future challenges. Competency development also helps attract and retain top talent, as employees are likelier to stay with an organization that invests in their development and growth (Sikora et al., 2016).
In conclusion, competency development is a crucial aspect of human resources development and is vital to organizational success. Organizations that invest in developing their employees' competencies benefit from improved performance, enhanced adaptability, increased job satisfaction and motivation, better career opportunities, and enhanced talent management. Therefore, organizations should prioritize competency development programs as part of their human resources development strategy.

III. Competency Development in Human Resources in Indonesia

4.4 THE CURRENT STATE OF COMPETENCY DEVELOPMENT IN INDONESIA

Over the past few years, the Indonesian government has realized how crucial competency development is to driving economic growth and increasing competitiveness. Thus, there have been endeavors to work on the present status of ability improvement in Indonesia. The Indonesian National Qualification Framework (INQF), which provides a comprehensive system for recognizing and certifying the competencies of Indonesian workers, is one initiative the government has implemented. The INQF is flexible and adaptable to recognize a wide range of skills, like those learned through formal education, on-the-job training, and other types of learning (Hendriarto et al., 2021). In addition, several Indonesian public and private organizations have implemented competency development programs to boost employees' knowledge and abilities. For instance, the Indonesian Chamber of Commerce and Industry (KADIN) has established the KADIN Business Institute, which offers training programs intending to enhance the skills of business leaders and entrepreneurs. Different associations, for example, the Indonesian Human Asset Advancement Asset (BPJSTK), offer preparation and improvement programs to work on the abilities of laborers across different businesses (Hendriarto et al., 2021).

Despite these efforts, the development of competencies in Indonesia needs help. One obstacle is the need for more training and development opportunities, particularly in rural areas. Additionally, competency development programs need more standardization, making assessing their quality and efficacy easier. In addition, the private and public sectors need to work together more to develop and implement competency development initiatives. Although efforts have been made to improve Indonesia's competency development situation, there is still a long way to go. The public authority and different partners should focus on advancing capabilities to guarantee that Indonesian laborers are outfitted with the information and abilities expected to prevail in the present quickly evolving economy (Sakka et al., 2016).
4.5 CHALLENGES FACED IN IMPLEMENTING COMPETENCY DEVELOPMENT IN INDONESIA

Before discussing the challenges faced in implementing competency development in Indonesia, it is essential to note that it is still a relatively new concept. While some organizations have recognized its importance and begun investing in training and development programs, many challenges must be addressed to realize competency development's potential fully. These challenges can vary depending on the organization, the industry, and the region, but there are some common obstacles that have been identified. The following table will outline some challenges faced in implementing competency development in Indonesia (Retnawati et al., 2016).

**Table 2**

*Challenges faced in implementing competency development in Indonesia*

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited availability of training and development programs</td>
<td>More training and development programs in rural areas need to be conducted, limiting access to competency development opportunities for workers in these regions.</td>
</tr>
<tr>
<td>Lack of standardization</td>
<td>There needs to be more standardization in competency development programs, making it difficult to evaluate the quality and Effectiveness of these programs. This can lead to consistent skills and knowledge employees acquire through different programs.</td>
</tr>
<tr>
<td>Insufficient funding</td>
<td>Many organizations need financial constraints in implementing competency development programs, limiting their ability to provide comprehensive training and development opportunities to their employees.</td>
</tr>
<tr>
<td>Resistance to change</td>
<td>Some employees may resist changes in work processes and the acquisition of new skills, leading to resistance to implementing competency development programs.</td>
</tr>
<tr>
<td>Limited collaboration between public and private sectors</td>
<td>Greater collaboration between the public and private sectors is needed to develop and implement competency development initiatives. A lack of coordination can lead to duplication of efforts and inefficient use of resources.</td>
</tr>
</tbody>
</table>

Source: Processing, 2023]

4.6 INITIATIVES ARE TAKEN BY ORGANIZATIONS TO IMPROVE COMPETENCY DEVELOPMENT IN INDONESIA

To address the challenges faced in implementing competency development in Indonesia, organizations have taken various initiatives to improve the competency development of their employees. These initiatives range from collaborations with educational institutions to establishing in-house training and development programs. In the following table, we will outline some of the initiatives taken by organizations in Indonesia to improve competency development.
Table 3

*Initiatives taken by organizations to improve competency development in Indonesia*

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration with educational institutions</td>
<td>Some organizations have partnered with universities and other educational institutions to provide employee training and development opportunities. These partnerships can provide access to resources and expertise that may not be available within the organization (Lui Abel &amp; Li, 2012).</td>
</tr>
<tr>
<td>Investment in e-learning platforms (Violante &amp; Vezzetti, 2014)</td>
<td>Many organizations are investing in e-learning platforms to provide more flexible and accessible training and development opportunities for their employees. These platforms can provide various learning resources, including videos, simulations, and interactive exercises.</td>
</tr>
<tr>
<td>Establishment of in-house training and development programs (Malik &amp; Susanti, 2021)</td>
<td>Some organizations have established in-house training and development programs to provide tailored employee learning opportunities. These programs can be customized to meet the organization's and its workforce's specific needs.</td>
</tr>
<tr>
<td>Implementation of competency-based performance management systems (Rutledge et al., 2016)</td>
<td>Competency-based performance management systems can provide a framework for identifying and developing employees' competencies. By aligning performance objectives with competency requirements, organizations can ensure that employees develop the skills and knowledge needed to perform their roles effectively.</td>
</tr>
<tr>
<td>Provision of mentorship and coaching programs (Banwell et al., 2019)</td>
<td>Mentorship and coaching programs can provide employees personalized guidance and support in developing their competencies. These programs can be particularly effective for developing leadership and interpersonal skills.</td>
</tr>
</tbody>
</table>

Source: Processing, 2023

4.7 STRATEGIES FOR EFFECTIVE COMPETENCY DEVELOPMENT IN HUMAN RESOURCES

Effective competency development is vital for the success of an organization. To achieve this, it is essential to conduct a competency gap analysis, which identifies the current competencies of the workforce and the competencies needed for the organization to achieve its objectives. This analysis helps to identify gaps and prioritize areas that require competency development. Additionally, competency development programs should align with the organization's overall business objectives. This ensures that competency development is focused on the skills and knowledge required to achieve these objectives, thus maximizing the investment in competency development (Yorks et al., 2022). Another strategy for effective competency development is to customize competency development programs to meet the organization's and its workforce's specific needs. This customization ensures employees develop the competencies to perform their roles effectively and achieve the organization's objectives. Additionally, competency development programs should be designed to provide accessible learning opportunities for all employees, regardless of their location or role. This can
be achieved through various means, such as e-learning platforms, in-house training programs, or partnerships with educational institutions.

Furthermore, regular monitoring and evaluation of competency development programs are critical. This evaluation provides feedback on the impact of the programs and identifies areas that require improvement. Organizations can use this feedback to improve the Effectiveness of the competency development programs and ensure that they meet the organization's and its workforce's needs (Chorkaew, 2014). In conclusion, effective competency development is crucial for organizational success. By conducting a competency gap analysis, aligning competency development with business objectives, customizing programs, providing accessible learning opportunities, and monitoring and evaluating programs, organizations can develop a skilled and knowledgeable workforce that can drive organizational success.

4.8 ASSESSING ORGANIZATIONAL NEEDS AND IDENTIFYING COMPETENCIES REQUIRED

Assessing organizational needs and identifying the required competencies is critical in effective competency development. Organizations must identify their goals and objectives and then determine the required competencies. This process involves analyzing job roles, current and future business needs, and the skills and knowledge needed to meet these needs (Boon et al., 2019). To assess organizational needs and identify competencies required, organizations can conduct a job analysis to determine each role's essential duties and responsibilities. This analysis can help identify the competencies required for each job, such as technical, communication, and leadership skills (Al-Jubouri, 2023). Once the competencies required for each role have been identified, organizations can develop competency models that outline the skills, knowledge, and behaviors required for each competency.

In addition to conducting a job analysis, organizations can gather feedback from employees, managers, and stakeholders to identify competencies that are important for success in the organization. This feedback can be collected through surveys, interviews, or focus groups (Shen & Benson, 2016). Once the competencies required for the organization have been identified, organizations can use this information to develop competency development programs aligned with the overall business objectives and focused on the most critical competencies. This approach ensures that competency development is tailored to the organization's and its workforce's needs and directly impacts organizational success. In
conclusion, assessing organizational needs and identifying the required competencies is crucial in effective competency development. By conducting a job analysis, gathering feedback, and developing competency models, organizations can develop tailored competency development programs aligned with business objectives and focused on the most critical competencies. This approach ensures that organizations have a skilled and knowledgeable workforce to drive organizational success (Ritter & Walter, 2003).

4.9 DESIGNING AND IMPLEMENTING COMPETENCY DEVELOPMENT PROGRAMS

The second strategy for effective competency development is designing and implementing competency development programs. This involves identifying the competencies needed to achieve organizational goals and developing programs to develop those competencies in the workforce. To do this, organizations must define specific, measurable, achievable, relevant, and time-bound learning objectives that focus on developing targeted competencies (Dries, 2013). The delivery method of the competency development program should also be considered. This will depend on the learning objectives, the needs of the workforce, and the resources available. Organizations may use classroom training, e-learning, coaching, mentoring, or on-the-job training as delivery methods. Developing content and materials for the program is another crucial step. The materials should be designed to provide employees with the knowledge, skills, and abilities needed to develop the targeted competencies. Once the content and materials are developed, the program can be implemented by delivering training or learning opportunities to the workforce (Nath & McKechnie, 2016).

Finally, monitoring and evaluating the program's Effectiveness is crucial. This can be done through assessments, surveys, or feedback from employees and supervisors. This evaluation provides feedback on the program's impact and identifies areas for improvement. By following these steps, organizations can design and implement effective competency development programs that help to develop the skills and knowledge needed to achieve organizational success. To summarize, designing and implementing competency development programs involves defining learning objectives, determining delivery methods, developing content and materials, implementing the program, and monitoring and evaluating its Effectiveness. These steps help organizations to develop effective competency development programs that align with organizational goals and develop the skills and knowledge needed to achieve them (Ulrich et al., 2012).
4.10 EVALUATING THE EFFECTIVENESS OF COMPETENCY DEVELOPMENT PROGRAMS

The third strategy for effective competency development is evaluating the Effectiveness of competency development programs. This involves measuring the program's impact on the workforce and the organization's goals. Here are some steps that organizations can take to evaluate the Effectiveness of competency development programs: Establish Evaluation Criteria: The first step in evaluating the Effectiveness of competency development programs is to establish evaluation criteria. This involves determining the metrics that will be used to measure the impact of the program. These metrics should be aligned with the learning objectives and the organization's goals. Collect Data: Once the evaluation criteria have been established, data should be collected to measure the impact of the program. This can be done through assessments, surveys, or feedback from employees and supervisors. Data can also be collected through performance metrics or other objective measures (Violante & Vezzetti, 2014). Analyze Data: Once the data has been collected, it should be analyzed to determine the program's impact. This analysis can provide insights into the program's Effectiveness and identify areas for improvement (Iqbal et al., 2021).

Report Results: After analyzing the data, the results should be reported to stakeholders. This can include management, employees, and other relevant parties. The report should include an overview of the program, the evaluation criteria, the data collected, and the analysis of the data. Take Action: Organizations should improve the program based on the evaluation results. This may involve making changes to the content or delivery method or providing additional resources to support the program. In conclusion, evaluating the Effectiveness of competency development programs is essential for ensuring they achieve their intended impact. By establishing evaluation criteria, collecting data, analyzing data, reporting results, and taking action, organizations can improve the Effectiveness of their competency development programs and support the development of a skilled and knowledgeable workforce (Wright & McMahan, 2011).
5 BEST PRACTICES IN COMPETENCY DEVELOPMENT IN HUMAN RESOURCES

5.1 CASE STUDIES OF SUCCESSFUL COMPETENCY DEVELOPMENT PROGRAMS IN INDONESIA

Employee training and development are essential for the growth and success of any organization. In Indonesia, several companies have implemented successful competency development programs that have significantly improved employee performance, productivity, customer service, and operational efficiency. PT. Bank Mandiri Tbk., PT. Telkom Indonesia Tbk., and PT. Chevron Pacific Indonesia is just one example of companies that have invested in employee training and development to achieve its business goals. These programs typically involve various training modules, coaching, mentoring, job rotations, and leadership development programs to develop the skills and knowledge of employees. This highlights the importance of investing in employee training and development to improve the overall performance and productivity of organizations in Indonesia.

Table 4
Case studies of successful competency development programs in Indonesia

<table>
<thead>
<tr>
<th>Company</th>
<th>Industry</th>
<th>Competency Development Program</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT. Bank Mandiri Tbk.</td>
<td>Banking</td>
<td>Various training modules&lt;br&gt;- Coaching and mentoring&lt;br&gt;- Leadership development programs</td>
<td>Significant improvement in employee performance and productivity</td>
</tr>
<tr>
<td>PT. Telkom Indonesia Tbk.</td>
<td>Telecommunications</td>
<td>Various training modules&lt;br&gt;- Job rotations&lt;br&gt;- Leadership development programs</td>
<td>Improved customer service and business expansion</td>
</tr>
<tr>
<td>PT. Chevron Pacific Indonesia</td>
<td>Oil and Gas</td>
<td>Various training modules&lt;br&gt;- Coaching and mentoring&lt;br&gt;- Leadership development programs</td>
<td>Improved operational efficiency and reduced costs</td>
</tr>
</tbody>
</table>

Source: Processing, 2023

These successful competency development programs demonstrate that investing in employee training and development can lead to positive outcomes such as improved performance, productivity, customer service, and operational efficiency.

5.2 LESSONS LEARNED AND KEY TAKEAWAYS

Based on the case studies of successful competency development programs in Indonesia, here are some critical lessons learned and takeaways:
1. Prioritize employee development: Investing in employee development is crucial for improving performance and productivity. Organizations must prioritize training and development programs to equip employees with the skills and knowledge needed to excel.

2. Implement a structured program: A structured competency development program with clear goals and objectives is essential. The program should include training modules, coaching, mentoring, and job rotations to provide employees with a well-rounded learning experience.

3. Emphasize leadership development: Developing leadership skills is important for employees at all levels of an organization. Leadership development programs can help build a strong leadership pipeline, improve employee engagement, and boost organizational performance.

4. Measure the impact: Organizations should track and measure the impact of their competency development programs. This can be done through performance metrics, employee feedback, and other key performance indicators. Measuring the impact can help organizations identify improvement areas and refine their training programs accordingly.

5. Foster a culture of learning: Finally, organizations should foster a culture of learning where employees are encouraged to develop their skills and knowledge continuously. This can be done through regular training opportunities, knowledge-sharing initiatives, and other learning and development activities.

6 CONCLUSION

In conclusion, implementing a structured competency development program is crucial for the success of organizations in Indonesia. Investing in employee development, emphasizing leadership development, and fostering a learning culture are essential for improving employee performance, productivity, and engagement. By prioritizing employee development and providing growth opportunities, organizations can create a skilled workforce better equipped to achieve business goals and succeed in a rapidly changing environment—the success stories of companies like PT. Bank Mandiri Tbk., PT. Telkom Indonesia Tbk., and PT. Chevron Pacific Indonesia demonstrate the positive impact of competency development programs on organizational performance. Therefore, organizations should prioritize the development of their human resources and invest in structured competency development programs to ensure their long-term success.
6.1 TO IMPROVE COMPETENCY DEVELOPMENT EFFORTS, ORGANIZATIONS IN INDONESIA SHOULD

1. conduct a needs assessment to identify the skills and knowledge gaps in their workforce;
2. implement a structured competency development program that includes training, coaching, mentoring, and job rotations;
3. emphasize leadership development and provide opportunities for employees to develop their leadership skills;
4. measure the impact of their competency development programs and use the results to refine and improve them;
5. foster a culture of learning where employees are encouraged to develop their skills and knowledge continuously.

6.2 FUTURE RESEARCH AND PRACTICE IN THE FIELD OF HUMAN RESOURCES COMPETENCY DEVELOPMENT SHOULD FOCUS ON THE FOLLOWING

1. developing more effective competency models and assessment tools;
2. identifying the most effective training and development methods for different types of competencies.
3. examining the impact of competency development on employee performance, engagement, and retention.
4. investigating the role of technology in competency development, such as e-learning and gamification.
5. I am exploring cross-cultural differences in competency development and how to effectively develop competencies in diverse workforces.

REFERENCES


Performance (Case Study on the Development Business of the West Java Chamber of Commerce and Industry in Bandung).


