



COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT STRATEGIES TO BUILD COMPETITIVE ORGANIZATIONS

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Abstract:

This research discusses competency-based human resource management (MSDM) as a strategy for building a competitive organization through literature study methods relating to methods of collecting library data, reading and taking notes, as well as managing research data objectively, systematically, analytically and critically. Competency-based MSDM is an approach that emphasizes adapting employee skills, knowledge and attitudes to the company's strategic needs. In this research, the meaning of competency-based MSDM is discussed, the stages of implementation, the importance of this approach, and the strategic role in creating competitive advantage. Literature analysis shows that competency-based MSDM helps organizations develop human resource development strategies that are aligned with business goals, which ultimately increases employee productivity and organizational competitiveness. The results of this research also emphasize the importance of competency-based MSDM in increasing organizational adaptability, building a productive work culture, and strengthening competitive advantages in the global market. Thus, a competency-based MSDM strategy is a key element for organizations that want to survive and excel in dynamic competition.

Keywords: *Human Resource Management Strategies, Competencies, Competitive Organizations*

INTRODUCTION

Human resource (HR) management is one of the key aspects in achieving organizational goals, both in the business, education and government sectors. In the era of intense competition and globalization, effective human resource management is the most important foundation for the survival and success of an organization. The concept of human resource management includes various activities ranging from recruitment, training, development and performance appraisal, all aimed at optimizing employee potential in accordance with the needs and goals of the organization. Therefore, a deep understanding of human resource management is essential for any company that wants to survive and grow in a challenging environment. (Armstrong, M. 2022).

Basically, to achieve maximum goals, it is important to start from those who play the most role and most support the achievement of these goals, namely human resources (HR). Human resources are a group of citizens or individuals who are willing and committed and have the ability to contribute to the achievement of organizational goals. In population studies, the concept of human resources can be equated with the concept of work, which includes labor force and non-labor force groups. Labor is often also called gainful employment. Therefore, it is necessary to carry out management or people development activities aimed at producing productive people. With good talent and leadership development, employees can easily manage and complete large work needs now or in the future (Septiana, Wicaksono, Saputri, Fawwazillah, & Anshori, 2023). Effective resource management forms a competitive advantage by considering internal & external factors that the company must face. (Shabrina et al., 2023) Kapabilitas organisasi mengacu Sekumpulan pengetahuan, keterampilan, sumber daya, dan kemampuan yg dimiliki sang organisasi buat mencapai tujuan strategisnya. Bridoux menyatakan bahwa kapabilitas adalah asal keunggulan kompetitif, sedangkan asal daya merupakan dasar terbentuknya kapabilitas tersebut. Dalam global dunia yg terus berubah, organisasi perlu tahu & menyebarkan kemampuan mereka buat menghadapi banyak sekali tantangan & kendala yg mungkin muncul kapan saja. (Septiana et al., 2023)

Competency is the ability to perform a particular job or task based on skills and knowledge supported by a work attitude that is appropriate to the needs of the job. Auria believes that competency includes a combination of knowledge, skills, attributes, behavior, both technical and interpersonal skills, and business orientation. Competence is now also defined as the ability to complete a job or task by relying on skills, knowledge and the support of a conducive work environment. Ningrum added, competencies include challenges, skills, attitudes, values and understanding related to life success and income generation. (Arifin & Madiistriyatno, 2023)

Competitive human resource (HR) management is a strategic key in increasingly tight global competition. The business world needs to manage its human resources effectively to create a competitive advantage. According to Wirawan, competitive HRM focuses on managing human resources as the organization's most important asset with an innovative and adaptive approach to changes in the business environment. (Wirawan, 2021)

One of the key elements in competitive human resource management is the development of employee capabilities in relation to organizational needs. This competency not only includes technical skills but also soft skills such as leadership and communication. According to Riyanto, Sutrisno, and Ali (2022), planned training and development of human resources can increase productivity while supporting the achievement of organizational goals. Therefore, investment in employee training is a top priority in HRM.

In addition to skills development, competitive HRM also emphasizes the importance of managing employee motivation. This motivation can be increased through performance-related rewards, both monetary and non-monetary. Providing fair and transparent rewards not only increases work motivation but also strengthens employee loyalty to the organization. Therefore, effective motivation management is an important pillar of competitive HRM. (Priansa, 2023)

Digital technology also plays an important role in competitive HRM. Digitalization allows companies to automate recruitment, performance review and online training processes. Proving that the application of digital technology in the HRM department can improve operational efficiency while facilitating

more informed decision making. Therefore, the use of technology is a strategic step to achieve victory in business. The era of digital competition. (Fitriyah and Haryono, 2020)

The success of competitive human resource management cannot be separated from the application of the principles of justice and employee welfare. Organizations that are able to create an inclusive and supportive work environment can increase employee retention. (Luthfi and Wahyuni, 2023), the balance between organizational and employee needs is one of the main factors in improving individual and organizational performance as a whole. In this approach, human resources that have high competitiveness are the key to ensuring the continuity of the organization in the future.

Competency-based HR management not only helps improve individual performance but also strengthens overall organizational performance. By applying this approach, organizations can design appropriate training and development programs according to employee roles and responsibilities. In addition, this approach allows for a more objective performance evaluation, because the assessment is carried out based on competency indicators that are relevant to each individual's position. This approach involves several main aspects of HR management, including planning, recruitment and selection, development, and performance management. Every aspect is designed to ensure employees have the technical skills, values, and behaviors that align with the organization's culture. Thus, competency-based HR management can be an effective tool in building sustainable competitive advantage.

Allah SWT. orders that the trust be given to those entitled to it, namely individuals who have competence. This is explained in QS. An-Nisa' (4:58):

﴿ إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ
الْأَنْاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ إِنَّ اللَّهَ كَانَ سَمِيعًا
بَصِيرًا ﴾

It means :

"Indeed, Allah commands us to give trust to people who can be trusted. When making decisions between people, please be fair. God will give you the best lesson. Indeed, Allah is All-Hearing and All-Seeing." (Q.S. An-Nisa': 58)

This verse teaches the importance of placing individuals in positions that suit their expertise, skills and abilities. In human resource management, this is known as the principle of "putting the right people in the right positions." Managers have an obligation to ensure that those given responsibility have sufficient skills to carry out the job well. Proper placement increases organizational productivity and increases trust among team members. (Yusuf Qardhawi, 2019)

Justice in Decisions

God does not make laws or justice Nor mandates that decisions be made. meet. In the context of human resource management, capital covers all aspects of recruitment, promotion, salary decisions, dispute resolution, etc. By acting fairly, managers can create a positive work environment, respect individual rights, and prevent discrimination and employee dissatisfaction. This principle is very important for maintaining harmony in the workplace. (Tafsir bin Kasir, 2020)

Leader Responsibilities

This verse also reminds us that all leaders are responsible for the beliefs they carry out both before humans and God. In managing human resources, this means that managers must act transparently and responsibly, always considering the impact of every decision taken. Trustworthy leaders earn the respect of their employees and create a work culture full of integrity. (Yusuf Qardhawi, 2024)

By implementing the values in this section, the organization ensures that human resource management is based on integrity, fairness and professionalism, thereby having a positive impact on all parties involved.

Competency-based human resource management (MSDMBK) is a series of policies created to manage work interactions effectively, including recruitment, selection, placement, retention and employee development processes. This approach is centered on the integration of work competency requirements and individual competencies to achieve goals. organization. (Manurung, Ardila, Gaol, & Silaeen, 2022).

Competency development carried out on an ongoing basis is also expected to encourage innovation, where innovation can become the main competitive advantage to face increasingly intense competition. Therefore, competency-based HRM not only supports organizational performance, but also becomes a tool for strengthening competitive positions in the global market. Based on this, it is important for organizations to carry out regular evaluations of the implementation of competency-based HRM so that it remains relevant to the demands of external and internal changes in the organization.

Competency-based performance assessments also play an important role in measuring whether individuals have met the competency standards set by the organization. This evaluation does not only focus on the final results, but also on the process carried out. and the methods used by individuals to achieve these results. By using a competency-based approach, organizations can identify areas that need improvement and plan further development to increase employee capacity. In this way, the organization can ensure that each individual contributes optimally and plays a role in achieving overall organizational goals.

One of the important elements in competency-based HRM is performance evaluation and assessment. By using a competency-based approach, organizations can conduct a more objective and comprehensive assessment of individual performance. This performance assessment is not only based on the final results achieved, but also on the process followed in achieving this, including how the individual applies his competence in carrying out his duties. Competency-based assessments provide organizations with more accurate information regarding an individual's areas of strength and weakness, which can then serve as a basis for further development planning. For example, if the assessment results show that an employee lacks certain competencies required for the position, the organization can design a training or mentoring program to correct these deficiencies. In addition, a competency-based assessment system also allows organizations to identify potential employees who can be promoted to higher positions, thereby supporting long-term success. Thus, competency-based performance evaluation is not only a tool for assessing employees, but also a means of encouraging continuous development and improvement within the organization. (Wibowo, 2021)

RESEARCH METHODS

The method used in this research is a literature review. The literature review in this research includes collecting library data, reading, recording, managing research data objectively, systematically and analytically, as well as

competence as a strategy for building a competitive organization based on human resource management. . The data collected and analyzed is secondary data such as research results, books, magazines, articles, websites and other topic-related sources.

The data analysis method in this research uses content analysis. The analysis process begins by evaluating the most relevant research results and then considering the order of research years, from newest to oldest. Researchers read the abstracts of each previous study and evaluate whether the issues discussed can be applied to the topics discussed in this study. Next, the researcher wrote down the important parts related to the research question.

RESULTS AND DISCUSSION

Competency-based Human Resource Management

Management is a concept that has many definitions, depending on the perspective used. In general, management can be understood as the process of planning, organizing, leading and controlling resources to achieve specific goals using effective and efficient means. Effectiveness is related to achieving organizational goals, while efficiency refers to using minimal resources to obtain maximum results.

Henry Fayol, one of the classic figures in management theory, explained that management involves five main functions: planning, organizing, directing, coordinating, and controlling. These functions reflect the core activities that a manager must carry out to ensure that the organization can run well. In the modern context, this function is often modified into four, namely planning, organizing, leading, and controlling. (Mangkunegara, Anwar Prabu, 2022)

Competency-based human resource management can be defined as the process of planning, organizing, implementing and controlling human resource activities from recruitment to retirement. The decision-making process is based on job competency requirements and information about the organization. Individual ability to achieve organizational goals. Therefore, competency-based human resource management is the application of a set of competencies developed by the organization (HR manager) to achieve successful performance and results, and can also be said to be related to the strategy of the company or organization. This determines how performance is linked to organizational results and maps company or organization strategy to be applied to all company employees and employees or as applied to the organization. Competency-based human resource management is also known as the process of managing human resources owned by an organization based on all the competencies or skills possessed by each employee in the organization. (Kinerja, Di, & Tirtanadi, n.d.)

Competency-based human resource (HR) management is a strategic approach that focuses on the importance of employee competency in supporting the achievement of organizational goals. Competency includes the combination of knowledge, skills, and attitudes needed to carry out tasks effectively. In this case, competency is the basis for various human resource management processes, such as: B. Recruitment, Training and Performance Evaluation. (Hasibuan, 2019)

Competency-based human resource management is a series of decisions taken to manage work relationships optimally, starting from recruitment, selection, placement, retention (compensation and benefits), development (career, education and training), to termination of work relations, in order to achieve organizational or company goals. In simple terms, HRM-BK states that to achieve the vision, mission and goals of an organization or company, the first step is to identify the competencies needed by the organization and the competencies possessed by employees, as well as formulating ideas that are

relevant to these goals.

Competency-based human resource (HR) management is a strategic approach that focuses on developing and utilizing individual competencies in an organization to achieve sustainable competitive advantage. In the context of global competition and digital transformation, this strategy has become increasingly important to ensure organizations can adapt and thrive.

The competency-based approach emphasizes the importance of developing managerial, technical and interpersonal competencies to achieve sustainable competitive advantage. This competency includes the ability to adapt to technological change and innovation. Competency models are used to improve employee performance and provide competitive advantages, as implemented at American Medical Systems (AMS). (Nurani, M., Khuzaini, K., & Shaddiq, S., 2024)

This approach begins by identifying core competencies that represent the organization's strengths. Core competencies not only include technical skills but also strategic aspects that differentiate an organization from its competitors (Sedarmayanti, 2020). In educational institutions such as madrasas, core competencies may include, for example, teachers' ability to incorporate technology into the learning process or the application of Islamic values in the curriculum. (Sutrisno, 2020)

Competency-based human resource development requires continuous investment in training and development, especially in digital skills, to face the digital era. Implementation of this strategy involves identifying relevant competencies, developing competency models, and assessing competencies to ensure alignment with organizational needs.

Challenges in implementing competency-based HR management include identifying appropriate competencies, implementing effective training programs, and data security. Technology integration, such as a sophisticated HR management information system, can help track competencies and training needs more efficiently.

Digital technologies, including e-learning and virtual simulations, expand the scope and effectiveness of competency development programs. The use of big data and analytics provides deep insight into employee performance and areas that need improvement. (Septiadi, M., & Ramdani, Z, 2024)

Stages in Implementing Competency-Based HRM

1. The following are the stages that organizations/companies must go through in implementing competency-based HR:
2. Analyze the organization's vision, mission and values
3. Analysis of the organization's competitive strategy
4. Identify the position
5. Job description and task analysis
6. Identify initial requirements in detail
7. Determine the competencies required for the position
8. Prioritize competencies with a ranking and weighting system
9. Establish minimum competency performance standards
10. Evaluate candidate potential
11. Compare each candidate against minimum performance standards.
12. Conduct gap analysis to identify differences between one candidate and another.

13. for each candidate compared to each candidate's minimum performance standards Implementation of Training Development Plan Enhancement Candidate Framework
14. System Design Process for Development of Minimum Performance Standards
15. Candidate System Design
16. Implement training and development plans for each candidate
17. Implementation of a monitoring system to measure performance
18. Selection of the best candidate

The primary goal of competency-based HRM is to produce results that are in line with the goals & vision of the organization/company, in line with predetermined performance standards. The importance of this system lies in the following characteristics:

1. Performance Improvement
Employees are allocated according to their abilities thereby increasing productivity.
2. Process Efficiency
The recruitment and performance evaluation process becomes more objective.
3. Competitive Advantage
Competent human resources help companies survive in the global market.
(Sunarsih, 2016)

Human Resource Strategy in Competitive Advantage

According to Zainal, human resource management strategies focus on the goals of fostering creativity and innovation, improving performance, and developing a more flexible and focused organizational culture. In other words, this strategy is a planned approach to managing the use of human resources as a means of increasing the organization's ability to achieve its goals.

Lado and Wilson explain that the power of human resources has great potential to help companies gain competitive advantage. Human resource management must be able to implement various strategies to maximize resource potential so as to create a competitive advantage for the organization. (Shobirin & Erawati, 2022)

Competency-based Human Resource Management (HRM) is a strategic approach that focuses on managing employees based on abilities, skills and attitudes that are relevant to the needs of the organization. Core competencies are the basis for determining work standards, starting from the recruitment process to employee career development. This strategy begins with identifying competency needs through organizational analysis and compiling a competency dictionary to describe the abilities required in each work position. The recruitment and selection process in competency-based HRM is carried out to ensure a match between the abilities of prospective employees and the needs of the organization. Competency-based interview techniques, work simulations, and psychological tests are often used to objectively measure a candidate's potential. Once employees join, training and development becomes an important step to improve technical skills and soft skills, such as leadership and communication. This program is designed to close identified competency gaps. Competency-based performance assessment is also an important element in HRM. Organizations use specific indicators to evaluate employee performance objectively. With this system, employees can receive targeted feedback and have the opportunity to continue developing themselves. Apart from that, career

management such as promotions or transfers is carried out based on the achievement of predetermined competencies. This not only supports individual development but also increases overall organizational productivity. Implementing competency-based HRM provides many benefits, including increased work efficiency, more precise HR planning, and sustainable individual development. With this approach, organizations can create a more competent, innovative and competitive workforce amidst increasingly complex market challenges. (Marwansyah, 2020) The role of human resources is increasingly being recognized, especially in relation to its ability to manage the educational community. Human resource capacity needs to be studied because it influences the effectiveness of community activities. Achieving sustainable competitive advantage requires role behavior that supports the implementation of competitive strategies used in education, including innovation strategies, cost reduction strategies, and quality improvement strategies.

Human resource management (HR) strategy plays a very important role in increasing organizational effectiveness and productivity. As one of the main elements of an organization, HR needs to be managed strategically so that it can support the achievement of company goals. This strategy covers various aspects, from recruitment, training, performance management, to talent management, all of which aim to maximize employee potential and create a productive work environment. (Rivai, V., & Mulyadi, D., 2019)

Strategies that can be implemented through human resource management. According to Ulrich from Asagaf, there are approaches to creating competitive advantage, namely:

1. Strategic Partners, managers and other parties involved in implementing planned strategies and translating these strategies into real actions. We also perform organizational diagnostics, a system that assesses and integrates organizational practices. Business goals can be set at various levels of an organization.
2. Administration Expert, Specialist in making work implementation and management effective in order to achieve low cost production while maintaining quality.
3. Employee Champion, Acting as a liaison between employees and management, representing the interests of both parties. As the economy becomes more competitive, the demands that employers place on their employees also increase.
4. Change Agent, a change agent that strengthens processes and culture that increases the organization's ability to adapt and change. (Dani & Putra, 2022)

These four are talent management roles that can help you achieve a competitive advantage by working closely with line managers and top managers. Competitive advantage is achieved by implementing three main strategies: innovation, improving quality, and reducing costs. (Sandi, 2019)

The following verse in the Qur'an explains human resource management strategies, namely Surah Al-Anfal verse 60:Artinya :

وَأَعِدُّوا لَهُمْ مَا أَشْتَدَّتَّطَعْتُمْ مِنْ قُوَّةٍ وَمِنْ رِبَاطِ الْخَيْلِ
تُرْهِبُونَ بِهِ عَدُوَّ اللَّهِ وَعَدُوَّكُمْ وَعَآخِرِينَ مِنْ دُونِهِمْ لَا تَعْلَمُونَهُمُ اللَّهُ
يَعْلَمُهُمْ وَمَا تُنْفِقُوا مِنْ شَيْءٍ فِي سَبِيلِ اللَّهِ يُوَفَّ إِلَيْكُمْ وَأَنْتُمْ
لَا تظَلَمُونَ ﴿٦٠﴾

“Prepare to meet them with all your might in strength and cavalry. Make these preparations and you will terrify God's enemies, your enemies, and those next to you whom you do not know but God knows. Everything you spend in God's way will be repaid in full and you will not be treated unfairly.” (Q.S. Al-Anfal: 60)

Function of Human Resource Management Strategy in Encouraging Improved Employee Performance

Approach to managing and maximizing workforce potential to support organizational goals. plays an important role in improving employee performance in a company. Human resources managers must act as strategic decision makers, change agents, and technology implementation advocates. They also need to develop digital skills and improve their ability to face challenges and opportunities in the digital world. In the era of globalization and competition between companies, human resource management strategies are very crucial. Human resource management must ensure that employees have the knowledge and skills needed to achieve organizational goals. Apart from that, organizations must be able to become agents of change by changing their culture and mindset so they can adapt to technological developments. By implementing human resource management strategies, companies must utilize digital technology to speed up the recruitment process, performance evaluation and career development.

Human resource management (HR) strategies have a vital role in increasing employee work productivity. In this case, HR strategy includes a variety of policies and practices designed to manage and develop employees in an effective manner. One of the main strategies is skills development through training and education to ensure employees have skills that suit the company's needs. In addition, good performance management can provide constructive feedback and rewards to high-performing employees, thereby motivating them to work better. Managing employee welfare, both financial and non-financial, is also a key element in creating a productive work environment. A positive organizational culture, good communication between managers and employees, and a fair incentive system encourage employees to work more effectively and efficiently. Overall, the right HR strategy can create synergies that support the achievement of company goals while improving employee performance. (Hasibuan, 2019)

The role of human resource management is very vital in improving employee performance. Human resource management needs to be able to identify technology needs, recruit and train employees with the required digital skills, and manage organizational changes that occur as a result of digitalization. By playing a strong role in human resource management, companies can maximize employee potential to increase productivity, efficiency and competitive advantage. Increasing employee productivity can be achieved by implementing HR management strategies and examples of best practices that organizations can

implement. Human resource management strategies to increase employee productivity are very important in running an organization.

Below is the important role that human resource management strategies play in encouraging improved employee performance

1. Human Resources Planning

Human resource planning is the first step to ensure that the company has the right employees with the required skills. Determining the company's human resource needs both in the short and long term is an important part of effective HR planning.

2. Effective Recruitment and Selection

The role of human resource strategy is to select talented employees according to the culture and needs of the organization. Companies can retain a group of talented and dedicated employees. An effective and appropriate recruitment and selection process ensures that the company employs employees who are qualified and meet organizational and cultural requirements.

3. Employee Development

Human resource management strategies can contribute to employee development through training, education and employee development. Train employees to improve skills, knowledge and work abilities. Employees who develop themselves tend to be more productive because they are able to respond to work demands more effectively. (Asriyanti, Febrianti, Wulansari, Mubarok, & Anshori, 2024)

An effective recruitment and selection process is the first step in an HRM strategy to increase productivity. By using competency-based methods, such as in-depth interviews and work simulations, organizations can ensure a match between employee abilities and company needs. This provides a strong foundation for optimal productivity. (Dessler, Gary, 2021). developing employee competency through training and skills improvement programs is key in HRM strategy. This program helps employees understand their duties better, increases work efficiency, and improves the quality of work results. This approach also provides opportunities for employees to face work challenges with more confidence. (Noe, Raymond A. 2020). Implementation of results-based performance assessments, such as the use of Key Performance Indicators (KPI). This system helps employees understand clear work targets, while the regular feedback provided encourages continuous improvement. That way, employees are motivated to meet or even exceed predetermined work standards (Cascio, Wayne F., 2019).

Reward and incentive systems are also an important part of the HRM strategy in increasing productivity. Performance-based incentives, such as bonuses, promotions, or non-financial recognition, have been proven to be able to motivate employees to provide the best work results. This strategy creates a sense of appreciation for the contributions they have made to the organization. (Robbins, Stephen., P & Judge, Timothy A., 2019). Creating a conducive work environment is an important factor in HRM strategy. A supportive work environment, such as good communication between teams, adequate facilities, and an inclusive work culture, encourages employee involvement and comfort while working. These conditions significantly contribute to increasing work productivity. (Mangkunegara, Anwar Prabu, 2022)

CONCLUSION

Serious human resource management in competency is a series of

decisions made to manage work interactions effectively, including the process of recruitment, selection, placement, retention (compensation & benefits), and development (career, education, & training) to termination of work interactions, to achieve organizational or company goals. Human resource management strategies aim to encourage creativity & innovation, improve performance, and provide a more flexible and focused organizational culture. The role of human resource management is very important in increasing employee work productivity. Human resource management is also must have the ability to do it identifying technology needs, recruiting and training employees with relevant digital skills, and managing organizational changes that arise as a result of the digitalization process.

Strategy in managing human resources (HR) has a crucial function in optimizing employee efficiency and performance. In this case, the human resource strategy approach includes various policies and practices to manage and develop employees effectively. One of the main strategies is skills development through training and education to ensure employees have abilities that are aligned with the company's needs.

The main objective of competency-based human resource management (HRM) is to produce output that is in harmony with the goals & vision of the organization/company, and meets predetermined performance standards. The importance of this system lies in the following characteristics:

1. Performance Improvement, Employees are allocated according to their abilities thereby increasing productivity.
2. Process Efficiency, The recruitment and performance evaluation process becomes more objective.
3. Competitive Advantage, Competent human resources help companies survive in the global market

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