Subject Category: Management

Competency Model and Competency Measurement Position Holder in the Human Resources Department of PT TCO

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Abstract

This study develops a competency model for the HR Department of PT TCO and measures the competence of incumbents to determine employee competency profiles to identify competency gaps. The designing process of the competency model used the Behavioral Event Interview (BEI) technique to find out the critical of each job description. Competency measurement is carried out using behavioral indicators that have been compiled in the competency model. The rating scale method using a multi-rater was chosen to measure incumbents' competence. From the formulation of the competency model, four (4) core competencies, fifty-three (53) behavioral competencies, and 130 technical competencies were obtained. The competency level standards can apply to anyone holding the relevant position if the job description does not change. In addition, it is also obtained an overview of the same job cluster; different levels of positions tend to have the same competency model but different levels of competency standards. The results of the preparation of the competency model above; the company is recommended to implement the same process in other departments or divisions so that a comprehensive competency model can be arranged for all positions in PT TCO. The company is also expected to constantly update job descriptions linked to the entire series of competency models and explicitly carry out core competencies, especially by top management, so that they can be seen by all employees, even at the grassroots level.
Keywords: Core competencies, behavioral competencies, technical competencies, competency model, Behavioral Event Interview, Human Resouces.

INTRODUCTION

To remain competitive in the current era of globalization, organizations must have the ability to adapt to all changes that occur. Human Resources (HR) in the organization is seen as a company asset that has a vital role in achieving productivity, so there is also a need for quality human resources. The success of an organization can also be supported by the implementation of competency-based HR (Dubois & Rothwell, 2004), as one of the approaches used by companies today.

The competency-based approach aims to identify the required competencies of high-performing people in critical positions throughout the organization; strive to eliminate existing competency gaps through effective selection and training and development; and ensure that good performance is recognized and rewarded" (Weatherly, 2005a, p. 4).

Many authors agree that the competency model can support all HR management systems (Bernthal *et al*., 2004; Dubois *et al*., 2004; Hayes, 1979; Lucia & Lepsinger, 1989; McLagan, 1980; Moulton *et al*., 2006, Stone & Bieber, 1997; Weatherly, 2005b). This system includes: (a) recruitment and selection; (b) orientation; (c) training and development (eg, curriculum design and targeting of training resources); (d) individual development; (e) coaching, counseling, and mentoring; (f) performance management (eg, multi-perspective feedback and appraisal); (g) compensation (eg, merit-based salary adjustments); (h) career development; and (i) promotion and succession planning. For example, one goal of looking at competence is to find the difference between being fully successful and achieving, pointing out those differences, and then selecting more people who function at exemplary levels or help others develop

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those abilities (Dubois *et al*., 2004)., 2005; Lawler, 1994)

Lucia and Lepsinger (1999) describe four main benefits of competency-based HR systems.
1. Competency-based HR systems allow a focus on relevant skills and behaviors. When individuals understand what it takes to succeed, they are better able to make decisions about training and development. Individuals are encouraged to be more active in their development.
2. Competency-based HR system ensures the alignment of training and development. The focus on training and development aligns with what is essential to the organization. A well-constructed competency model describes the effectiveness of work behavior towards work that supports the organization's strategic direction. Thus, HR can develop programs to meet future organizational needs.
3. Competency-based HR system utilizes training and development effectively. This approach eliminates the notion that organizations should focus on finding scarce resources, so that time and money can be used more effectively and efficiently.
4. A competency-based HR system provides a framework for bosses and coaches. The clarity and specificity of the competency model give the supervisor and coach a shared picture of what it takes to succeed and a picture of constructive feedback.

This system has become a strategy for HR practitioners because it allows them to focus on HR development on factors that can directly contribute to organizational success (Raising the Bar, 1996; Dubuis & Rothwell *et al*., 2004).

PT TCO is a leading provider of surface solutions, luxury vinyl flooring, and hardware furniture products for commercial and residential customers throughout Indonesia. As one of the largest manufacturers of High-Pressure Laminate (HPL) in Southeast Asia, Reaching 80% of HPL production in Indonesia (Kertawacana, 2007), PT TCO realizes that one of the keys to the company's success is HR, as a source of excellence that can provide benefits for the company. Realizing this, PT TCO is currently in the process of developing a competency-based HR system. Gradually with the implementation of this system, PT TCO is expected to have better quality human resources management so that in the future, the company will consist of individuals who are competent and able to support the success of the organization.

Since the establishment of this company, revolution and reorganization have only been carried out in 2018, and it is only in the last 3 (three) years that the work division it owns has undergone a significant

overhaul, including the management of its human resources. One of the divisions that also experienced revolution and reorganization was the HR division. Initially, the HR division was merged with the General Affairs, Legal, and Procurement divisions. With a team of fewer than ten people who handle all the work. Then in 2017, it was split into two separate divisions: HR & GA and Legal & Procurement. Each division also enriches its human resources by recruiting significant numbers of new employees with relatively high competency standards. Organizational enrichment in the internal divisions is also carried out by VPs in other divisions and is still running today. Currently, the number of positions and jobs continues to increase progressively. There are always new positions and jobs every quarter. It requires the HR division to continue adapting and developing the organization in an agile manner but must remain strong.

In order to be able to meet the demands of work in an HR division that is increasingly complicated with increasingly heavy roles and responsibilities, each member of the HR division must, of course, have a particular set of skills and unique competencies so that the HR division can run side by side with other divisions and other industry competitors. With the complications in different jobs and the risk of each being quite significant, standardization in the competency model in each position is needed so that when a reorganization of the officeholders is carried out one day, there will be no difference in the quality of performance with different officeholders. In addition, competency model standards can also be used as a basis for carrying out any organizational development, such as being the basis for the preparation of modules and curriculum for HR training and development, the basis for determining assessment tools in conducting recruitment and selection, the basis for determining incentives, bonuses, allowances, salary increases, succession plans, Retention strategies.

The list of competencies currently in effect is only in the form of a list of competencies without any description of competencies in the form of standard models and evaluation indicators, so that practically it cannot be used as a reference in carrying out any measurable HR activities. Employee evaluation is carried out with pure reference to performance or achievement of work targets so that HR cannot identify any competency gaps between actual and ideal competencies. It indicates the need as soon as possible to build an integrated competency system/model up to assessment indicators and measurement methods so that actual employee competency profiles can be obtained that organizational development plans can then be determined.
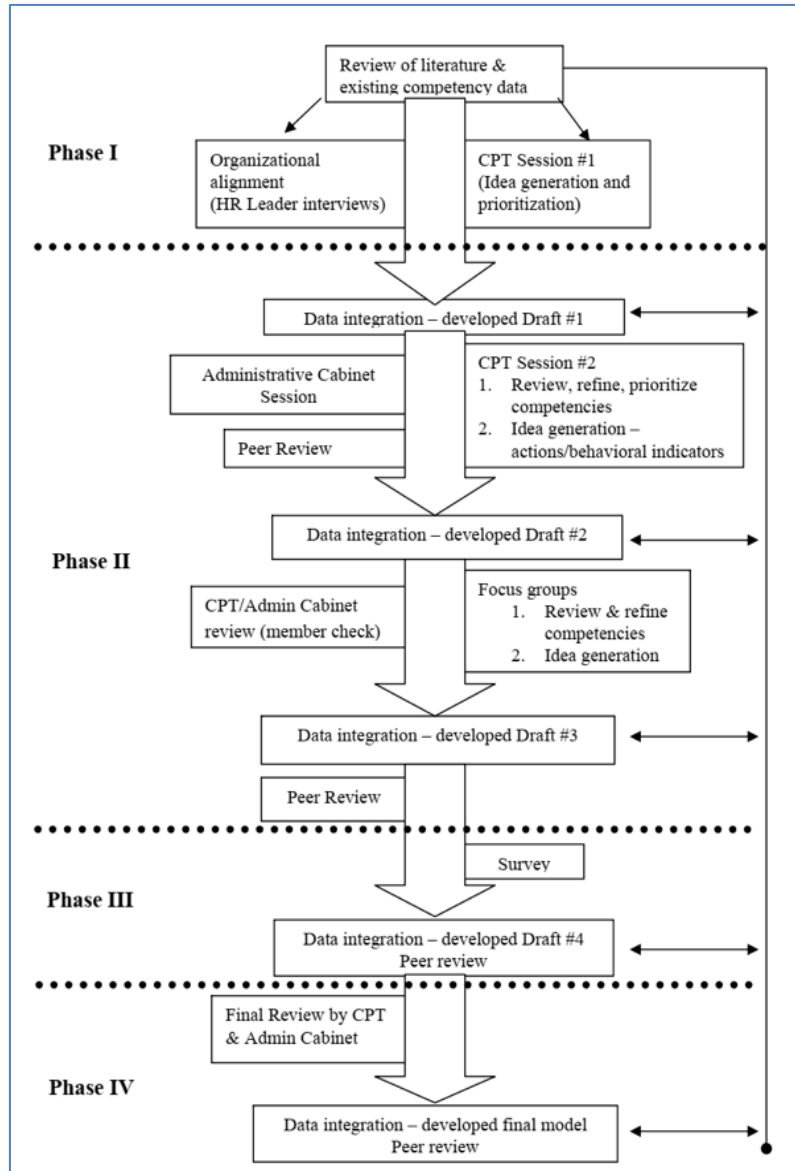
METHODOLOGY
This study uses a qualitative and quantitative approach. A quantitative approach is used to prepare

competency measurement tools, while a qualitative approach is used to prepare competency models.

Measurements were made to all job holders in the HR department of PT TCO using the 1-degree feedback measurement method. This competency measurement involves oneself, and the employee's supervisor is measured. Respondents were also selected using the total population sampling method or saturated sample. In this case, the respondents are all position holders in the Human Resources department of PT TCO.

Fig-1: Methodology and Competency Development Steps
Sources: ……………….

In the stage of compiling the competence of the HR Department at PT TCO, the author refers to the stages of compiling a competency model based on Spencer & Spencer (1993) and Sanghi (2007), which is described in Chart 2.1.

In the Initial Stage, discussions were held with the company, which resulted in a competency model coverage consisting of soft competence & technical competence, referring to the competency category from Shermon (2004). In this stage, assessment objectives are also set, and secondary data collected from the company includes company profile, HRGA organizational structure, and job descriptions.

The second stage of compiling competencies is called the Identification Stage, where competency identification is carried out by collecting data using the Behavioral Event Interview (IDX) interview technique for all position holders.

Table-1: Level of Interest

Level	Remarks
1	Behavior that is not related to overall performance satisfaction.
2	Behavior is not really related to overall performance satisfaction.
3	Behaviors that are slightly related to overall performance satisfaction
4	These behaviors are related but less important to overall performance satisfaction
5	This behavior is important for overall performance satisfaction
6	This behavior is very important for overall performance satisfaction

The next stage of compiling competencies is the Analysis Stage, where the researcher formulates a competency dictionary from the results of the analysis of data collection from the previous stage and discusses it with the company.

The research also includes grouping the indicators that appear based on critical incidents according to the competency aspect, discussing the list of competencies obtained and the level of competency interest with the company (see table 1). Drawing up competency definitions, leveling, and behavioral indicators for each level and determining the minimum standard of competency proficiency level (see table 2) by referring to the results of the IDX & reviewing the competency dictionary that has been validated while still adjusting to conditions in the company. The results of this analysis phase are then validated and finalized until the company approves them.

Table-2: Proficiency Level

Level	Proficiency	Description
1	*Exposed*	Have some knowledge but little or no experience in practicing it.
2	*Development*	Have experience to practice with supervision direction
3	*Proficient*	Have substantial knowledge and can apply it without supervision
4	*Mastery*	Have extensive knowledge, can apply it well in complex situations and can provide supervision of others
5	*Expert*	Having the recognition to be able to influence the contribution of the knowledge possessed

RESULT & DISCUSSION

The HR Department competency model at PT. TCO obtained four core competencies and 60 behavioral competencies and was equipped with 130 technical competencies. Each competency is equipped with a definition of competence, leveling, behavioral indicators, and the level of importance and the minimum standard of competency proficiency level for each position.

Core Competency
1. Trust.
2. Accountability.
3. Commitment.
4. Ownership.

Behavioral Competency

From the results of compiling the competency model, 53 behavioral competencies were produced for positions in the HRGA Department of PT. TCO, as can be seen in the following table.

Table-3: Behavioral Competencies Departement HRGA PT TCO

Accountability		Adaptability
Ambition	Assertiveness	Attention to Detail
Business Orientation	Coaching	Commercial Power
Conduct	Conflict Management	Controlling Progress
Cooperation	Courage	Creativity
Customer Orientation	Decisiveness	Delegating
Developing Employees	Discipline	Energy
Flexible Behavior	Focus on Quality	Forming Judgement
Identification with Management	Independence	Initiative
Innovative	Insight	Integrity
Leadership	Learning Ability	Listening
Managing	Need to Achieve	Negotiating
Networking	Organization Sensitivity	Perseverance
Persuasiveness	Planning and Organizing	Political Sensitivity
Presenting	Problem Analysis	Result Oriented
Self Development	Sensitivity	Sociability
Social Awareness	Stress Management	Verbal Expression
Vision	Workmanship	Written Expression

Technical Competency

In addition to behavioral competencies, to support work as HR, technical expertise regarding the scope of HR is needed to complete the duties and responsibilities of the work correctly. There are 130 technical expertise held positions in the HRGA Department of PT. TCO. Every position owns not have all technical skills. The demands are adjusted to the roles and responsibilities of each position, which are also discussed with the company. Of the 130 technical competencies, 104 are technical competencies for the HR division based on the Decree of the Minister of Manpower and Transmigration of the Republic of Indonesia Number 307 of 2014 concerning Stipulation of Indonesian National Work Competency Standards for the Category of Professional, Scientific and Technical Services Main Group of Head Office Activities and Management Consulting in the Field Human Resource Management. Meanwhile, 26 competencies for the GA division were compiled through Interviews and FGDs with HR Leaders and GA Managers on the previous Job Analysis.

These technical skills can be seen in the table below.

Tabel-5: Technical Competency List Departement HRGA PT TCO

	Technical Competency
1	Formulate HR Management Strategies and Policies that are aligned with Organizational Strategy
2	Evaluating the Effectiveness of HR Management Strategies and Policies
3	Formulating Organizational Policies in line with HR Management Strategy
4	Designing a Model/Organizational Structure
5	Compile Job Description
6	Determining the Need for Workers
7	Develop a Plan to Meet Organizational Needs for Workers
8	Making a Prospective Recruitment Plan
9	Carrying out the Search for Prospective Worker Sources (Recruitment)
10	Selecting Prospective Worker Application Documents
11	Carrying out the Selection Process for Prospective Workers
12	Conduct an Assessment of Selection Results
13	Making Job Offers to Prospective Workers
14	Doing Worker Placement
15	Carrying out the Orientation Program
16	Formulating Organizational Needs that are aligned with Organizational Strategy
17	Formulating Organizational Problems
18	Arrange Interpersonal Intervention
19	Designing Technological Interventions
20	Arranging Structural Interventions
21	Developing Worker Management Interventions
22	Conducting Organizational Development Needs Assessment
23	Conducting Change Interventions in Organizations
24	Conducting Behavior Change Evaluation
25	Evaluating the Results of Change Interventions in the Organization
26	Designing a Competency Model
27	Compile a Position Competency Map
28	Evaluating Updating Work Competency Standards
29	Designing Competency Measurement Methods
30	Formulating Organizational Cultural Values
31	Implementing Organizational Culture to All Work Units and Individuals
32	Aligning Learning and Development Strategy according to Organizational Strategy
33	Identifying Competency Gaps
34	Identifying Competency Needs through Track Record of Employee Development
35	Designing Learning and Development Programs
36	Designing an Independent Learning and Development Program
37	Budgeting for Learning and Development Programs
38	Carrying out Learning and Development Activities
39	Evaluating the Implementation of the Overall Learning and Development Program
40	Developing Talent Management Strategy
41	Develop Standard Operating Procedures for Implementing Talent Management
42	Determining Talented Workers

	Technical Competency
43	Developing Talented Workers
44	Developing Succession Management in Organizations
45	Implementing a Succession Management Program
46	Matching Talented Employees to Destination Positions
47	Conducting Talent Management Evaluation
48	Evaluating the Implementation of the Succession Program
49	Aligning Career Management Strategy with Organizational Strategy
50	Creating Career Management Systems and Procedures
51	Mapping Individual Potential and Competence
52	Develop a Career Development Implementation Plan
53	Implementing Career Development
54	Carry out Career Management Evaluation
55	Develop Performance Management Strategy
56	Develop Performance Management Policy
57	Develop Standard Operating Procedures for Performance Management
58	Managing Performance Indicator Formulation Process
59	Managing the Monitoring Process of Worker Performance Achievement
60	Managing the Performance Appraisal Evaluation Process
61	Managing the Performance Feedback Process
62	Designing Follow-up on Performance Assessment Results
63	Develop Remuneration Strategy at Organizational Level
64	Designing Remuneration Policy at Organizational Level
65	Develop Remuneration Standard Operating Procedures at the Organizational Level
66	Determining the Job Evaluation Method
67	Carrying out Job Evaluation
68	Develop Wage Structure and Scale at the Organizational Level
69	Develop a System for Determining Workers' Wages at the Organizational Level
70	Develop a System of Benefits and Benefits at the Organizational Level
71	Developing Incentive Programs at the Organizational Level
72	Prepare Remuneration Budget at Organizational Level
73	Building Employee Engagement at the Organizational Level
74	Implementing a Balance between Work and Social Life of Workers at the Organizational Level
75	Conducting Employee Satisfaction and Engagement Survey at Organizational Level
76	Building Harmonious Communication with Employees at the Organizational Level
77	Handling Worker Complaints at the Organizational Level
78	Developing the Role of Line Positions in Performing the HRM Function
79	Developing Good Industrial Relations Design
80	Building an Industrial Relations Strategy at the Organizational Level
81	Implementing the Fulfillment of Workers' Normative Rights
82	Implementing Work Relations in accordance with the Laws and Regulations
83	Making an Employment Agreement
84	Making Company/Employment Regulations at the Organizational Level
85	Making Collective Labor Agreements at the Organizational Level
86	Handing over Part of the Work Implementation to Other Companies
87	Implementing Worker Discipline Actions at the Organizational Level
88	Implementing the Termination Process at the Organizational Level
89	Implement an effective Industrial Relations Dispute Resolution Mechanism
90	Handling Strikes
91	Evaluating the Condition of Industrial Relations at the Organizational Level
92	Establishing Institutional Cooperation with Employers' Organizations and/or Government Agencies
93	Building Harmonious Industrial Relations with Workers' Representatives or Trade Unions/Labour Unions
94	Managing Bipartite Cooperation Institutions
95	Building Harmonious Communication with Workers, Workers' Representatives, Trade Unions and or Government Representatives Through Bipartite or Tripartite Facilities
96	Performing Worker Information System Needs Analysis
97	Determining Worker Information System

	Technical Competency
98	Evaluating Data Presentation Accurately and Precisely according to Organizational Needs
99	Doing Wage Administration
100	Calculating Overtime Wages
101	Managing Social Security Program
102	Performing Worker Administration
103	Handling Interstate Worker Administration
104	Evaluating Employee Satisfaction with Employee Administration Services
105	Carry out control over requests for procurement of goods/services
106	Ensure products/services are in accordance with company standards and needs
107	Considering the effectiveness and efficiency of the products/services used
108	Ensuring needs with availability
109	Conduct vendor selection according to selection criteria
110	Designing office layout
111	Ensuring tidiness, safety, health, and comfort in the workplace environment
112	Carry out maintenance carried out without prior planning
113	Carry out maintenance that is organized and carried out based on a previous planning and control
114	Create and distribute a list/inventory of equipment/facilities and their locations, equipment history, manuals, recap data, inspection schedules, status labels and procedures and procedures for use
115	Carry out the supervisory function on every project carried out related to the improvement or development carried out
116	Supervise people, machines, and materials and methods related to Occupational Health and Safety
117	Provide, place, and check fire prevention equipment
118	Provide disposal
119	Provide, place, and check the availability of first aid kits and medicines
120	Ensuring the availability of adequate electricity and electrical equipment for all work operational activities
121	Distributing letters/documents/goods/communication tools
122	Ensure the availability of accommodation and transportation
123	Arrange for inspection and use of Vehicles and drivers
124	Procurement of the provision of security services
125	Procurement of the provision of cleaning services
126	Planning, Providing, and Distributing Office Stationery Needs
127	Arrange and provide official travel accommodation
128	Evaluate the performance of third parties periodically
129	Arrange pick-up and reception of guests
130	Evaluate the experience and satisfaction with the services received by employees

Tabel-6: Technical Competency Level Departement HRGA PT TCO

Level	Description
Level 1	Limited knowledge, unable to carry out alone without guidance
Level 2	Sufficient knowledge, able to carry out on their own
Level 3	Qualified knowledge, able to plan and implement
Level 4	Expert knowledge, able to formulate, plan, implement, and evaluate

Measurement of Ideal Competence for Each Position

Based on the measurement of superior competence in the position of VP of Corp. HR & GA, the prioritized competencies are skills related to strategic management that have a direct impact on the company's business, such as: Formulating HR Management Strategies and Policies that are in line with Organizational Strategy, formulating organizational policies, determining employee needs, formulating organizational needs, formulating organizational problems, and formulate corporate cultural values, determine the method of job evaluation. Thus, behavioral competencies related to this are obtained in the form of Business orientation, forming a judgment, identification with management, vision, coaching, controlling progress, discipline, managing networking, to political sensitivity.

Based on the measurement results of ideal competencies in the position of Industrial Relations Manager, the prioritized competencies are skills related to management that have a direct impact on industrial relations harmony, such as: Establishing communication with trade unions, workforce offices, carrying out disciplinary actions, making work agreements. Thus, behavioral competencies related to this are obtained in conflict management, negotiating,

political sensitivity, decisiveness, forming judgment, persuasiveness, and adaptability.

Based on the measurement of ideal competencies in the General Affairs Manager position, the prioritized competencies are skills related to the management and support of operational activities such as asset management, facility management, and accommodation management. Thus, behavioral competencies related to this are obtained from attention to detail, customer orientation, managing, focus on quality, and controlling progress.

Based on the measurement of ideal competencies in the HR Operations Manager position, the prioritized competencies are skills related to HR operational management, such as: making organizational structures, designing remuneration strategies, and talent management. Employee development strategy. Thus, behavioral competencies related to this are obtained in the form of Business orientation, forming a judgment, identification with management, vision, developing employees, organization sensitivity, and planning & organizing.

Based on the measurement results of superior competence in the position of Industrial Relations Assistant Manager, the competency map is the same as in the position of Industrial Relations Manager, only the level of competence is focused on industrial relations, which are direct interactions such as Building communication with trade unions, carrying out disciplinary actions, terminating relations work.

Based on the measurement results of the superior competence in the Industrial Supervisor position, the competency map is the same as in the Industrial Relations Assistant Manager position. The level of competence is lower related to a smaller scope of work with the same focus on industrial relations, direct interactions such as communication with trade unions, implementing disciplinary action, and terminating employment.

Based on the measurement results of the superior competence in the position of General Affairs Assistant Manager, the prioritized competencies are skills related to the management and support of operational activities such as asset management, facility management, and accommodation management. Thus, behavioral competencies are obtained through attention to detail, customer orientation, managing, focus on quality, and initiative, to result in orientedness.

Based on the measurement of ideal competencies in the General Affairs Supervisor position, the preferred competencies are skills related to the management and support of operational activities such as asset management, facility management, and accommodation management. Thus, behavioral competencies are obtained through attention to detail, customer orientation, managing, focus on quality, and initiative, to result in orientedness.

CONCLUSION

The results of the preparation of the PT TCO competency model that will be applied to the PT TCO HR & GA Department contain a total of four (4) core competencies, fifty-three (53) behavioral competencies, and 130 technical competencies. The competency level standards can apply to anyone holding the relevant position if the job description does not change. In addition, it is also obtained an overview of the same position clump; different levels of positions have the same competency model but different levels of competency standards.

For further research, it is recommended to apply the competency model prepared for standardized HR management to be used as a reference for compiling a competency model adapted to the company's conditions. The recommended measurement method is Multi-rater to maintain the validity and reliability of the standard measurement results. To ensure the accuracy of the data, preparations can also be made in the form of assessor training, especially at lower levels.

In addition, the company is expected to implement the same competency formulation model for other departments or divisions to be able to map all positions in the company. Considering the importance, if there are no human resources available within the company who specialize in compiling competency models, it is highly recommended to recruit experts to assist in the smooth development of objective and reliable competency models.

The company is also expected to constantly update job descriptions linked to the entire series of competency models and explicitly carry out core competencies, especially by top management, so that all employees can see them even at the grassroots level.

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