The Implementation of Competency-Based Human Resource Management in the Company

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Abstract: *This study aims to analyze the implementation of competency-based human resource management in the company. In this connection, the research is to explore and obtain further information about the implementation of human resource management implementation in the company. The object of this research is a fishery company in North Sulawesi Province, furthermore the respondents in this research are permanent employees who have worked for at least 5 years which are expected respondents have understood and experienced with job duties. This research uses qualitative method, where data collection is taken by interview and observation in more detailed during certain period. The implementation of competency-based human resource management in the analysis company includes recruitment and selection process, training and development, placement, and compensation. By analyzing a series of integrated human resource management activities can be obtained such information so that human resources in a company can be used effectively and efficiently. The results showed that competency-based human resource management in the Fishery Company in North Sulawesi province was in accordance with the competency-based human resource management model. This is revealed from the process of recruitment, selection, training and development, and compensation.*

Keywords : *Human resource management, competence*

I.   Introduction

In the era of globalization, the most developed issue is the issue of global competition. That is, the main issue of the era of globalization is freedom of business which is then spurred by free competition that no longer limits in a certain region or Country. This freedom of effort has become the demands and needs of the people of the world from whatever strata they may be. In various activities every State is ready and begin to implement and improve the economic infrastructure necessary to strengthen the position of the State and its economic actors in order to compete in the global market. One of the important issues that need to be improved is the quality of human resources, both micro-improvement of human resource management in companies involved in global competition, as well as the macro of the improvement of the work force on a national scale (Rivai, 2011)

The most important asset that must be owned by an organization or company and must be considered in management is labor or human resources. Human resources are people who design and produce goods or services, oversee quality, market products, allocate financial resources, and formulate the entire strategy and goals of the organization. Without skilled or competent's people it is impossible for the organization to achieve its objectives. Human resources is what makes other resources can work (Samsudin, 2006).

According to Riva'I (2004) "An organization without the support of employees / employees that fit both in terms of quantitative, qualitative, strategic and operational, the organization / company will not be able to maintain its existence, develop and promote the future". Therefore, there is a need for management measures to ensure that the organization has the right manpower to occupy various positions, functions, work that suits the needs.

Business competition is getting tighter and full of challenges, both local, regional and global. This is because the business has entered the era of free trade, which allows foreign companies to operate in Indonesia. In order to face these conditions various efforts must be done one of which is the arrangement of human resources. Associated with the problem of human resource structuring, one of the problems faced is how to prepare human resources professional and competent and able to support the competitiveness of the company. To achieve this, it needs a good human resource management system, a system capable of providing information appropriately, transparent, fair and non-discriminatory and can be scientifically accountable to human resource

managers and decision makers in deciding matters related to human resource management activities such as recruitment, selection, placement, training and development, as well as employee compensation.

In competency-based human resources management decision-making activities of human resource management no longer based on job specification and individual qualification but based on competency needs of individual positions and competencies. In a competency-based human resource management information system the decisions concerning human resources activities are always referred to the needs of the competency of office and individual competence that is measured and can be observed its validity based on the behavior of someone who works in an organization. With reference to the competency needs of individual positions and competencies can also be built an integrated information system ranging from recruitment, selection, placement, training and development, and employee compensation.

The object of this research is fishery company in North Sulawesi province. Marine and fisheries sector in North Sulawesi Province has great potential as a leading sector and the main driver of regional economic development. This is because, this sector has a comparative advantage compared to other sectors of the availability of natural resources is very large and has tremendous economic potential, capable of producing products and services with high competitiveness, as long as it can manage it appropriately. Until now, not all marine and fisheries development potentials have been seriously undertaken by the central and regional governments, only the development of fishery aquaculture is dominant. The problems and constraints of the fishery sector are also quite large. The main issues of development that hinder the development of marine and fisheries include: poverty, environmental degradation, orientation of development that is still oriented to the mainland, as well as human resources.

This study aims to analyze the implementation of competency-based human resource management in the company. In this connection, the purpose of this study is to explore and obtain further information on whether the implementation of Human Resource Management implementation through the recruitment, selection, training and development process, and compensation in the organization or company has Competency Based.

Siswanto (2000) states that competency-based human resource management can be defined as a process of planning, organizing, implementing and controlling labor activities ranging from recruitment, selection, placement, maintenance and development to retirement where the decision-making process is based on information the needs of the competence of office and individual competence to achieve the goals of the company or organization.

The success of the organization is largely determined by the quality of the people who work there. Along with the increasingly sharp competition due to rapid technological change and the environment is so drastic in every aspect of human life, every organization needs human resources that have the competence in order to provide excellent service and value, for the implementation of human resource management since the process recruitment must be oriented to the competency model. Rivai, 2011 proposed an integrated human resource management element around the compensation model as shown Figure 1.
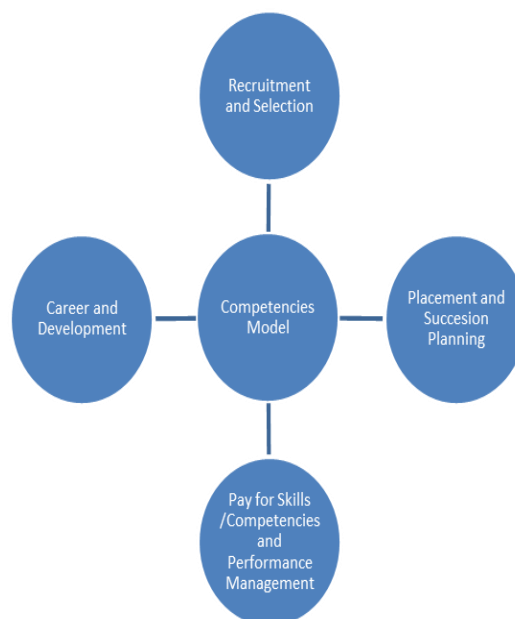
Figure 1: Integrated HRM around a Dear Understanding of Core Competencies

II. Method

The method used in this study using qualitative approach. Qualitative approach is a kind of relevant research to understand social phenomenon (human action) (Bungin, 2007), where data of research result not statistically processed but data analysis done inductively. In this research about the analysis of human resource management based on competency based on manpower from Recruitment and Selection, Placement and Succession Planning, Career Development, and Compensation in fishery company of North Sulawesi Province. Data collection techniques in this study through several methods, namely: observation, interview and documentation. Data analysis technique used is interactive model analysis in accordance with the theory proposed by Miles and Huberman (1992), this analysis technique consists of three components, namely data reduction, data presentation, and drawing conclusions.

III. Results and discussion

3.1. Recruitment

Basically the recruitment process applied to a fishery company is conducted separately between production workers and administrative workers. In the production worker the recruitment process is done on a limited basis (limited information provided) with the intention of recruiting communities around companies that already know the type of work or experienced by not giving an idea of the type of work and salary earned. This happens because in general the community around already know the type of work on the production and wages will be accepted.

While in the administrative process of recruitment has experienced a difference, namely the recruitment process applied in the fishery company is based on the needs. This means that the recruitment process is done after the analysis of the need for new employees, it is aimed to avoid mistakes in recruitment to placement and recruitment process carried out openly by including the requirements and skills required. This is evidenced by the test or test conducted by applicants. Therefore, recruitment is the first step to obtain qualified workers, who can support fishery companies in realizing the targets set.

The process undertaken by the fishery company is in line with the theory of Hasibuan is employee procurement should be based on what the new principle of who, meaning we must first set work-job based on job description (job description). Who means we are just looking for the right people to occupy the position based on job specification (job specification). Procurement of employees based on who new what, will cause mismanagement in placement. The placement of employees who are far below their ability or beyond their ability to cause morale of work and low employee discipline. So, we have to assign an employee according to his ability and give his favorite work (Hasibuan, 2014).

Likewise, Rivai's theory of competency-based recruitment system focuses on screening methods that can be used to select a small number of strong candidates from a large group of applicants. Experience is the basis of judgment. A competency-based recruitment system emphasizes the identification of several core competencies that meet the criteria including: the competencies applicants have developed and demonstrated in their working lives such as initiatives; possible competence to predict the prospect of long-term success of candidates and competencies that are difficult to develop through company training or work experience; competencies that can be assessed using short and targeted behavioral event interview methods such as collaborative team leadership (Rivai, 2011).

3.2. Selection

Based on the results of research on selection process in the fishery company, separated between the production worker and the administration department. For production workers no special skills are required so that the selection stage is not performed. So from the company only see from the willpower and health of the applicants. In the employee selection process, the company is more selective in receiving employees by applying the selection process. Basically the procedure of selecting employees in fisheries companies has also been enforced in companies in general. That is through the procedures that must be passed by applicants include: administrative selection, which in this selection to determine whether applicants are eligible in terms of administrative requirements, such as educational qualifications, curriculum vitae, health letter and work experience. The test of knowledge, this test to determine / measure the knowledge of applicants, for example knowledge of the discipline of the applicant Personality test, such as: the psychological test of the applicant interview, where the test is the final test to find out a match between the ability of the previous test with the real profile.

The researcher analyzes that what is done in a fishery company is in accordance with Sudarmanto theory which states that in a competency-based human resource management system, selection and placement decisions are based on the suitability and suitability between competency requirements and the competence of persons/candidates. The underlying premise is that eligible candidates are suitable or relevant applicants

between the competency requirements of the job and the competencies concerned. Candidates are predicted to have actual performance and high job satisfaction (Sudarmanto, 2009).

Similarly, the opinion of Spencer who identified 7 stages in developing a selection system based on competence, namely: 1) develop a competency model for the target positions to be recruited; 2) selecting and developing assessment methods; 3) train assessors in assessment methods; 4) assessing candidates' competence for positions; 5) make decisions on suitability between the person / candidate and the position; 6) validate the selection system; 7) to develop compatibility between data base of people with positions based on competence (Spencer and Spencer, 1993)

3.3. Placement

Based on the results of research, the process of placement in the fishery company for production workers is done based on the company's production needs. Unlike the placement of the administrative worker is done based on the results of the selection process and placed on the basis of job description and job specification. The researcher analyzes that what the fishery company is doing is in line with Hasibuan's theory that employee placement should be based on defined job description and job specification and based on the principle of "placing the right people in the right place and placing the right people to the right position"(Hasibuan, 2014).

Similarly, Gaol argues that competency-based placement and succession planning systems focus on identifying the best candidates for value-added and very important work for the company. The selection and placement system should emphasize the careful identification of critical competencies required by the work itself (Gaol, 2014).

3.4. Training and Development

Training and development of fisheries companies is rare. Because the training is provided to the workers only when the training period and the training program are provided when needed. Training is usually when there is a purchase of a new machine or equipment which is then given training by the supplier. According to researchers of training programs and development in the fishery company should be done routine by the company in order to improve the skills of workers, so as to improve the performance of the company.

Motivation and encouragement given by fisheries companies are also very important in encouraging and improving the quality of the workers themselves. Motivation form of the company more emphasis to increase loyalty, discipline, and motivation. The company also continues to motivate in improving the personality. The motivation is not only submitted by the leader or supervisor, but also through religious leaders at the time of worship every Friday. This is done so that workers get the spirit and have a good personality and responsible for work.

According to the researcher's analysis, training programs and development in fisheries companies are still rarely done this is certainly not in line with the theory put forward by Dessler that training will provide new employees or existing employees the skills they need to do their jobs. Training is important. If even highly-motivated employees do not know what to do and how to do it, they will improvise or not do anything useful at all (Dessler, 2014)

Likewise, the theory put forward by Rivai namely the demands of competence to climb the career ladder and work or group work defines the meaning of development. Employees who are assessed lacking in certain competencies can be directed to specific development activities designed to teach them missing competencies in order to improve their performance or prepare them to move forward in the future (Rivai, 2011)

3.5. Compensation

Provision of wages in the fishery company using several aspects of the assessment of performance, work skills, education as well as work experience. Wage for workers is set based on monthly wages paid at the end of each month or month. The wages are determined on the basis of the position, skills, skills and education of the worker concerned. In addition to the basic salary, workers are also provided with social welfare benefits, medical benefits, employment benefits, and holiday allowances.

The researchers concluded that the concept of paying the wage of workers is very important for the company. Because a person's motivation in working is to get a reward for the work he or she has done and the company should not consider the wages or salaries as a burden in business, but instead consider wages and salaries as one of the factors in successful production. Based on the research conducted, there is no problem in the compensation system. Because all the respondents said their wages are always paid on time. According to the research analysis, the application of compensation in the fishery company in North Sulawesi province is in accordance with the theory of compensation which is put forward by Mondy that is the total compensation of all benefits received by employees in lieu of services they have provided. The general purpose of compensation is to attract, retain, and motivate employees (Mondy, 2008). Compensation also concerns justice, the theory of

motivation of justice says that people are motivated to maintain a balance between what they perceive as their contribution and their rewards. The theory of justice states that if a person feels an injustice, there will be tension or encouragement that motivates him to reduce the tension and injustice felt (Dessler, 2014)

IV. Conclusions And Suggestion

4.1 Conclusion

Based on the results of research and discussion of competency-based human resources management that includes recruitment, selection, placement, training and development, and compensation, the researchers conclude the following: 1) Recruitment system applied in fishery companies in North Sulawesi Province in general is in accordance with the system recruitment of competency-based human resource management with the procurement system based on the skills, skills, skills, education and experience of prospective workers. 2) The selection process applied in the fishery company in North Sulawesi Province is in accordance with the process of competency-based human resource management that applicants must go through the process stages such as administrative selection, knowledge test, personality test and interview. Similarly, in making selection decisions there is a match and suitability between the competency requirements of the job title and the competence of the applicant. 3) Placements conducted in fishery companies in North Sulawesi Province are in accordance with competence with job description and job specification that has been determined. 4) Training and development conducted in the fishery company in North Sulawesi Province is still rare or less done. Training and development is limited to initial training when received. While the development to improve the competence of workers to improve performance and preparation in carrying out the task in the future is still very less. 5) Compensation system conducted by fishery companies in North Sulawesi province is in accordance with competency-based human resource management that is based on the competence of the workers and fairly.

4.2 Suggestion

1) For fishery companies in North Sulawesi Province, the implementation of competency-based human resource management is a good enough approach in predicting the success of people in working, so it needs to be maintained and improved. The competencies underlying human resource management are beginning with employee needs planning and recruitment, selection, placement, training and development, and compensation. 2) For further research, it is expected to be studied more deeply with approach with different object and point of view so that it can enrich and contribute in the field of human resource management.

Acknowledgements

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