Competency-Based HR Planning in Increasing Productivity of PT Ace Hardware Cimanggis Branch

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Abstract. In today's modern era, the existence of human resources is the main factor that determines the success or failure of an organization and company, both business and social organizations. Competency-based HR planning is an approach in human resource management (HRM) that focuses on developing and utilizing employee competencies in the organization. The type of research in this study is qualitative with descriptive methods. This study intends to provide an in-depth picture related to the object of research, namely competency-based HR planning at PT Ace Hardware Indonesia Cimanggis Branch. The data collection techniques used by researchers are observation, interviews, documentation and literature studies. The conclusion of competency-based HR planning in increasing productivity at PT Ace Hardware Indonesia Tbk is that this approach provides a solid and targeted framework for developing, maintaining, and optimizing human resources in an organization. Overall, competency-based HR planning is not just about placing the right people in the right positions, but also about creating an organizational culture that supports employee growth and well-being, which in turn can increase organizational productivity and competitiveness.

Keywords: Planning, Competence, Productivity

A. INTRODUCTION

Human resources are the most important capital of the organization, if the existence of human resources is lost an organization will not be able to run as it should. Human resources can be interpreted as people who plan and produce to achieve strategies and goals that have become the determination of an organization. Without someone who has been trained, it is unlikely that an organization will achieve its targets because these resources will have a sustainable influence on other resources for the better.

The legal aspect of human resources can briefly be said to be labor law. This refers to the government's decision in Law Number 13 of 2003. It regulates various aspects related to employment relations between workers and employers in Indonesia. Some important points regulated in Law Number 13 of 2003 include:
1.   Rights and Duties of Workers: This law regulates the rights and obligations of workers, including the right to wages, working hours, leave, and employment insurance.

2. Rights and Duties of Employers: This law also regulates the rights and obligations of employers, including the obligation to provide safe and healthy work facilities for workers.
3. Worker Protection: This law provides protection for workers, including protection against discrimination, termination of employment, and actions that harm workers.
4. Wages: This law regulates wages, including the determination of minimum wages and payment of wages in accordance with applicable regulations.
5. Working Time Regulation: This law regulates working hours, rest, and overtime.
6. Leave and Job Security: This law also regulates leave, job security, and the responsibility of employers in maintaining a safe work environment.
7. Dispute Resolution: This law provides for the resolution of disputes between workers and employers, including through mediation and arbitration

PT Ace Hardware Indonesia is a subsidiary of PT Kawan Lama Group engaged in retail tools. The company, which was established in 1995, now has 214 outlets spread throughout Indonesia. One of the outlets operating in the city of Depok is Ace Hardware Cimanggis. The outlet, which opened on September 11, 2020, is located on Jalan Raya Bogor KM 30, Mekarsari Village, Cimanggis District, Depok City. Located at Grand Cimanggis Mall, this outlet has an area of 3,045 M2.

By upholding customer satisfaction, Ace hardware cimanggis branch always strives to increase sales and is oriented towards meeting customer needs. During the operational process, PT Ace Hardware is required to achieve sales targets set by the company. This makes the leadership of Ace Hardware have to do careful Human Resources planning. Employees are required to increase productivity so that the targets set by the company can be achieved.

In this case, the competence of human resources is considered important in determining the increase in employee productivity. Competency-based HR planning is carried out in order to provide results that are in accordance with the goals and targets of the company or organization that have been set. Based on these problems, a study was conducted "Competency-based HR Planning in increasing employee productivity".

B. LITERATURE REVIEW

Human Resource Planning

CHR Jimmy L. Gaol (2014: 80) argues that planning is the process of determining the steps to be taken in the future. Still in the same source, then Gaol (2014: 81) stated that HR planning in organizations is an activity related to planning the needs of employees / human resources of an organization in the future. HR planning allows parts of an organization to acquire the right number of workers, adequate quality, and in the right time.

Furthermore, A.A Anwar Prabu Mangkunegara (2014: 6) formulated that human resource planning or workforce planning can be interpreted as a process of determining the need for labor based on forecasting the development, implementation, and control of these needs which are integrated with organizational planning in order to create the number of employees, employee placement and economic benefits.

Based on the opinions of these experts, it can be concluded that human resource planning (HRM) is a strategic and systematic planning process that involves HR management in preparing the organization to achieve business goals and human resource goals. This definition of HR planning reflects the importance of planning, managing, and integrating the workforce in an organization in a way that supports the achievement of its strategic goals. HR planning helps organizations to deal with change, identify workforce needs, and manage human resources effectively.

Competency-based Human Resource Planning

Competency-based HR planning is an approach in human resource management (HRM) that focuses on developing and utilizing employee competencies in the organization. This concept emphasizes the importance of identifying, measuring, developing, and managing individual competencies to match the goals and needs of the organization. Competency-based HR planning helps organizations to more effectively manage their human resources, identify and fill competency gaps, and achieve strategic goals with employees who have the appropriate skills and knowledge.

Here are some of the main points related to competency-based HR planning:

1. IIdentify Competencies: The organization identifies what competencies are needed to achieve its business goals and strategies. These competencies can include skills, knowledge, behaviors, and other attributes relevant to the job.
2. Competency Measurement: Once the required competencies are identified, the organization undertakes measurements to assess the extent to which current employees meet those competencies. This can be done through performance appraisals, tests, interviews, or other evaluation tools.
3. Competency Development: The organization works to develop employee competencies to match the needs of the organization. This can include training, coaching, skills development, and career development programs.
4. Performance Management: Competency-based performance management focuses on appraisal and management of employee performance based on relevant competencies. This helps the organization in providing more targeted feedback and more specific development.
5. Recruitment and Selection: The recruitment and selection process of employees can also be based on competence. Organizations look for candidates who have competencies appropriate to the available positions.
6. Replacement Plan: Competency-based HR planning also includes the development of a replacement plan to identify internal candidates who have the potential to fill key positions in the future.
7. Outcome Measurement: Organizations measure the impact of competency-based HR planning through metrics such as productivity improvement, employee retention, and achievement of organizational goals.

C. RESEARCH METHODOLOGY

The type of research in this study is qualitative with descriptive methods. This study intends to provide an in-depth picture related to the object of research, namely competency-based HR planning at PT Ace Hardware Indonesia Cimanggis Branch. The data collection techniques used by researchers are observation, interviews, documentation and literature studies. Data analysis is carried out through several stages according to Miles and Huberman, namely Data *collection*, Data *Condensation*, Data *Display*, *Conclusion Drawing/Verification*.

D. RESULTS AND DISCUSSION

The objectives of competency-based HR planning in the context of increasing productivity are:

1. Competency Conformity: Ensuring that employees have competencies that are in accordance with duties and responsibilities. By managing competencies accordingly, employees are better able to perform their jobs effectively, which in turn increases productivity.

2. Selection of Appropriate Employees: Through competency-based HR planning, organizations can ensure that recruiting and selecting employees who have competencies that match the existing position. This helps avoid hiring mistakes and ensures that employees have the right qualifications for the job.
3. Employee Development: By planning employee competency development, organizations can provide appropriate training and development to enhance employees' skills and knowledge. This will help employees become more competent at work and more productive.
4. Effective Performance Management: Competency-focused performance appraisals and performance management help organizations provide more relevant feedback and better guidance to employees. This can increase employee motivation and productivity.
5. Replacement and Succession Development: Competency-based HR planning helps organizations identify replacement candidates who have the competencies needed for key positions. It ensures the operational continuity of the organization even when there are changes in the organizational structure or employee separations.
6. Increased Efficiency: By having employees who have job-appropriate competencies, organizations can reduce the waste of time, resources, and effort associated with errors, unnecessary training, and competency mismatches.
7. Creativity and Innovation: Ensuring employees have relevant competencies for their jobs can give them the confidence to innovate and create creative solutions, which can increase productivity through process and product improvement.

Competency Identification

Competency identification refers to the process of recognizing and determining the set of skills, knowledge, attributes, and traits required by individuals to succeed in a job or in a particular context. This is the first step in competency-based human resource (HR) planning and is related to understanding what the organization needs in order to achieve its business goals and strategies. Competency identification assists organizations in better planning and managing their human resources, including in the process of recruitment, selection, development, and performance appraisal. With a better understanding of the required competencies, an organization can optimize employee selection, employee development, and performance management to achieve its business goals.

Competency identification involves several steps , including the following:
1. Job Analysis: Reviewing a specific job and understanding what it takes to succeed in that role. This includes identifying the tasks, responsibilities, and objectives of the job.
2. Interviews and Consultations: Talk to individuals experienced in the job, such as successful employees or team leaders, to gain insight into what competencies are required.
3. Literature Study: Conducting research or literature review to understand the latest trends and practices in a particular industry or field that may affect the required competencies.
4. Benchmarking: Comparing required competencies with best practices in the industry or with competitors.
5. Focus Groups: Hold focus groups or discussions with various stakeholders in the organization to gain diverse views on the competencies needed.
6. Competency Profile Development: Create a competency profile that lists the competencies needed for success in the role. This profile can include technical competence, communication, leadership, adaptation to change, and so on.
7. Validation: Validate competency profiles with relevant stakeholders to ensure conformity and agreement.

Competency Measurement

Competency measurement refers to the process of evaluating and assessing a person's level of ability, knowledge, skills, and behavior in a particular context. Competencies can cover many different aspects, depending on the field or context, such as employment, education, or a particular skill set. Competency measurement aims to identify the extent to which a person meets certain criteria required to achieve a particular goal or task. This process may involve a variety of evaluation methods and instruments, such as tests, observations, interviews, or work portfolios. Competency measurement can be applied in a variety of situations, including in the context of education, employee development, recruitment, and performance appraisal. The purpose of competency measurement is to measure the extent to which individuals possess the abilities and qualifications necessary to carry out a job or task effectively. The results of this competency measurement can provide valuable information for decision-making related to employee development, training, job placement, or improvement of the selection process.

Competency measurement involves the process of collecting data or information to evaluate the extent to which a person or group of people meets certain standards or criteria in a particular field or context. Here are some steps in competency measurement:

1. Identify Required Competencies:
    a. Determine what competencies are needed for success in a particular job, project, or field.
    b. Competencies can include certain knowledge, skills, attitudes, and behaviors.
2. Measurement Instrument Making:
    a. Select or design a measurement instrument that matches the competence you want to measure.
    b. This instrument can be a written test, an interview, a portfolio, or a combination of several methods.
3. Measurement Implementation:
    a. Apply the measurement instrument to the individual or group being evaluated.
    b. Perform tests, observations, or interactions according to the chosen method.
4. Data Collection:
    a. Collect data or information from measurement results.
    b. Make sure the data collected is in accordance with the predetermined competency indicators.
5. Data Analysis:
    a. Evaluation and analysis of data to determine the extent to which individuals or groups meet the competencies measured.
    b. Identify strengths and weaknesses.
6. Feedback and Reporting:
    a. Provide feedback to the individual or group being evaluated.
    b. Reporting the results of competency measurement.
7. Decision:
    a. Use competency measurement results for decision making, such as employee development, hiring decision making, or training program development.
8. Monitoring and Improvement:
    a. Monitor the implementation of the development plan or necessary corrective actions.
    b. Adjust the competency measurement process as needed to improve its validity and reliability.

Competency measurement is not a one-way task, but rather a cycle that involves continuous evaluation and adjustment as needed.

Competency Development

Competency developmentis a systematic effort to improve and expand the skills, knowledge, and abilities of individuals or groups in a particular field. The competency development process aims to improve a person's performance and effectiveness in carrying out certain tasks or responsibilities. This can involve the development of various aspects, including technical knowledge, interpersonal skills, leadership, and management skills. Here are some aspects of the meaning of competency development:

1. Upskilling: Competency development involves efforts to improve an individual's skills and abilities, be it technical skills or "soft" skills such as communication and leadership.
2. Knowledge Expansion: This process includes increasing the knowledge of individuals or groups in a particular field, which can involve new learning, understanding new concepts, or updating the latest information.
3. Performance Improvement: The main objective of competency development is to improve the performance of individuals or groups so that they can be more effective in carrying out their duties or responsibilities.
4. Adaptation to Change: Competency development helps individuals or organizations to adapt to changes in the work environment or industry, including technological developments, policy changes, or changing market needs.
5. Increased Competitiveness: By increasing competence, both individuals and organizations can become more competitive in their job market or industry.
6. Individual Empowerment: This process empowers individuals with new knowledge and skills, giving them the tools necessary to take responsibility and overcome challenges.
7. Improved Quality of Work: Competency development can result in improved quality of work, ensuring that tasks and responsibilities are carried out with a higher level of expertise.
8. Leader and Leadership Improvement: A focus on developing leadership competencies can help prepare individuals for leadership roles, whether in teams or organizations.
9. Increased Efficiency and Effectiveness: By increasing competence, individuals or groups can work more efficiently and effectively, producing better results in less time.

Performance Management

Performance Management is an approach or process designed to ensure that individuals and teams work effectively and achieve organizational goals. It involves planning, monitoring, evaluating, and developing individual or group performance in the context of organizational goals and strategies. Performance management refers to a set of processes and activities designed to ensure that individuals and teams within an organization work effectively to achieve the goals and objectives that have been set. The main goal of performance management is to improve the overall performance of the organization by optimizing individual and group contributions. Here are some key aspects of performance management:

1. Goal Setting: Setting clear goals and objectives for individuals or teams that align with the organization's vision and mission.
2. Performance Planning: Creating a performance plan that includes strategies, tasks, and responsibilities to achieve predefined goals.
3. Performance Monitoring: Regularly monitoring the performance of individuals or teams to ensure that they are moving towards achieving goals.

4. Performance Evaluation: Assess the achievement of individual or team goals and performance by comparing the results that have been achieved with established standards or criteria.
5. Feedback and Learning: Provide constructive feedback to individuals or teams based on performance evaluations, and help them understand how to improve performance in the future.
6. Performance Development: Develop a performance development plan to improve the skills, knowledge, and abilities of individuals or teams.
7. Recognition and Awards: Recognize and reward individuals or teams that achieve or exceed set performance targets.
8. Unsatisfactory Performance Management: Addressing unsatisfactory performance through talking, coaching, and developing improvement plans.
9. Attribution with Career Development: Aligns performance management with an individual's career development, helping them achieve their career goals.
10. Importance of Communication: Encourage open and effective communication between superiors and subordinates, as well as between team members.
11. Employee Engagement: Encourage employee engagement by involving them in the process of goal setting, planning, and performance evaluation.

Recruitment and Selection

Recruitment is a process designed to attract qualified and potential individuals to fill available positions within an organization. It aims to attractas many qualified candidates as possible in order to select the best individuals to meet the needs of the organization. Activities that are usually carried out in this stage are job advertisements, organizing job fairs, utilizing websites or online recruitment platforms, and networking activities are some of the activities that can be involved in the recruitment process.

Selection is the stage where the organization evaluates and selects candidates that best fit the needs and criteria that have been established for a position. This ensures that the selected individuals have qualifications, skills, and characteristics that match the requirements of the existing position. The activities carried out in this stage are wawancara, skill tests, knowledge tests, psychological assessments, and references are some of the methods generally used in the selection process.

Here are some common indicators used in recruitment and selection:

Recruitment Indicators:
1. Number of Applicants: Measures how much interest potential applicants have in available positions.
2. Applicant Quality: Evaluate the extent to which applicants who apply conform to the criteria and requirements of the position.
3. Applicant to Employee Accepted Ratio: Shows the efficiency of the recruitment process by measuring how many applicants are accepted compared to the total number of applicants.
4. Time-to-Fill: Shows how quickly a position can be filled, from job announcement to new hiring.
5. Effective Recruitment Sources: Identify recruitment sources (such as career websites, job fairs, or recruitment companies) that provide the best results in attracting qualified applicants.
6. Applicant Satisfaction: Assessing applicant satisfaction with the recruitment process, can be measured through surveys or applicant feedback.

Selection Indicators
1. Success Rate in Selection: Assess how well the selection process can select candidates who have the appropriate qualifications and skills.

2. Employee Retention Rate: Assesses how well selected employees stay and contribute within a certain period of time after being hired.
3. New Employee Performance: Measures the performance of newly hired employees after a certain period, determines the extent to which employees meet expectations and understands their work.
4. New Employee Satisfaction: Assesses new employees' satisfaction with the selection process and their initial experience in the organization.
5. Selection Cost per Employee: Calculates the cost incurred by the organization to engage and select each new employee.
6. Feedback from Managers and Teams: Get feedback from managers and teams related to how well newly hired employees can adapt and contribute to team work.

Monitoring and analysis of these indicators helps organizations to improve their recruitment and selection processes, ensure efficient placement and acquire employees who contribute positively to the success of the organization.

In the series of recruitment and selection, organizations try to ensure that they get employees who are competent and in accordance with the needs and values of the company. These two processes are interrelated and essential to producing a qualified workforce and supporting the achievement of organizational goals. Along with that, the principles of fairness, transparency, and equality of opportunity are also important in the implementation of recruitment and selection to create an inclusive and professional work environment.

Reimbursement Plan

Competency-based HR (Human Resources) plans are strategies or steps taken to ensure that the organization has employees who are competent and ready to replace key positions in the event of changes or business needs. This plan focuses on developing and empowering human resources to fill important roles within the organization. Here are some aspects of a competency-based reimbursement plan:
1. Identification of Replacement Needs: Identifies specific positions or roles that have a strategic impact on the organization and ensures that there is a plan to replace the individuals who fill those roles.
2. Key Competency Analysis: Determines the key competencies and qualifications required for the position or role to be replaced.
3. Current Employee Development: Focus on developing employees who currently fill key positions to ensure that they have the necessary competencies to take over larger or different roles in the future.
4. Training and Development: Develop training and development programs that align with the key competencies needed to prepare employees to take over larger or different roles.
5. Competency-Based Approach: Ensures that the replacement plan is based on an in-depth competency analysis, which includes the knowledge, skills, and attitudes necessary for success in a particular position.
6. Preparation of a Reimbursement Plan: Create a clear and structured plan to replace individuals filling key positions, including concrete steps, time required, and responsibilities involved.
7. Identifying Internal Talent: Assessing internal talent within the organization and identifying individuals who have the potential to fill more strategic or elevated roles in the future.
8. Collaboration with Stakeholders: Involves managers, employees, and other relevant parts in replacement planning to ensure a comprehensive understanding of organizational needs.

9. Evaluation and Monitoring: Conduct periodic evaluation and monitoring of the implementation of the replacement plan to ensure that the objectives and competencies set are achieved.
10. Flexibility and Customization: Develop a plan with flexibility for adjustment according to changing organizational needs or market conditions.

Competency-based replacement plans aim to ensure the sustainability and success of the organization by having human resources ready and able to take over strategic roles in the future.

Yield Measurement

Measurement of results in competency-based HR (Human Resources) planning includes evaluation of the implementation of employee replacement or development plans by considering the competencies identified. The measurement of these outcomes helps ensure that HR planning objectives are achieved and that the human resources in the organization have the necessary skills and abilities to support the organizational goals. Here are some aspects of outcome measurement in competency-based HR planning:

1. Competency Attainment: Measures the extent to which employees participating in the development program have successfully achieved the competencies set out in the plan.
2. Performance Evaluation: Evaluate the performance of employees who have followed the development plan or HR planning to see the impact on their work results.
3. Progress Measurement: Monitoring individual or team progress toward targeted competencies, often through periodic evaluations or performance measurements.
4. Employee Retention and Rotation Measurement: Evaluates whether competency-based HR development or planning programs affect the retention rate of engaged employees and reduce labor rotation.
5. Feedback from Employees: Collects feedback from employees involved in the development program to assess success and perceived positive impact.
6. Employee Development Measurement: Measures the improvement of employee skills and knowledge through training or development that has been implemented.
7. Achievement of Organizational Goals: Evaluates whether competency-based HR planning programs contribute to the achievement of larger organizational goals.
8. Cost and Benefits Measurement: Assess the efficiency and effectiveness of programs by comparing implementation costs with resulting benefits, including productivity or performance improvements.
9. Competency Adoption and Application: Measures the extent to which competencies identified in HR planning have been adopted and applied in daily practice in the workplace.
10. Continuous Monitoring: Continuously monitoring the achievement of results to ensure that the goals and competencies set continue to be relevant and can be adapted to changing organizational needs.

Measurement of these outcomes is important to evaluate the effectiveness of competency-based HR planning and to provide the information necessary for organizations to continuously improve strategies and programs.

E. CONCLUSIONS AND SUGGESTIONS

Linkage to Organizational Goals: Competency-based HR planning puts organizational needs as the primary focus. Identification of competencies required to achieve organizational goals helps ensure that human resources are in line with the company's strategy and vision.

Employee Development: By emphasizing competency development, HR planning provides a significant boost to employee growth and development. This not only improves the skills of individuals, but also increases their ability to contribute to the maximum.

Adaptation to Change: Competency-based HR planning helps organizations adapt to the changing business environment. By identifying and developing relevant competencies, organizations can more quickly respond to market or technological changes.

Increased Productivity: Focusing on employee competencies relevant to the job and organizational goals helps increase productivity. Employees who have the skills and knowledge that match their duties tend to work more efficiently.

Selection of the Right Employees: Identification of the required competencies facilitates the recruitment and selection process, so that the organization can select employees who best suit the needs and culture of the company.

Employee Motivation and Satisfaction: By empowering employees to develop their competencies, organizations can increase employee motivation and satisfaction. Employees feel valued and supported in their career development.

Continuous Learning: A competency-based approach fosters a culture of continuous learning in organizations. Employees are encouraged to continuously improve their competencies, creating a dynamic and responsive environment.

Sustainability and Balance: Competency-based HR planning helps create sustainability in human resource management and strikes a balance between organizational needs and individual development.

Overall, competency-based HR planning is not just about placing the right people in the right positions, but also about creating an organizational culture that supports employee growth and well-being, which in turn can increase organizational productivity and competitiveness.

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