WORK COMPETENCY STANDARDS AS A STRATEGY FOR COMPANY OPERATIONS EFFECTIVENESS

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Abstract
This study aims to provide awareness to company management in developing competencies for its employees. Coaching employees with relevant competencies can improve management quality standards. Based on the classification, this research is classified as applied research (Applied research) with qualitative data. Researchers provided strategies for developing company quality by increasing the competence of personnel. The researchers triangulated the data by summarizing various scientific sources and related regulations, then validated it by filtering the opinions of management resource practitioners in the company. As a result, the company has effectiveness in developing the competence of its employees. SOPs that are collaborated with competency elements for each stage of operation guarantee the minimum standard quality of the products and services issued. Companies that do not increase their personnel capacity or quality will easily fall behind other companies. Further research is expected to have quantitative measurements so that they can prove the meaning of competency development in company profitability and efficiency.

Keywords: employee competency development, quality management, quality management effectiveness strategies

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PRELIMINARY

HR preparation planning is oriented to produce competitive human resources. Increasing the competitiveness of human resources can be carried out through various efforts, including education, job training, and workplace experience. Education and job training must prepare Indonesian human resources, which have high quality, skills, professionalism, and competence and are relevant to the world of work's conditions and needs. Therefore, education and job training must be carried out in synergy and increase job competence.

There are 3 (three) principal components are essential: work competency standards, competency-based education/training, and competency certification. Work competency standards become a reference in the development of competency-based education/training programs and the development of work competency certifications and can even become a reference in HR development. Apart from being a reference in HR development, work competency standards can also be a reference in work operations.

Indicators in the standard of competence labor built the mechanism structured are described in the regulations the minister of labor No. 3 of 2016 on governance means establishing standards of competence work in Indonesia. Companies can adopt standard working companies with SKKNI because in framing draft, SKKNI include provisions as follows:
1. Contains formulations on task competencies, task management competencies, competence in dealing with emergencies, and competence in adapting to the work environment, including responsibilities and cooperating with others;
2. Reflects a realistic job prevailing in the workplace in general in a particular sector or business field;
3. Formulated with work result orientation (outcomes); and
4. Formulated in a measured manner in clear, simple, and easily understood language by SKKNI users. (Ministry of Manpower, 2016)

Point a describes the qualifications of personnel who must be able to face various working conditions. An explanation regarding the relevance of the work on the standard of competence work specific will provide clarity personnel in the execution of technical a job and orientation of working with proof portfolio increase measurable indicators of labor (job function). Understanding related to the
use of standards of competence of work has been invested since the period of education, regard these support personnel employed in a company improve the quality and effectiveness of operating companies (Robbani et al., 2020)

Standard of competence work gives the results of the work (outcomes) by the expectations of the owner of the work (Gunasti, 2017). Meanwhile, in the health sector, prospective nurses must test the competence, which, if fails, then do not get permission from prospective nurses in Indonesia (Abdillah, 2016). Standard of competence work becomes fundamental part on developing human resources and management quality of the company. From the angle of view of total quality management (TQM), performance management is achieved with TQM (Lopez, 2008), which include applying orientation on results as Article 10-point C Regulations Minister of Labor No. 3 of 2016 on Governance Means the establishment of standards of competence work in Indonesia.

Researcher either be review strategies standard of competence working as a benchmark company in developing a power human source

METHOD

This research is classified as applied research with qualitative data based on the classification. Researchers provide a strategy for developing company quality by increasing the competence of personnel. Researchers triangulate data by summarizing the various sources of scientific and regulatory-related, then validate by filtering opinions by practitioner’s source power management in the company. Mechanical analysis of the data used researchers using research results processed using the method Cresswell namely 1. Process and prepare the data for analysis, 2. Read all data/process the symptoms that occur on the research object, 3. carry out an encoding to the description of categories and themes. To be analyzed, 4. Interpret.

RESULT AND DISCUSSION

Result

The results of this research are reviews of several sources of documentation that discuss the quality management system, work competency standards, training, and certification. The results of the researcher interview with a competency assessor and HRD practitioner at the training company explained

The use of work competency standards in the industry and competency-based HR development is still limited. Companies are recruiting more experienced people with high salary standards to get best practices in developed industries. Meanwhile, the use of work competency standards can provide effectivesness with reviewed and auditable guidelines.

Researchers also summarize the literature that explains the existence or recognition of work competency standards with their application in organizations or industries.

Table 1. Recognition of Work Competency Standards with Its Application to Organizations/Industries

<table>
<thead>
<tr>
<th>Application in Organization / Industry</th>
<th>Work Competency Standards</th>
</tr>
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<tbody>
<tr>
<td>SOP Title</td>
<td>Unit Title</td>
</tr>
<tr>
<td>The Scope of The SOP</td>
<td>Unit Description</td>
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<tr>
<td>The Main Step of The Process</td>
<td>Element</td>
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<tr>
<td>Work Instruction</td>
<td>Performance Criteria</td>
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<tr>
<td>Specifications Fit Context</td>
<td>Variable Constraints</td>
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</tbody>
</table>
Work competency standards ensure stages of work a job with a minimum standard of measurability achievement. Personnel who work based on best practice are superior to their experience; when combined with work competency standards, personnel can provide a transfer of knowledge that is very meaningful for the company's progress. In the chart above, units of competency from work standard competence to recognition with standard operating procedures (SOP). The results of the researcher interview also suggested things that were relevant to the explanation above.

Work standards based on competence can support the company's operations' effectiveness with several conditions; 1. The application of work competency standards to be the company's minimum standards and continuous improvement, 2. Employee personnel training is carried out on a competency basis, 3. Competency certification is carried out as proof of third parties.

On other occasions, researchers also conducted interviews with corporate owners who have used work competency standards as the basis for company operations. The resource person is the owner of a company that grew during the Covid pandemic and can survive amid technological disruption.

The use of work competency standards has been the basis for operations in our company since 2018. I took a competency test at a professional certification body. Although not in all aspects of our activities, work competency standards guide in developing our company's best practice operations. In contrast to the period before I understand competence crimes' standards, almost all the work should be outsourced to a third party; it is not efficient. Supposedly, enterprise companies and other organizations can use a reference work competency standards operating system's primary institutions.

Discussion

Recognition supports the effectiveness of the business in the hospitality or tourism sector. The article acceptability standard of competence in tourism work has reached the ASEAN market, MRA supports it, has its tourism field with the issuance ACCSTP and CATC (Hapsari, 2016). As for the use of work competency standards, especially on the certification, it is still a concern of the government, which resulted in a certification program that does not understand the urgency of distributing certification (Son et al., 2018). Whereas with the certification, understanding of work competency standards can be achieved and increase its effectiveness.

In the banking sector, the use of work competency standards is the banking professional certification agency; LSP mediates the gap between; 1. Inaccurate in employee recruitment because they do not have the competency standards needed, 2. The preparation of training programs is not by employees’ competencies according to their respective fields of duty, 3. Inaccuracy in employee placement because there is no evidence of work competence possessed by employees, 4. They do not have a competency measurement tool in carrying out their duties (Banking, 2018).
The discussion above illustrates the importance of using work competency standards in an industry. Even though the government has not carried out in-depth supervision, companies can use work competency standards as a reference for companies in improving the quality of operations. In some sectors, certification and use of work competency standards are mandatory for the government, for example, in the ministerial regulation of energy and mineral resources No. 43 of 2016 concerning specific work competency standards in the coal mineral sector. All personnel who enter the mining environment and have become team leaders for a job function must have a professional operational supervisor certificate. As explained in the research results, Recognition Work competency standards can cut costs and time on company operating standards that result in companies operating effectively.

CONCLUSION

This research concludes that companies can implement human resource development, which includes competency-based training and professional certification. Besides, companies can apply work competency standards for specific work competency standards and Indonesian national and international work competency standards. As long as the government has not carried out supervision and requires certification, companies can gradually provide competency-based training and professional certification. Because at certain times, the government will require certification in specific sectors (mandatory).

BIBLIOGRAPHY


