SUMMARY

YUNUS TRIYONGGO. Designing Human Resources Management Profession’s Competency Development Model in Indonesia. Supervised by M. SYAMSUL MAARIF, ANGGRAINI SUKMAWATI, LUKMAN M. BAGA.

The roles of Human Resource (HR) practitioners’ are increasingly becoming important both as the key person in managing human resources effectively and as strategic partner to the organization leadership. HR practitioners’ competencies need to be prioritized in the efforts of development and standardization. Their contributions on business organization value added is on their bosses and or the organization leaders’ top demand and expectation.

The research study firstly analyze the current situation of HR practitioners’ competences in Indonesia and then to craft the ideal management model of competencies, and finally to design competencies development model to generate the competent HR practitioners. The situational analysis involved 250 HR practitioners via online questionnaire through non-random purposive sampling, and the result figures are described by using the descriptive statistic. Furthermore, Soft System Methodology (SSM) supports the research to craft the ideal competency development model. In the decision analysis, research used Strategic Assumption Surfacing and Testing (SAST) tool to build the strategic assumptions, Interpretative Structural Modeling (ISM) tool to design the institutional model, and Analytical Hierarchy Process (AHP) tool to choose the most effective strategy in the HR practitioners’ competency enhancement process.

The mapping process via questionnaire analysis successfully captured the respondents’ perception that the competency standards, competency development, and profession certification are very important although the development opportunity is not scattered enough to the whole areas of Indonesia. The government especially Manpower Ministry has to take quick and strategic actions to build the learning network both conventional and IT-based to open the access for all HR practitioners in elevating their competencies in fastest ways without locations barrier. On the other hand, organization has shown great appreciation to HR function as we can see in the organization structure that HR occupies strategic position as Board member. This is a gold opportunity for HR practitioners to prove their contributions and influences on managing people effectively and helping the corporation to succeed their business ambition. HR perceived that they are less competent on industrial relations, HR strategy, and organization design, but feel confident on learning and development, employee engagement, and HR services. These facts show that HR practitioners in Indonesia need to strengthen their competencies both in strategic roles and responsibilities, and mastering in creating conducive working environment.

The ideal competency development model should consist of acceleration process on HR National Competency Standard implementation sub-system, HR competency-based training programs implementation sub-system, and HR profession certification programs sub-system. By implementing those sub-systems, the accelerated competency development process will be done fastly and aggregated Indonesia will have more competent HR practitioners who will create the more productive human resources.
The most affected sectors by the HR practitioners’ competency development program are corporations and the industry as the user of HR practitioners. Increasing number of competent HR practitioners will help a lot to corporations in industry in people development and employee productivity. To make it happen, the competency development programs requires a strong commitment from the government, an effectiveness of Profession Certification National Body (BNSP), and the integrity of certification body. Moreover, the development program will face several obstacles such as the low awareness of stakeholders, the relatively low bargaining position of HR practitioners, and there no mandatory certification for HR profession. Government has to facilitate and regulate in supporting the development program to improve the HR practitioners’ competency, increase the distribution of development opportunity, and ensure the HR profession standardization in Indonesia. The key success factors can be measured from the increasing number of certification bodies, education and training institution, competency assessor, and HR practitioners with high competence. To achieve those objectives it needs to establish the competency standards, conduct socialization programs to all industry sectors, apply the imposition of compulsory certification for HR practitioners, and involve related institutions such as Government, BNSP, and profession associations.

AHP suggests that the prioritized factor will be HR practitioners’ awareness and interest in competency development. The key actors are profession associations, HR practitioners and HR profession certification body. In order to improve the HR practitioners’ competencies, the top priority strategy is to improve the quality of HR education and training institution. To support the strategy, the Government via Manpower Ministry should reposition the vision and mission to become a center of excellence in creating competent HR practitioners both for private and public sectors. Moreover, the Manpower Ministry as national capacity building coordinator needs to map and integrate the HR practitioner capability building resources such as HR Consultants, HR training providers, industry association, or profession association to have one vision to robustly elevate the HR practitioner’s competencies.

HR profession competency development model in Indonesia is already designed as a reference for accelerating the implementation of HR National Competency Standard, HR competency-based training, and profession certification. By using this model, all stakeholders can do the best coordination and interaction efforts focusing on those 3 priorities to enhance the HR practitioners’ competencies throughout Indonesia so then improve the human resources productivity at all sectors of industry and aggregately strengthen the nation’s competitiveness.

Keywords: certification, competency, HR practitioners, model, profession, training.