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## **Significance Study of Human Resources Practitioners' Competency in Indonesia**

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### **Abstract**

Human Resources (HR) practitioner competency in Indonesia needs to be examined to find its significance by using descriptive statistic method. Respondents come from Jabodetabek area and the other big cities at Java Island. Purposive non random sampling is applied to cover members of Indonesia HR Management Association as respondents via online questionnaire. There are 250 respondents who filled in completely. This significance research is divided into four parts, which are (1) importance to company, (2) importance to HR profession, (2) competency mastery, and (4) importance to HR job. Research findings show that the important competencies are (1) capability to drive employees to have and develop their skills, knowledge, and experiences to achieve company goals, and (2) capability to enable employees in organization being motivated to learn, develop, and show their best performance. Moreover, HR practitioner perceive that they are mastering best on the behavior as role model.

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**Keywords:** competency; descriptive statistic; Human Resources practitioner; purposive non random sampling; significance.

## **1. Introduction**

Domestic business development, regionally and globally in recent decades such as a prolonged recession, the debt crisis of private companies and government, takeover bankruptcy of the company by the government, and political uncertainty make the business world must adapt and show rapid and appropriate response in order to remain in existence. Increased investment in Asia-Pacific countries which are countries with high economic growth make this region undergoing rapid changes both in terms of how businesses interact, the more stimulation of the economy, and the need for skilled and expert Human Resources (HR). Changes in global and regional world requires a series of new competencies for practitioners of Human Resource Management (HRM).

HR practitioners should be able to be a credible activist when all the recommendations submitted must be accountable and act actively in mastering aspects of understanding business enterprise/organization or aspects of the management and human resources development. HRM function is becoming increasingly important and strategic in business organizations that require the development of systems of HRM practitioners more comprehensive, structured, measurable, and standardized. This is in line with the evolution of the HRM function merely as administrators, to become a strategic business partner to the organization leaders [1].

HR practitioners Indonesia also experienced this process of change and trying to adjust to the demands of the new role both as an expert in the field of HRM to be a strategic business partner. HR professional competency standards already set forth in the form of Manpower Minister of Indonesia decree as a reference for competency development of HR practitioners in Indonesia [2]. The function of HRM has entered a challenge to be able to translate the business situation and competitive conditions in the external environment to be taken into consideration in formulating the strategy for the company in maintaining the existence of the business and win the competition. HRM function in the future is expected to be a function of granular when it will be required to provide approaches and interventions that are specific to the subject, case, and or certain parts of the organization [3].

Study of HR professional competency in Indonesia needs to be done to determine the significance of the role and functions of HR practitioners. Level of significance can be seen from the importance to company, to HR profession, level of mastery of HR practitioners, as well as to work. For the first phase of research will focus on how this level of significance from the perspective of HR practitioners.

This paper was written to answer the question of how perceptions of HR practitioners about the significance of competency, and aims to analyze the significance level of the company, HR profession, HR practitioners mastery level, and to work. Situational analysis of the significance of the results of this competence will be an important input for further research in designing a system model of competency development of HR practitioners in Indonesia.

## **2. Literature Review**

Three things are closely related to the role of reactive-strategic HRM include: (1) linking tactics HRM in strategy and tactics of a specific business, (2) creating a culture that is needed to run the business strategy, and (3) provide process and engineering change management. Proactive role-strategic HRM are: (1) efforts to create a culture of creativity and innovation, (2) contribute to every stage of the process of mergers and acquisitions, and (3) linking the internal capability to things desired external market, so that the practitioners HRM can provide a greater contribution in the company's competitive advantage [4]. The competencies that differentiate a professional HR from other professionals, the knowledge of the individual against the external environment and how the external environment affects the organization [5, 6, 7]. This competency is able to translate the HRM system from a business perspective rather than only from the perspective of HRM alone [8].

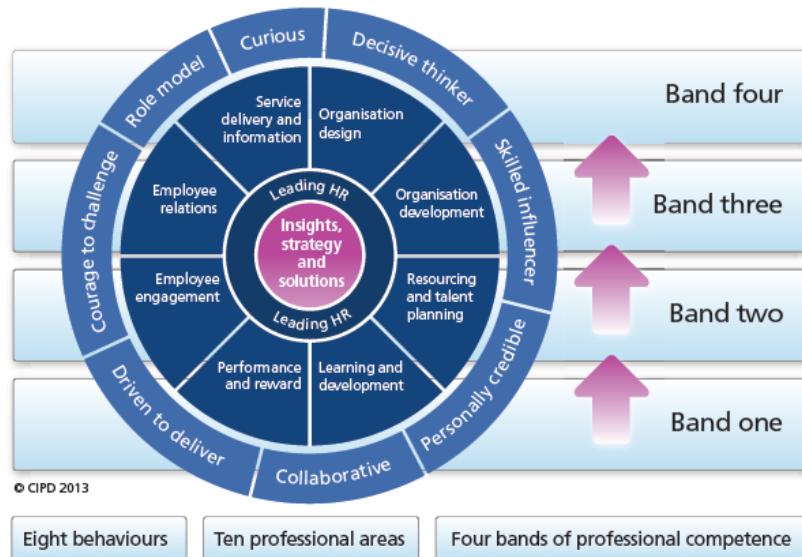
There are two approaches that are often used in building the competency model that approaches the single positions (single-job approach), and the approach of one size fits all (one-size for all). Both approaches have drawbacks when competency model is used for a variety of jobs. Requirements diverse approaches to work are: (1) a series of competency framework should be known to most people, (2) have the flexibility of space to be able to do certain adjustments to the model work individually, (3) the level of performance for each competency has been defined, and (4) rapid approach that is cheap to construct a model of competence. The use of diverse approaches and their position in the workplace tendency will make this approach more attractive [9].

After conducting studies involving more than 20,000 HR practitioners around the world and 650 organizations, [3] formulate competency HR practitioners consisting of:

- Strategic Positioner. HR practitioners of high performance, thinking and acting from outside to inside. The HR practitioners have deep knowledge and was able to translate into action the external business trends and internal organizational decisions.
- Credible Activist. Effective HR practitioners are credible activist. Credibility appears when HR practitioners implement what was promised, build personal trust relationships, and reliable.
- Capability Builder. HR practitioners who effectively creating an effective and strong organization with helping to define and build organizational capabilities.
- Change Champion. HR practitioners create internal capacity of the organization to change to reflect the rhythm of external changes.
- Human Resource Innovators and Integrators. HR practitioners who effectively integrate HR practices innovative solution that integrates into the business problem.
- Technology proponent. HR practitioners who understand technology will create better organizational identity while emerging out of the company, and improve social relations within the company.

Based on research, the study on an ongoing basis, and collaboration with organizations around the world, the Chartered Institute of Personnel and Development (CIPD) UK share the results of a study of competence that need to be controlled and carried out by HR practitioners in order to succeed at every stage of his career. CIPD recommend eight soft competencies/behaviors, ten hard/technical competencies, and were stratified into four

levels of HR practitioner's qualification. The eight soft competencies are curious, decisive thinker, skilled influencers, personally credible, driven to deliver, courage to challenge, and role model. Ten hard competencies include: insights, strategy and solution, leading HR, organization design, organization development, resourcing and talent planning, learning and development, performance and reward, employee engagement, employee relations, and service delivery and information.



**Figure 1:** Map of the HR Professional version of the CIPD, UK.

The transformation of HR profession from administrative officer to become manager HRM has left unresolved tension between HR competencies which are soft and hard. This contains the ethical dimension in defining HRM as a profession. Management ethics of the HR profession is complex and has not received adequate attention in the development literature. Two key recommendations that can be offered is that the ethical conventions should be directed entirely at the HR profession and ethics which are integrated into the process of strategic HRM [10].

The research of telecommuting concept which has been a new phenomenon for most of Malaysian firms, especially for human resource managers was conducted on the Malaysian HR practitioners. It was discovered that high percentage of the human resource managers shown their concern on the acceptance of the telecommuting concept. Telecommuting, or telework is a work arrangement in which employees do not commute to a central place of work. Many telecommuters work from home, while others use mobile telecommunications technology to work from coffee shops or other locations [11].

A study in Vietnam is done to determine perceptions about the changing role of HR practitioners and functions. Because the concept of HRM was still relatively new in Vietnam and still mixed with political and economic aspects so that the response of HR practitioners contains a combination of old and new practices. The companies that are foreign-owned and joint venture lead change HRM practices in Vietnam with the rapid changes in the management system (People Management) and in certain areas such change extended to the public sector.

However, due to internal and external constraints then the manager does not have a strategic role in the management of the person [12].

A study was conducted on changes in the function of HRM in Australia for more than five decades to reflect on developments in the US and the UK. Significant changes in the HRM profession is a change from reactive to strategic focus. The research also involves both HR practitioners and top management pertaining the current HR function in order to gain the leverage to perform a strategic role within organization in Australia. Results of the study recommend that the supportive, experienced leaders, and practice of high frequent information exchange amongst the top leaders can have a positive impact on the influence of HRM. New opportunities are emerging to influence HRM is functional expertise and the role of relationships manager [13].

The research was done to examine the HRM policy in five Asia-Pacific countries, including Australia, Japan, New Zealand, Philippines, and Taiwan. It wants to know whether HRM in these countries are similar idealistic model of strategic HRM which is widely developed in the United States or have their own characteristics. In general, the indicators show that the five countries have incorporated aspects of strategic HRM and have adopted policies that align employee performance on organizational requirements [14].

The scarcity and skill gaps of HR practitioners in Australia, China, New Zealand, and Vietnam was studied with aims to develop theoretical and empirical studies as well as help explain how HRM can provide responses to manage the challenges associated with the development of skills and management talents. The conclusion at a broader level, effective alliance between education providers, industry, and other stakeholders is needed to reduce the scarcity of skills and improve skills development. At the organizational level, it should be advocated that the HRM strategy is focused on creating a cadre of talent and talent management to reduce the skills gap and improve the quality of human capital [15].

The competitive advantage has become an important part of the operation of the company in a dynamic global market, and becoming something important seen from the theory of strategic management and strategic HRM. Adoption of the role of strategic business partner for HR practitioners have considerable potential to contribute to the strategic agility that companies need to successfully compete globally. Qualitative research on HR practitioners in India, recommends a closer alignment between business strategy and HRM and HR practitioners developmental role as strategic business partners. HR practitioners need to play a role as a strategic business partner to facilitate strategic agility. HR practitioners need to know the business and to design and implement a knowledge management system. Support leadership and flexible organizational structure is critical to facilitate the role of HR practitioners as a strategic business partner [16].

The investigation was done on the variables that may be predictive of hotel employees' turnover intentions. The influence of trust in organization as a mediator in the proposed relationship is also examined. It is suggested that to enhance employees' trust in organization and subsequently to reduce turnover intentions, hotels need to continue to provide training and development programs to their employees, conduct fair and formal appraisal system, and provide ample and clear career advancement to their employees [17].

This research question is how perceptions of HR practitioners about the significance of competency seen from the importance of competency against the company, to the HR profession, the extent of its control, and to work. Through situational analysis on the perception of HR practitioners, the research questions will be tried to be answered in this paper.

The limitation of this study is that the research carried out within the scope of HR practitioners' perceptions about the significance of their competency. Respondents included members of HR professional associations mostly in Jabodetabek. Object of analysis is the competency model of HR practitioners in Indonesia by using a competency framework version of the HR profession CIPD UK.

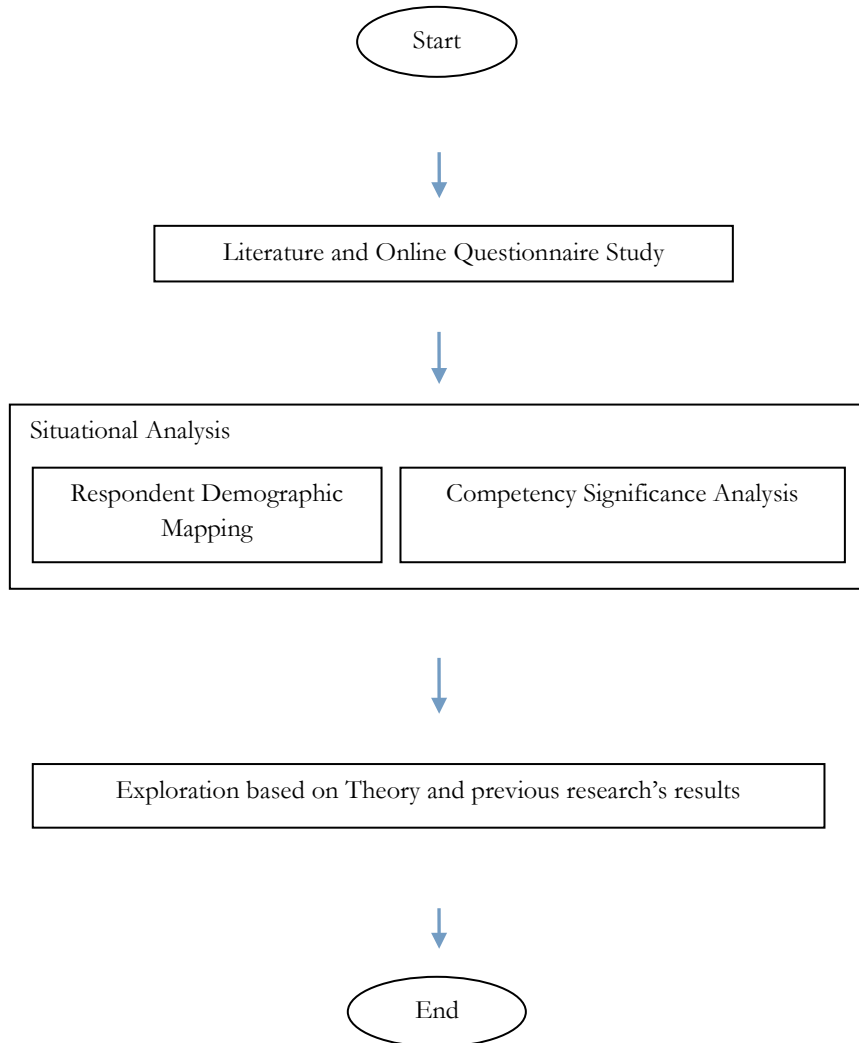
### **3. Methods**

The study was conducted in Indonesia, especially Jakarta and major cities on the island of Java, Surabaya, Bandung and Semarang involving HR practitioners. Study preferably at HR practitioners who work in private companies both local and multinational doing business in Indonesia. The study was conducted in late 2014 to early 2015 by mapping the perception of HR practitioners about the significance of HR professional competency. Research involving HR practitioners from the member of the Association of Human Resource Management (PMSM) of Indonesia. The study was conducted within the scope of Indonesian HR practitioners' competency in general.

The study design can be described in Figure 2 with several stages which begins with a literature study and review the online questionnaire to capture the perceptions of HR practitioners to obtain the results of the situational analysis of the significance of HR professional competency in Indonesia. Analysis tool used is descriptive statistics to describe what kind of map perception of HR practitioners in Indonesia related to their competency.

The sampling frame used is non-random purposive sampling to members of the Association of Human Resource Management of Indonesia, which are mostly located in the Greater Jakarta area. The method used is a quantitative approach that is descriptive statistical analysis to present the results of data processing include the importance of competency to company, the importance to HR profession, HR practitioner's mastery level of the competency, and competency on the job relevance of HR job.

Questionnaires were developed based on the content of the map HR profession CIPD version that is similar to the situation in Indonesia. There are 27 statements set out on 19 hard competencies (technical), and 8 soft competencies (attitudes and behaviors). Each statement is equipped with a Likert scale of 1 to 6 to capture the respondents' perception of the importance of competency for the company, the importance to HR professional competency, HR practitioner's competency mastery, and relevance to the work of HRM. 1-6 Likert scale design is intended to provide enough range for respondents to elaborate on the answer choices and avoid the middle-effect to obtain more objective results. List of questionnaires statement can be seen in Table 1.



**Figure 2:** Research Steps

#### 4. Results and Discussion

Research using online questionnaires netted 250 respondents, consisting of 73% of male respondents and 27% of women. The age of respondents ranged from 21 to over 60 years and is dominated by the age of 31-35 years and 41-45 years respectively 18.8% of the total respondents. Respondent with 26-30 years of age as much as 16.4%, age 46-50 years by 14.8% and the rest scattered in other age ranges. Based on the positions of the respondents, mostly from the manager level (23.2%), followed by the supervisor level (19.6%), senior managers (11.6%), assistant manager and clerk/admin HR respectively of 8.8% , and the rest are at the level of deputy director and director. Judging from his position, the majority of respondents came from general by 25.2%, which means that oversees all functions of HRM, and the rest spread over the functions of training and development (10%), organizational development (8.4%), service HR (7.2%), recruitment and selection (6%), industrial relations (4.4%), and other functions.

Respondents who participated in this study came from various industries, namely manufacturing (15.2%), food and beverage/consumer goods (12.8%), oil and gas (7.6%), and poultry feed (4.8%), retail and warehousing (4.4%), and others scattered in the insurance, banking, energy, finance, hotels and restaurants, mining, health care, education, technology and communications, transportation, and other industries.

**Table 1:** List of research questionnaires statement

| No  | Competency Unit  |
|-----|--|
| 1.  | The ability to understand the business and organizational context and solutions  |
| 2.  | Ability to lead and push yourself in implementing HR approach in business  |
| 3.  | Ability to lead and encourage others in implementing HR approach in business   |
| 4.  | Ability to lead and encourage programs / activities in implementing HR approach in business  |
| 5.  | The ability to design the right organization to achieve short and long term company  |
| 6.  | The ability to design effective organization for managing structural change  |
| 7.  | The ability to ensure that the organization has the necessary commitment to achieve strategic objectives and organizational adaptation   |
| 8.  | The ability to ensure that the organization has the organizational culture, values, and a supportive work environment in order to achieve strategic objectives and organizational adaptation                                   |
| 9.  | Ability to ensure the organization is able to identify and attract key people in creating a competitive advantage in order to meet short-term goals and long-term organization   |
| 10. | The ability to ensure that the organization is able to actively manage the balance between resources and changing needs in order to meet short-term goals and long-term organization   |
| 11. | The ability to make the employees in the organization has and develop the skills, knowledge, and experience to achieve the company's goals   |
| 12. | The ability to make the employees in the organization are motivated to learn, grow, and display best performance   |
| 13. | The ability to make the employees have a positive emotional connection with their work, co-workers, superiors and the company, so that employees always strive to be better in doing the work and interact in the organization |
| 14. | The ability to ensure that the relationship between the organization and employees are managed   |



appropriately in the clear and transparent company policy and regulatory framework

15. Ability to manage Union/Labor

16. The ability to ensure that the provision of HR services and information to the leaders, managers, and staff in the organization is accurate, efficient, timely, cost-effective, as well as human resources data is managed professionally

17. The ability to apply the concept of performance management so that each individual employee has a clear criterion in measuring the level of performance in supporting the achievement of the company target

18. The ability to master management information system so that the management of its human resources management can be done more quickly and efficiently in support of management decision-making process

19. Ability in applying the system of remuneration and benefits of employees so that the company has a competitive advantage over the competition in the market

20. Conduct which focus on the future, curious, open, look for innovative ways to provide added value to the organization

21. Behavior in analyzing and dominate the data and information quickly in a structured manner in order to identify options for recommendations and decisions that can be accounted for

22. Behavior in influence to get the commitment and support of diverse stakeholders in strengthening organizational values

23. Behavior in building and delivering professionalism through a combination of business and HR expertise to provide value to the organization, stakeholders and colleagues

24. Conduct work effectively and inclusive with a set of people both inside and outside the organization

25. Conduct which demonstrate different things with each other, a lot of ideas and alternative thinking in delivering the best results for the organization

26. The behavior demonstrated courage and confidence in him with talk, and provide a challenge to others even if faced with resistance or unfamiliar situations

27. The behavior that consistently give an example, act with integrity, impartiality, independent, and impartial

The location of origin of respondents, according to the research framework mostly located in the area of Jakarta as much as 46%, 14.8%, followed by East Java, outside Java-Bali 12.8%, 7.6% West Java, Central Java 4%, and the rest scattered in area of Bali, Banten, Bekasi, Bogor, Depok and Tangerang. Local election is in accordance with the concentration of members of professional association's locations respondents from this study.

Data gathering of HR practitioners' perception of on the importance of competence for the company, the importance of professional competency for HRM, HR practitioners mastery level of the competency and relevance of HR practitioners' competence on the job, can be described as follows:

#### **4.1 Importance to company**

Based on the mean value of each item above competency, then five competencies that are considered top most importance to company are as follows:

- The ability to make the employees in the organization has and develop the skills, knowledge, and experience to achieve the company's goals (mean = 5.45)
- The ability to make the employees in the organization are motivated to learn, grow, and display best performance (mean = 5.4)
- Ability to ensure the organization is able to identify and attract key people in creating a competitive advantage in order to meet short-term goals and long-term organization (mean = 5.38)
- The ability to ensure that the relationship between the organization and employees are managed appropriately in the company's policy and regulatory framework that is clear and transparent (mean = 5.38)
- The ability to ensure the organization is able to actively manage the balance between resources and changing needs in order to meet short-term goals and long-term organization (mean = 5.37)
- The ability to apply the concept of performance management so that each individual employee has a clear criterion in measuring the level of performance in supporting the achievement of the target company (mean = 5.37)
- Ability in applying the system of remuneration and benefits of employees so that the company has a competitive advantage over the competition in the market (mean = 5.36)

The study results above illustrate the HR practitioner role's benefits constellation for the organization viewed from the standpoint of HR practitioners. The analysis showed that the role of HR practitioners to the company perceived the most important is an active contribution in the development of skills, knowledge, and experience of employees. Employees in organizations also need to be motivated to learn, develop, and displays the best performance through the identification of key people in the organization in creating a competitive advantage. HR practitioners should be able to make sure the relationship between the organization and employees are managed appropriately, clear, and transparent. To support the above findings then the effective alliances between providers of education, industry, and other stakeholders is needed to reduce the skills gap, improve skills development and precision [15]. HRM strategies need to include the creation of regeneration talents to work today and the future. Talent management can help narrowing the skills gap and improve the quality of human resources in the organization. With the finding that the most important competency for the company is

the ability to make employees in the organization has and develop the skills, knowledge, and experience to achieve the objectives of the company, indicates that the role of HR practitioners occupy a strategic position in strengthening organizational capability. [17] strengthen the importance of developing the employees' skills, knowledge, and experience to achieve the company's goals, by saying that the company need to continue to provide training and development programs to their employees, conduct fair and formal appraisal system, and provide ample and clear career advancement to their employees in order to enhance employees' trust in organization and subsequently to reduce turnover intentions.

HR practitioners to use most of his time as an internal consultant, managing staff, and implement the HRM strategy. All activities are perceived HR practitioners most important for the above companies in line with their duties in managing staff in the process of competency development, and ensure a work environment that motivates the employee. As an internal consultant, HR practitioners are expected to help recommend the governance relationship between the employee and effective organization that helps the organization achieve its goals effectively. To supports these findings, the HRM function should make HR practitioners can demonstrate their best performance as a credible activist. This role can be indicated by efforts to strengthen the relationship of trust, then effectively communicate the business issues as well as the core HRM issues, and actively advocate for meaningful opinions that drive business forward. By concentrating on the development of employee competencies that organizations gain competitive advantage, HR practitioners would then be accepted by other stakeholders in the organization as a credible activist [18].

The role of HR practitioners are expected to be useful for the organization also includes the ability to apply the concept of performance management so that each individual employee has a clear criterion in measuring the level of performance in supporting the achievement of the target company. The other expected ability of HR practitioners is to implement the system of remuneration and benefits of employees so that the organization/company has a competitive advantage over the competition in the market. By doing a comparative study of HRM in five Asia-Pacific countries to those applied in the United States, is was found that the general indicators adopted the policies that align employee performance on the demands of the organization, and focus on the working relationship between individual employees. HR practitioners are required to be able to assist the the company/organization in ensuring the implementation of performance management systems and appropriate remuneration to help business to win the competition [14].

#### **4.2 Importance to HR Profession**

Based on the mean value of each competency pillar above, then five top competencies that are considered most importance to HR Profession are as follows:

- The ability to make the employees in the organization has and develop the skills, knowledge, and experience to achieve the company's goals (mean = 5.41)
- The ability to ensure the organization is able to identify and attract key people in creating a competitive advantage in order to meet short-term goals and long-term organization (mean = 5.39)
- The ability to make the employees in the organization are motivated to learn, grow, and display best

performance (mean = 5.38)

- The ability to make the employees have a positive emotional connection with their work, co-workers, superiors and the company, so that employees always strive to be better in doing the work and interact in organizations (mean = 5.36)
- The ability to ensure that the provision of HR services and information to the leaders, managers, and staff in the organization is accurate, efficient, timely, cost-effective, as well as human resources data is managed professionally (mean = 5.36)
- Ability in applying the system of remuneration and benefits of employees so that the company has a competitive advantage over the competition in the market (mean = 5.36)
- Conduct which consistently give an example, act with integrity, impartiality, independent, and balanced (mean = 5.36)
- The ability to ensure that the relationship between the organization and employees are managed appropriately in the policy and regulatory framework that is clear and transparent company (mean = 5.33)

Based on the findings of the most important competencies for HR profession indicates that the first two competencies in line with the findings were considered to be the most important competencies for the company. This shows that the perception of HR practitioners of the most important competencies for the company and for the profession of HRM met at the same point. HR practitioners see that the ability to make employees in the organization has and develop the skills, knowledge, and experience to achieve the company's goals; and the ability to ensure the organization able to identify and attract key people in creating a competitive advantage in order to meet short-term goals and long-term organization, is a key competency for the HR profession for the success of the company/organization achieving its objectives.

HR practitioners need to play the role of a strategic business partner to facilitate agility and understand about the strategy of the business as well as designing and implementing Knowledge Management system. As a strategic business partner, HR practitioners are demanded to be able to apply the concept of performance management and remuneration system appropriate for the organization/company in the midst of external changes that completely dynamic in order to have the ability to adapt and achieve its business objectives [16]. On the other hand, [11] remind the importance of HR practitioner to anticipate the rapid development of external technology which enable the workers to work using the relevant technology with the same level of effectiveness and even more by using the technology. The research done due to telecommuting concept which has been a new phenomenon for most of Malaysian firms discovered that high percentage of the human resource managers shown their concern on the acceptance of the telecommuting concept.

Other competencies that are considered essential for HR profession is the ability to make employees in the organization are motivated to learn, grow, and displays the best performance; employees have the ability to make a positive emotional connection with their work, co-workers, superiors and the company, so that employees always strive to be better in doing the job and interacting within the organization; and the ability to ensure that the relationship between the organization and employees is managed appropriately in the clear and transparent company policy and regulatory framework. These findings further ensure that the role of HR practitioners hold a central function in building aspects of motivation, emotional connection of employees and

fellow employees, as well as the relationship of the organization and its employees so as to show the best performance levels. [13]in their study of the changing role of HR practitioners in Australia confirms that the attitude of the leadership that supports the role of HR practitioners would have a positive impact on the role of HR practitioners in the play functions as a relationship manager. An HR practitioner will be able to create a work atmosphere that supports the establishment of a relationship of emotion and motivation of employees to demonstrate their full potential.

HR service delivery competencies that arise regarding the importance of the HR profession shows that most of HR practitioners still consider mastery in the delivery of information services and HRM still be important and relevant, although in his research, [18] say that the domain of HR practitioners tend to be the weakest ranks is the knowledge and application of technology to build the HRM efficiency, maximize social networks, and managing flow of strategic information. However, with the inclusion of consistent behavior in providing an example, act with integrity, impartially, independently which is considered the most important competencies for the HR profession is in line with the conclusions from [18] by saying that the role of HR practitioners perceived to affect the performance of the business is a role as credible activist.

The new thing that appears in this study is the emergence of behaviors that consistently give an example, act with integrity, impartiality, independent, and impartial, as essential competencies for HR profession. HR practitioner's behavior as a role model is confirmed by [10] in his study of the ethical dimension of the change process for HR practitioners in Australia from the personnel handling the welfare and personnel to become HR manage. There are two key recommendations which are focusing on the ethical conventions and the HR profession, and the integrated ethics in the process of strategic HRM. Thus the role as a role model for a HR practitioner is not negotiable in performing their duties and functions in both the operational and strategic level. [6]provide support that is worth considering that the HR organization needs to be a business partner who is more focused on strategy, organizational development, and organizational change and information technology.

#### **4.3 *Mastery Level by HR Practitioner***

Based on the mean value of each competency pillar above, then five competencies that are considered most held (mastery) by the HR practitioner are as follows:

- Conduct that consistently give an example, act with integrity, impartiality, independent, and balanced (mean = 5.09)
- The ability to make the employees in the organization has and develop the skills, knowledge, and experience to achieve the company's goals (mean = 5.07)
- The ability to make the employees in the organization are motivated to learn, grow, and display best performance (mean = 5:04)
- The ability to make the employees have a positive emotional connection with their work, co-workers, superiors and the company, so that employees always strive to be better in doing the work and interact in organizations (mean = 5.00)
- The ability to ensure that the provision of HR services and information to the leaders, managers, and staff in

the organization is accurate, efficient, timely, cost-effective, as well as human resources data is managed professionally (mean = 4.99)

These findings indicate the level of honesty of HR practitioners in providing the perception of competency mastery. Competency in the exhibit consistent behavior in giving an example, have high integrity, impartial, and independent indeed is something that cannot be bargained again to be a reliable HR practitioners. However, with the highest average scores on this competency as well as strengthen that role as Role Model for HR practitioners in Indonesia has become the most important choices based on the their perception. Other competencies were placed in the top five in the category owned by the HR practitioners showed similarities in choice competencies that are important to the company/organization and HRM profession. This gives a positive picture because in the minds of HR practitioners has been fully realized that competencies which should be mastered to support the roles and responsibilities in the HR profession connected to those that are important for the organization of the working place. While competency of information and administrative services is still as the most preferred competency, it shows the strong perceptions about the strength of HR practitioners in the past, namely HR administration as the most controlled areas.

#### **4.4 Relevance to HR Job**

Based on the mean value of each competency pillar above, then five competencies that are considered most relevant to the HR job are as follows:

- The ability to make the employees in the organization has and develop the skills, knowledge, and experience to achieve the company's goals (mean = 5.19)
- Conduct that consistently give an example, act with integrity, impartiality, independent, and balanced (mean = 5.17)
- The ability to ensure that the organization has the organizational culture, values, and a supportive work environment in order to achieve strategic objectives and organizational adaptation (mean = 5.15)
- The ability to make the employees in the organization are motivated to learn, grow, and display best performance (mean = 5.14)
- The ability to make the employees have a positive emotional connection with their work, co-workers, superiors and the company, so that employees always strive to be better in doing the work and interact in organizations (mean = 5.13)

HR practitioners perceive that the competency to make the employees are able to thrive in the organization become the most important competency which is consistent with earlier studies that the more convincing that the roles and duties of HRM practitioners in organizations is how to make all employees who are in the organization always improve skills , knowledge and experience. The emergence of the role as a "role model" in its relevance to the work of HR practitioners reinforce the perception that being an example to others is a competency that is highly relevant to the job. Research results from [18] on the six core functions of HR practitioners, namely: activist credible, the strategic positioning, builder capability, winning changes, an innovator and integrator HRM, and technology proponent, shows that the highest two results are 4.23 as credible

activist and 3.97 as capability builder in the range of score 1-5. This fact supports the findings of research that to be the HR practitioners should be able to be an example that could be followed by demonstrating the capabilities and behavior of credible and significant role in developing employee competency. This finding is still better than the results of the study [12] in Vietnam which states that HR practitioners there is still not showing the mastery in People Management because of external and internal barriers.

The new thing emerging in these findings is the importance of HR practitioner's competency to ensure that the organization has the organizational culture, values, and a supportive work environment in order to achieve strategic objectives and organizational adaptation. HR practitioners are required to have the ability as a culture and change steward. HR practitioners give awards, articulate, and help shape the culture of the company/organization. This is consistent with the findings in this study when HR practitioners put competency to ensure the organization has the organizational culture, values, and a supportive work environment in order to achieve strategic objectives and organizational adaptation.

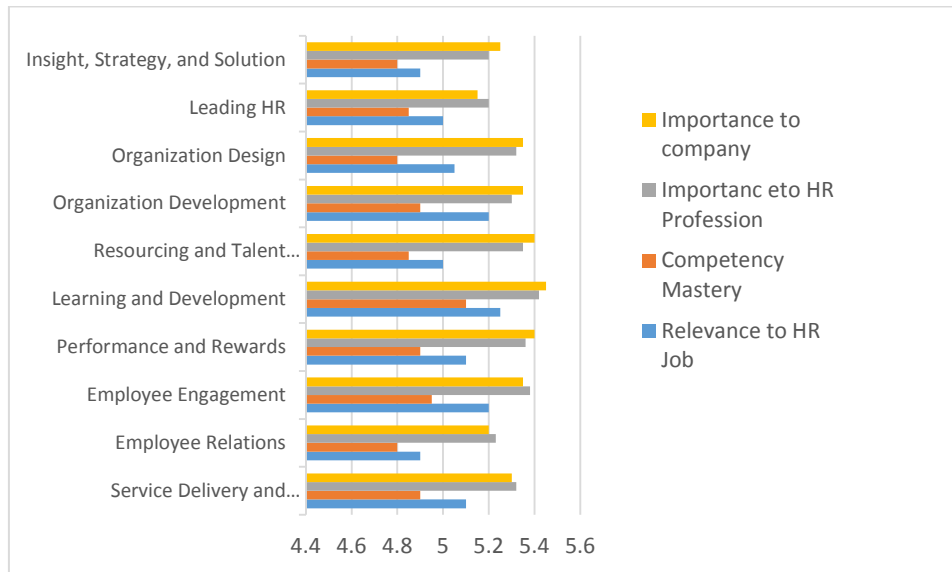
#### **4.5 Competency Units Group Analysis**

To get the full illustration, it is necessary to count the mean score of all competency grouping map of HR profession based on CIPD UK version as used as reference in this study. The analysis results can be seen in the picture below.

The mapping of HR practitioner's perception of the importance of competency to company and its importance to HR profession pertaining the hard/technical competency indicate that each competency group has a higher score than the score of the perception of the competencies mastery level, and its relevance to the HR job. HR practitioners in Indonesia consistently gave a lower score in all competencies seen from the perception of the mastery level. These findings provide an indication of the attitude of HR practitioner's professionalism in placing the role of the profession to provide added value to the organization where he works and develop a career.

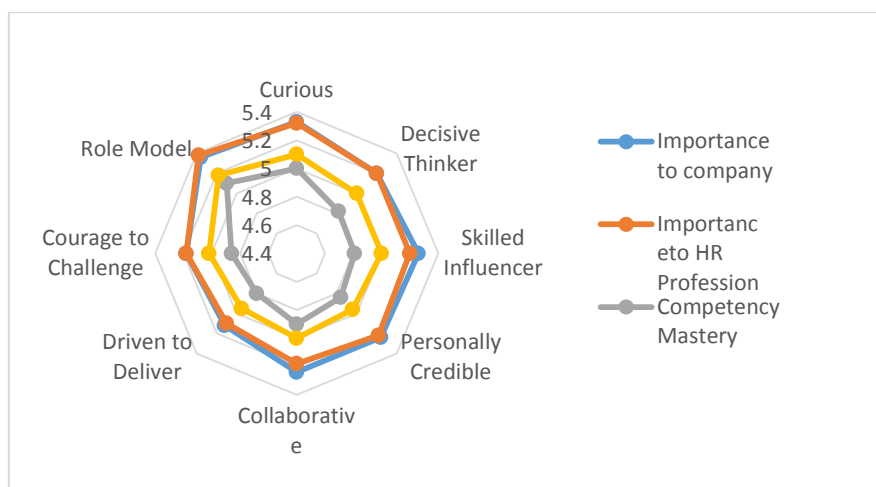
HRM practitioners in Indonesia also provide a consistent scores on the mastery level of competence which are all lower than the scores on the importance of competency against the company, HR profession, and its relevance to the job. The three lowest score lies in the competency of industrial relations, HR strategy, and designing organizations. Perception that puts competency mastery of industrial relations in the lowest position gives a signal of the need to do development capabilities in the field of it because of the demands expertise in this area is still very high in many organizations/companies in Indonesia. This is similar to the findings of [19] when the results of the study of HRM in Malaysia stated that significant domain competencies include: building relationships and driving the process, attributes and personal credibility, sourcing the workforce and talent management, and industrial relations and compliance. [8]says that the HR practitioners are required to have competency in translating the HRM system from a business perspective to the analysis that puts the ability to strategize HRM. Since this area is still in the top three lowest item, then this will be an input into the acceleration of improvements in this field. The emergence of the competency of designing the organization as one of the competencies in the lowest position needs to be addressed with the development of competencies for

HRM practitioners. Referring to the Indonesia HR competency standar, this competency is one of the important competency units in the management strategies and human resource planning cluster [2].



**Figure 3:** HR practitioners' perceptions on the hard/technical competency

The highest three competency mastery perceived by HRM practitioners are learning and development, employee engagement, and the provision of HR services. This finding is in line with [1] statement when one of the HR practitioners' roles of is as Capability Builder, which effectively creates an effective and strong organization with the help define and build organizational capabilities. The position of HR service provision competency in the top three most competency mastery proves that the role of administration still be featured for HR practitioners. The surprising thing is the appearance of employee engagement competency at the top rank. The employee engagement is still an emerging new competency in the world of HRM, but with the inclusion of the three major shows strong confidence of HR practitioners in Indonesia in implementing this framework in organizations.



**Figure 4:** HR practitioners' perception on soft competency



These studies consistently showed that the perception of HRM practitioners put all soft competency on priorities, especially in the aspect of importance for the company and HR profession. Role model competency tops the list of all the existing soft competences, and there are three competencies perceived a slightly higher level of importance to company compared with to HR profession, namely: collaborative, personally credible, and skilled influencers. With regard to its relevance to the work of HRM, all soft competencies perceived lower than the level of importance to company and to HR profession. HR practitioner's mastery level indicated by the spider diagram above, all under the average Likert scale to another, and it demonstrates the need for action to improve the HR practitioner's mastery on this soft competencies in the future.

The soft competency such as collaborative, personally credible, and skilled influencers are perceived slightly higher on the importance of competency to company compared to the HR profession. This is aligned with the [3] model which states that the function of HR practitioners as a credible activist which is to be capable of creating an effective and strong organization with helping to define and build organizational capabilities (capability builder). On the other hand, collaborative is one of the basic prerequisites that must be mastered by the generic HR practitioners in Indonesia as envisioned in the field of HRM competency standards [2].

To reduce soft/behavior competency gaps as depicted in the picture above, [20] convey the recommendation which needs to be followed up by HR practitioners as follows:

- Voluntarily participate in operational meetings
- Continuing to master knowledge of the business enterprise
- Mastering the importance of HRM technology and conduct comprehensive research on HRM software investments in accordance with the needs of the company
- Fully understand the key skills required for the realization and the delivery of products and services HRM

Reference [3] identified six areas of competence which should be demonstrated by HR practitioners so as to be effective in person, and have an impact on business performance. Six of these competencies are controlled by three themes facing businesses today are:

- Outside-in: which means that HRM must reverse the trend of external business and the expectations of internal stakeholders into action.
- Individual-collective: that means that the target must be packed HRM include both individual capabilities, and organizational capabilities.
- Event-sustainability: the implication that HRM is not an isolated activity (training, communication, staffing, or compensation) but it is a continuous and integrated solutions.

With three such tendencies then obtained three influences in the work of HRM as follows:

- Individual: what is done by high-performance HRM practitioners as individuals who build effective relationships and reputation in the organization
- Organization: how HRM practitioners in designing, developing, and delivering systems and HRM practices

that make an organization capable of creating capabilities, manage change, to innovate and integrate HRM practices, and implementing HRM technology.

- Context: what to do HRM practitioners so respected in ensuring understanding of the trends and external reality facing the organization, and the ability to respond to external stakeholders.

## **5. Conclusion**

Significance study of HR professional competency in Indonesia showed an emphasis on the importance of HR practitioner's ability to make employees in the organization owns and develops skills, knowledge, and experience to achieve the company's goals; and the ability to make employees in the organization are motivated to learn, grow, and display best performance. Both of these competencies ranks top in the study of the importance of competency to company, to the HR profession, and its relevance to HR job. Soft/behavior competency perceived most controlled by HR practitioners is behavior that consistently give an example, act with integrity, impartiality, independent, and impartial.

While based on the competency units grouping of CIPD UK profession map, mastery of hard/technical competencies perceived by HR practitioners are learning and development, employee engagement, and the provision of HR services. On the other hand, the least controlled competencies are industrial relations, HRM strategy, and designing organizations.

Consistently, HR practitioners perceive that the mastery of technical and behavior competencies are much lower than the importance of the competency to company, and to HR profession. Meanwhile, compared with the relevance to HR job, HR practitioners perceive a little lower on all competency units.

HR practitioner in Indonesia must put the accelerated capability building program in order to fulfil the gaps on the areas of industrial relations, HRM strategy, and organization design. Since there is competency perception's gap on the importance to company and to HR profession compared with its' mastery level, it is strongly suggested that HR practitioner in Indonesia has to build the competency development model which can help to narrow the gap with the measurable, traceable, and integrated system.

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