



INNOVATIVE STRATEGIES TO IMPROVE THE QUALITY OF HUMAN RESOURCES THROUGH SKILL AND COMPETENCY DEVELOPMENT

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Abstrack

High-quality human resources (HR) represent invaluable assets for any organization, particularly in an era characterized by dynamic and competitive business environments. It is essential for companies not only to retain their human capital but also to continually enhance their quality. This enhancement encompasses not only technical skills but also encompasses comprehensive skill development and the nurturing of soft skills.

This research adopts a literature review approach to delve into prior findings pertaining to the development of HR skills and competencies. Descriptive analysis is utilized to meticulously dissect library resources and scholarly materials. The primary objective of this research is to provide comprehensive insights into critical questions concerning objectives, implementation methodologies, and innovative strategies for fostering HR skills and competencies.

By doing so, this research aims to equip organizations with valuable insights that can be instrumental in effectively managing HR, confronting rapidly evolving business challenges, and ultimately achieving corporate objectives. Through a thorough exploration of best practices and emerging trends in HR development, this research seeks to contribute to the body of knowledge that informs strategic HR management decisions in today's competitive landscape.

Key word :
HR Improvement;
Innovative
Strategies;
Skills and
Competencies

INTRODUCTION

Human resources that have quality are a valuable *asset* in an organization. In a dynamic and competitive era like today, companies are required not only to maintain their human resources, but nevertheless, not only that, but also to improve the quality of their human resources. In its improvement, it not only struggles at the level of technical skills, but also covers all aspects of skill development and *soft skills* that will be the key to achieving the success of an organization.

The existence of superior human resources (HR) is an advantage for companies in undergoing sustainable growth and facing business competition. Therefore, HR development planning must be carefully prepared in order to achieve satisfactory results for the company. HR development strategy is a series of plans and activities that aim to improve the quality and skills of HR in an organization. The importance of HR development is emphasized because of its positive impact on the productivity and efficiency of the organization concerned. In addition, HR development strategies can also help organizations achieve their long-term goals by developing employee skills and abilities (Mintawati et al., 2023).

Employees are considered as *assets* It is most valuable to any organization because the success or failure of organizations, by and large, depends largely on their performance. Employees are needed in organizations because their competence can fulfill certain roles in a company. Either skilled employees are recruited, or they are developed within the organization with training programs (C.L. et al., 2021).

In the midst of the progress of the globalization era, the business world is experiencing increasingly intense competition. Therefore, companies and economic actors need to be able to adapt to changes that occur, so as to be able to take advantage of opportunities and overcome challenges that arise. To achieve company goals, optimal expertise in utilizing available resources is the key to achieving appropriate and relevant results. To improve performance, companies need to involve their employees in targeted and planned development programs.

HR management is not only about recruiting and retaining employees, but also involves strategic efforts to improve their quality and skills. In this context, the development of HR skills and competencies becomes increasingly vital to ensure companies are able to adapt to the rapidly changing and dynamic business environment (Siregaar, 2018).

A number of previous studies have underlined the crucial role of skills and competency development in achieving an organisation's competitive advantage. To improve training effectiveness and achieve optimal performance, it is necessary to improve training materials and identify specific criteria appropriate to the training period (C.L. et al., 2021). Choosing the appropriate method is crucial to support the success of employee training and development programs. The purpose of training and development is a necessary step (Sihombing & Verawati, 2021). To provide Upgrade The competence and productivity of human resources, management needs to also ensure excellence in training content, material delivery, and instructional design. In addition, it is important for management to ensure the strategies used in training and development implemented result in significant positive changes in employees (Widastuti et al., 2019).

Within this framework, research will explore innovative strategies that companies can implement to improve the quality of human resources through the development of skills and competencies. As a first step, it is important to understand and evaluate the findings of previous studies in order to gain deeper insights. In this connection, research by Jainuddin notes that the development of skills and competencies not only contributes to individual performance, but can also strengthen the culture of innovation in organizations (Zainuddin, 2023).

Through this research, we seek to not only understand the impact of skills and competency development on HR, but also to detail innovative strategies that can guide companies in achieving their goals. By digging deeper into previous research and summarizing important findings, it is hoped that this research can make a positive contribution to practical and theoretical understanding in effective HR management.

Based on the existing context, the problems that will be explained to build hypotheses in future research are as follows:

1. What is the purpose behind the implementation of human resource skills and competency development programs?
2. What are the methods applied in the implementation of skills and competency development programs?
3. To what extent can innovative strategies in skills and competency development improve the quality of human resources in the organizational environment?

LITERATURE REVIEW

Human Resources

Human resources are a central factor in an organization. Whatever the form and purpose, organizations are made based on various visions for the benefit of humans and in its implementation the mission is managed by humans (Ike, 2008).

Resources are the potential contained in humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all potentials contained in nature towards achieving the welfare of life in a balanced and sustainable order.

Human Resource Development

According to Robert and Jackson, Human Resource Development is an effort to improve the ability of employees to face assignments, namely through: Education, Training, and Career Development. Development is learning that goes beyond the current job and has a long-term focus (Wayne, 2008).

Development is usually associated with an increase in the intellectual or emotional abilities needed to do a better job. Human resource development is based on the fact that individual employees need knowledge, skills, and abilities to develop so that they are able to work well.

RESEARCH METHOD

This article writing method uses a literature study approach or library research, which involves collecting data by understanding and studying theories related to research from various literature sources. The steps of literature study include four stages, namely preparation of the necessary tools, preparation of work bibliography, timing, and reading and recor This article writing method uses a literature study approach or library research, which involves collecting data by understanding and studying theories related to research from various literature sources. The steps of literature study include four stages, namely preparation of the necessary tools, preparation of work bibliography, timing, and reading and recording research materials (Fadli, 2021).

The data acquisition process is carried out through the search and reconstruction of information from various sources, including books, journals, and previous studies. The analysis methods applied include content analysis and descriptive analysis. Library materials obtained from various references are analyzed critically and in depth to support the propositions and ideas proposed in this study (Painting & Maharani, 2022).

In the context of qualitative research, the use of library sources needs to be

aligned with the methodological assumptions underlying the research. This implies that qualitative research methods should be applied inductively to ensure consistency with the questions asked by the researcher. The willingness to adopt an exploratory approach is one of the crucial aspects in the context of qualitative research.

RESULT AND DISCUSSION

HR Skills and Competency Development Objectives

Human resource (HR) skills and competencies development is defined as a strategic approach adopted by companies or organizations with respect to optimizing employee potential and improving their performance. In a dynamic and competitive business era, organizations are faced with the demands to adapt to technological changes, market demands, and changes in the overall business environment (Yovana, 2023).

Despite the extent of technological development, machines becoming more sophisticated and new work methods increasingly proficient, the role of humans remains the most vital element in an organization. All aspects of an organization still require human contribution and involvement as its primary controller. No matter how sophisticated a system is, its benefits still depend on human attention and involvement. In this context, training and development programs become key elements in ensuring organizational success (Irawan, 2023).

Training and development is a crucial function in human resource management that aims to improve the understanding, skills, and readiness of organizational members in facing tasks that may be difficult and challenging, in order to achieve organizational goals. In situations where the organization has a sophisticated business model and systems, but is not supported by adequate skills and knowledge from the work team, then the organization is at risk of failure (Hayati et al., 2021).

The success of an organization depends not only on the size of its business or system, but also on the ability of its employees to manage it. Therefore, a successful organization is one that is able to provide training and development programs that are suitable and accurate to the needs of its employees (Irawan, 2023).

In this context, the development of HR skills and competencies has the main objectives to:

1. **Increase Productivity:** Skill development aims to increase employee efficiency and productivity, achieving more optimal results in the implementation of assigned tasks (Sihombing & Verawati, 2021).
2. **Quality Improvement:** A focus on developing skills and competencies helps create more skilled employees, who can produce work results of superior quality (Hendita et al., 2020).
3. **Coping with Environmental Change:** This objective reflects efforts to equip employees with the skills needed to adapt to changes in technology, regulations, and organizational policies (Magfaroh, 2021).
4. **Increase Employee Engagement:** Skill development also impacts the level of employee engagement, increasing satisfaction and motivation in carrying out their tasks (Idrus et al., 2023).
5. **Creating Competitive Advantage:** Through the development of capabilities and competencies that match market demands, organizations can achieve competitive advantage in their industry (Widastuti et al., 2019).

According to Sofyan (Tsauri, 2013), the purpose of human resource development is;

1. Increase efficiency: With increased work performance, a company's productivity can be increased due to its association with better outputs and inputs.
2. Quality improvement: A skilled workforce tends to make fewer mistakes and show accuracy in carrying out their duties, which ultimately improves the quality of work output.
3. Improved HR planning: Through appropriate training, companies can better prepare themselves to meet the needs of the workforce in the future, thereby reducing the risk of employee shortages and improving the accuracy of human resource planning.
4. Increased motivation: A well-designed training program can create a positive work environment, boosting employee morale and motivation.
5. Retention and withdrawal of qualified employees: The offer of attractive training programs can be attractive to potential employees, while increasing the retention of existing employees.
6. Maintenance of safety and health: Proper training can help prevent workplace accidents, create a safer work environment, and promote mental well-being.
7. Avoidance of obsolescence: Continuous training efforts are required to avoid obsolescence, both in terms of technical and managerial skills.
8. Personal development: Training programs not only provide benefits to the company, but also support the personal and professional growth of employees.

Implementation of HR Skills and Competency Development Program

In an ever-evolving and changing business world, organizations are faced with pressure to stay relevant and competitive. The key to the success of a company lies not only in technology or business strategy, but also in the ability of human resources (HR) to adapt to change and face new demands. Therefore, the implementation of HR skills and competency development programs is a very important strategic step (Adiyani et al., 2022).

A dynamic business environment requires employees who not only possess strong technical skills, but are also able to innovate, adapt to change, and contribute proactively to organizational goals. In this context, HR skills and competencies development programs are implemented with a view to improving the company's competitiveness through improving the capabilities and quality of the workforce.

In addition, the development of skills and competencies is also closely related to employee empowerment. By providing opportunities to improve their skills, companies not only invest in individual growth, but also create a work environment that motivates and builds confidence. This can have a positive impact on employee retention, job satisfaction, and overall organizational achievement.

In employee placement, determination is made based on the expertise and skills possessed by each individual. During the recruitment process, the qualifications that applicants must meet are determined by considering the jobdesk to be carried out and the specific needs of the organization. These qualifications are adjusted to suit the duties and responsibilities that will be carried out by the employees recruited. In addition, qualifications are also determined based on the competency needs of the position, where all employees, both in the technical and non-technical fields, are expected to have key competencies such as orientation to achievement (*Achievement Orientation*), trust-building ability (*Building Trust*), the ability to continuously learn (*Continuous Learning*), and focus on customer satisfaction (*Customer Focus*). (Apriliana & Nawangsari, 2021).

Through the implementation of HR skills and competency development programs, companies can create a strong foundation to respond to change, increase innovation, and optimize human resource potential. Therefore, this

background becomes the basis for illustrating the importance and relevance of the implementation of the program in achieving the strategic objectives of the organization.

Desler quoted from (Iqbal et al., 2023) Offers several skills development implementation strategies that can be done, including:

1. On The Job Training

- a) Job Rotation, This method requires trainees to change positions from one position or type of job to another position or job. The purpose of job rotation is to enrich the experience of participants and introduce variations in problems that may be encountered. However, the disadvantage of this method is that participants sometimes do work that is irrelevant to their daily work and is not always related to their basic task.
- b) Internships: Internship programs are designed for a higher level of expertise, focus more on education, and provide hands-on experience in a work environment.
- c) *Internship*, Just like an internship, but it is temporary. The program gives individuals experience on specific jobs.

2. Off the job Training

- a) Literature Study. This method involves the use of reading materials or research reports to increase the knowledge of trainees. Although it is an old method, literature studies are still used as training support.
- b) Discussion, Involving all participants to actively participate in discussion and problem solving. The goal is to develop leadership, cooperation, and effective communication.
- c) Group Dynamics. This method develops sensitivity to the dynamics of group behavior, including aspects such as communication, conflict, rejection, behavior change, power, and togetherness.
- d) *Role Playing*. Each participant has the opportunity to act out one or more roles, and in the end, all participants assess the roles played to identify advantages and disadvantages.
- e) *Multiple Technic*. Is a combination of various training techniques to overcome shortcomings and achieve high effectiveness according to the needs of practice.

By detailing these strategies, companies can design skills development programs that are holistic and tailored to the needs of the organization. This strategy includes development inside and outside the work environment, as well as various assessment and training methods to ensure sustainable development for employees.

Innovative Strategies for HR Skills and Competency Development

Every organization or company has unique characteristics, limited resources, and diverse problems and challenges. Therefore, company leaders are dedicated to addressing every problem and challenge that arises, with aspirations so that they can successfully achieve the vision, mission, and goals they have set. In this context, the company designs an innovation-based human resource (HR) development strategy as an effort to achieve maximum efficiency and effectiveness. (Destiana et al., 2023).

HR development strategy is an employee management policy that is integrated with the overall strategy of the organization. The intent is to promote an organizational culture that can help employees adopt values and competencies that are in accordance with the requirements of achieving the vision, mission, and goals. It is expected to be a source of competitive advantage for individuals and companies

as a whole. (Ali, 2023).

Innovation and HR development strategy are considered as two interrelated and inseparable elements in the activities of an organization. Without innovation, companies will find it difficult to survive in the face of rapid technological changes and business environments. On the other hand, without an HR development strategy, innovation can be unsystematic and undirected in achieving the vision, mission, and goals of the organization.

One of the basics in developing innovation-based Human Resources (HR) is through mapping and identifying creative and innovative HR competencies in each work activity in the unit of responsibility. This mapping process is carried out with objective, fair, and in accordance with the needs of human resource development, while supporting the achievement of the company's vision, mission, and goals. (Agus, 2020).

The development and training programs for the human resources (HR) most needed in a company can vary depending on the specific needs of the company, the industry in which the company operates, and the challenges faced. Nonetheless, there are some programs that are generally considered important for improving HR skills and competencies in different types of organizations.

1. Technical Skills Training; The program is designed according to the needs of the company's industry, focusing on mastering software, the latest technology, or specific work methods in that industry.
2. Leadership Development; Leadership training aims to develop effective leadership skills, including the identification and sharpening of leadership talent within the organization.
3. Communication and Presentation Skills; The program aims to improve verbal and written communication skills, involving presentation training to help employees convey ideas clearly and persuasively.
4. Interpersonal Skills Training; Focus on interpersonal skills such as teamwork, negotiation, and conflict management, with a view to building effective working relationships among teams.
5. Soft Skills Development; The training is aimed at improving soft skills such as creativity, adaptability, and critical thinking skills, to encourage innovative thinking and creative solutions.
6. Time and Productivity Management; The program helps employees manage time efficiently, providing strategies to increase personal and team productivity.
7. Diversity and Inclusivity Training; Aims to increase understanding and acceptance of diversity, with an emphasis on inclusive practices in the work environment.
8. Career Development and Succession Plan; The program supports employee career development and succession plan initiatives to identify and train potential employees to assume future leadership roles.
9. Stress Management and Well-being; The training helps employees manage stress and maintain mental well-being, presents health and wellness programs to support work-life balance.
10. Security and Compliance Training; The program ensures employees' understanding of security protocols and compliance appropriate to their industry and company.

Companies need to regularly evaluate their needs and adapt to changes in the business environment in order for training and development programs to remain relevant and effective. Improving the competence of human resources in all sectors is an imperative to create a superior workforce, able to apply, develop, and master knowledge and technology.

Improving HR competencies must take place continuously in order to face the challenges of fast, efficient, and productive development, so as to form resources that contribute productively. The existence of human resources with a high level of competence is an important foundation in encouraging the progress and rapid growth of an organization. In an increasingly educated society, an active society will be realized, reflecting signs of increasing movement towards civil society.

Thus, training and development are directed to support achieving the objectives of the work program that has been set by the company. This reflects the understanding that investment in employee development is not just a cost, but rather as a strategic move to ensure effectiveness and efficiency in organizational performance over the long term.

CONCLUSION

The development of HR skills and competencies is not only a strategic investment, but a necessity to ensure the competitiveness and continuity of the organization in an ever-evolving business era.

The implementation of HR skills development programs is an important strategic step, increasing the company's competitiveness and empowering employees. By detailing the implementation strategy, companies can design programs that suit their needs.

Innovation-based HR development strategies as key in overcoming business challenges. The integration of management policies and competency mapping supports the company's vision. Targeted and innovative training programs are key to competitive advantage, ensuring resilience to technological change.

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