# Competency-based: System Model Development Strategy to Increase Self-performance

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Abstract :     Along with the rapid technological changes and the environment so drastically the organization needs human resources that have the competence to provide excellent service and value. Development of competency-based human resources is conducted in order to provide results in accordance with organizational goals and objectives with predefined performance standards. Organization XYZ East Java Province are relatively new so that not all Organization XYZ employees come from people who have competence in accordance with disaster management activities. As a result, the implementation of these basic tasks and functions becomes less than optimal. This research uses qualitative research approach. The research location is located in Organization XYZ East Java Province. The quality of human resources, the profile of civil servants included in the ranks of Organization XYZ East Java Province shows the low quality, capacity and mentality of employees as a result of the low rationality and interrelationship between sub-systems in the management of employees, ranging from needs planning to dismissal. By observing the analysis, the result of the research is to design a model of competency-based strategic system that can improve employees' understanding of their main tasks & functions.

## 1 INTRODUCTION

The existence of man in the organization has a very vital position. The success of the organization is largely determined by the quality of the people who work in it. Rapid environmental change demands their ability to capture the phenomenon of change, analyze its impact on the organization and prepare steps to deal with the condition. Listening to the above facts, the role of human resource management in the organization is not merely administrative but rather it leads to how to develop the potential of human resources to be creative and innovative.

Along with the increasingly sharp competition due to rapid technological changes and environment so drastic in every aspect of human life then every organization requires human resources that have the competence in order to provide excellent service and value. In other words, the organization is not only able to provide satisfactory service (customer satisfaction) but also oriented to value (customer value). So the organization is not merely pursuing the achievement of high work productivity but more on performance in the process of achievement. The performance of each activity and the individual is the key to achieving productivity. Because performance is an outcome whereby other people and other resources that exist within the organization bring together the final result based on the level of quality and predetermined standards. Consequently, organizations need human resources that have unique skills and abilities in accordance with the vision and mission of the organization.

Development of competency-based human resources is conducted in order to provide results in accordance with organizational goals and objectives with predefined performance standards. The competency concerns the authority of each individual to perform the tasks or make decisions in accordance with his/her organization in relevant to the expertise, knowledge and ability possessed. The competencies of individual employees must be able to support the implementation of organizational strategy and be able to support any changes made by management. In other words, the competency of the individual can support work system based on team.

The need for competency-based human resources development is certainly not only a business organization area but also indispensable in the realm of public organization, especially in the bureaucracy

and or the Local Government Work Units that exist within the central, provincial and district levels. Included in this case is the organization of Organization XYZ East Java Province.

And since the organization of newly established Organization XYZ and immediately have to adjust to various regulations on disaster management both at the central and regional levels, it is certain that the performance of Organization XYZ institutions, especially in the province of East Java still requires hard work to spur the performance of employees and or institutions in carrying out the mandate and the main task as an organization that must always be at the forefront of disaster management activities. Admittedly, not all Organization XYZ employees come from people who have competencies that are appropriate to disaster management activities. And not infrequently these employees previously came from the offices or other agencies that previously did not touch at all about disaster management activities. So in the journey, the employees are not a few who can not understand the main tasks and functions. As a result, the implementation of these basic tasks and functions becomes less than optimal and this will certainly affect the performance of Organization XYZ institutions as a whole.
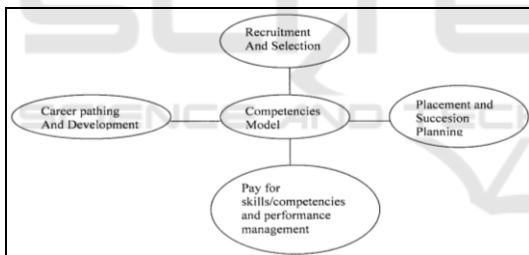


Figure 1: Intergrated HRM Around a Clear Understanding of Core Compentencies.

## 2 LITERATURE REVIEW

According to Ali (2009), Human Resources is an important factor in a development process in an organization. The HR factor is considered important because these factors are not only as objects, but as subjects. The HR factor is considered important because these factors are not only as objects, but as subjects.

Managing HR is not an easy, because humans are unique elements and have different characteristics from one another. Some of the approaches used in HRM, namely: (i) HR approach, emphasizing management and utilization that pay attention to human rights; (ii) Managerial Approach, emphasizing the responsibility to provide and serve the HR needs of other departments; (iii) System Approach, emphasizing responsibility as a sub-system in the organization; (iv) Proactive approach, emphasizing the contribution to employees, managers and organizations in providing problem solving. HRM functionally has several functions, where these functions are related to each other, and activities carried out by HRM are in accordance with their functions, with the aim of increasing productivity, quality of work life and service. The planning function is an HRM function which is considered essential, because it involves the organization's HR management plan both in the short and long term where it is closely related to the operationalization of the organization and the smooth work that is in it.

Procurement function is a function of HRM in an effort to obtain the right type and amount of human resources needed to achieve organizational goals. The function of development is closely related to the improvement of skills and abilities pursued through training channels and education of existing human resources. Also various forms of self-development for employees who excel. Maintenance function is related to the effort to maintain the employee's willingness and ability through the implementation of several programs that can increase work loyalty and pride. The function of use emphasizes the implementation of various tasks and jobs by employees and the level of improvement of employee positions. In addition, it also relates to the counterpart for employees who have stopped working, either temporarily or permanently or as a result of unilateral termination of employment.

Competence is defined (Spencer) as an underlying characteristic of an individual which is causally related to criterion-referenced effective and or superior performance in a job or situation. Or the characteristics that underlie a person and are related to the effectiveness of individual performance in their work. Departing from this understanding, an individual's competence is something inherent in him that can be used to predict the level of performance. Something in question can involve motives, self-concept, nature, knowledge and abilities. Individual competence in the form of abilities and knowledge can be developed through education and training.

While competence motives can be obtained during the selection process. Furthermore, according to Spencer and Spencer (1993) competencies can be divided into 2 (two) categories, namely "threshold

competencies" and "differentiating competencies". Threshold competencies are the main characteristics that must be owned by someone in order to carry out their work. But not to distinguish a high-performing and average person. While differentiating competencies are the factors that distinguish high and low performing individuals. For example, a lecturer must have the main ability to teach, that means at the level of "threshold competencies", then if the lecturer can teach well, the method of teaching is easy to understand and the analysis is sharp so that the level of performance can be differentiated.

## 3 RESEARCH METHODS

### 3.1 Types of Research

In principle, this research uses an approach based on qualitative research. Data collecting procedure in this research will be done by using observer-participatory technique. In addition to this to dig deeper data and information into a number of key informants and debriefed (comparison of informants) in accordance with the formulation of research problems, it will be Focus Group Discussion by limiting or more focused on certain issues in accordance with the focus of research with the number of discussion participants between 5-10 people.

### 3.2 Location, Population, Sample Research

This research will be conducted at the office of Organization XYZ of East Java Province located in Surabaya City. To determine the informant, this research uses purposive. This is possible because researchers are constantly doing interpretations and interactions with data and respondents or informants.

## 4 RESULT AND DISCUSSION

With the existence of the Regional Disaster Management Agency in the region in charge of formulating and establishing policies on disaster management and refugee handling by acting quickly and appropriately, effectively and efficiently, and coordinating the implementation of disaster management activities in a planned, integrated and comprehensive manner. So in the future, the required staff qualifications at each level of the

Regional Disaster Management Agency of East Java Province can be formulated as follows:

a. All Section Heads and Section Heads should have qualifications in accordance with the field of duty and at least have a Strata I education.

b. Every Head of Sub. The section on the Secretariat should have a *strata* I qualification in the areas of planning, law, finance, communication and administration/management.

c. The staff of the Technical Section should be 70 percent qualified *Strata* I, 20 percent certification relevant to disaster issues. While 10 percent enough to educate Senior High School and Junior High School.

d. Functional groups within the organization of the Provincial Regional Disaster Management Agency of 90 percent are at least Qualified Strata I and 10 percent are sufficient Technical Diplomas related to their functional duties.

Furthermore, the figure of the Regional Disaster Management Agency of East Java Province should have knowledge and various problems of disaster and coordination ability and cooperation with various parties, knowledge about environment system, logistic, psychology, social and also experienced in disaster, effectively and provide information services. In the implementation of disaster management, the Regional Disaster Management Agency does not work alone but cooperates with relevant agencies and other non-government institutions. Therefore, for institutional arrangement in the future it is necessary to develop cooperative planning that can accommodate existing activities, such as:

a. To search and rescue disaster victims, the Regional Disaster Management Agency can work with the Indonesian National Army, the Indonesian National Police, BASARNAS and the Indonesian Red Cross in the regions

b. For the handling of refugees, can cooperate with the Regional Social Service

c. For the mapping of vulnerable areas, it is necessary to cooperate with mapping agencies and agencies that specifically address specific threats.

d. For disasters related to the environmental damage of the Regional Disaster Management Agency in collaboration with the Office of the Environment, and the Office of Marine and Fisheries and so on.

In the future, an independent forum should be established to encourage and facilitate cooperation among stakeholders in disaster risk reduction efforts in the region, aiming to accommodate all disaster-related interests and to help harmonize policies,

programs and activities of Disaster Management Planning in order to support the achievement of the objectives, the purpose of disaster management in the region and the realization of the resilience and resilience of the nation against disasters, such as the Higher Education Forum for Disaster Management or the Consortium for Disaster Education, the Coastal Disaster Mitigation Forum and Small Islands, and others.

Besides, in the framework of future institutional arrangements not only those forums, it is also necessary to set up groups or associations established to facilitate cooperation in disaster management, such as the Mount Semeru eruption Disaster Management Group, and Bromo, the Bojonegoro flood disaster management Community groups, which are the environmental and socio-cultural support of their local communities. Both forums and groups are comprised of parties outside the government who care about disaster in certain areas and have a coordination and cooperation with Organization XYZ and the government local area and other related institutions. The existence of forums or groups of this kind is expected to be able to improve the quality of disaster management in the region.

By considering the above analysis, the Competency Based Strategic System Model at Organization XYZ East Java Province as follows:
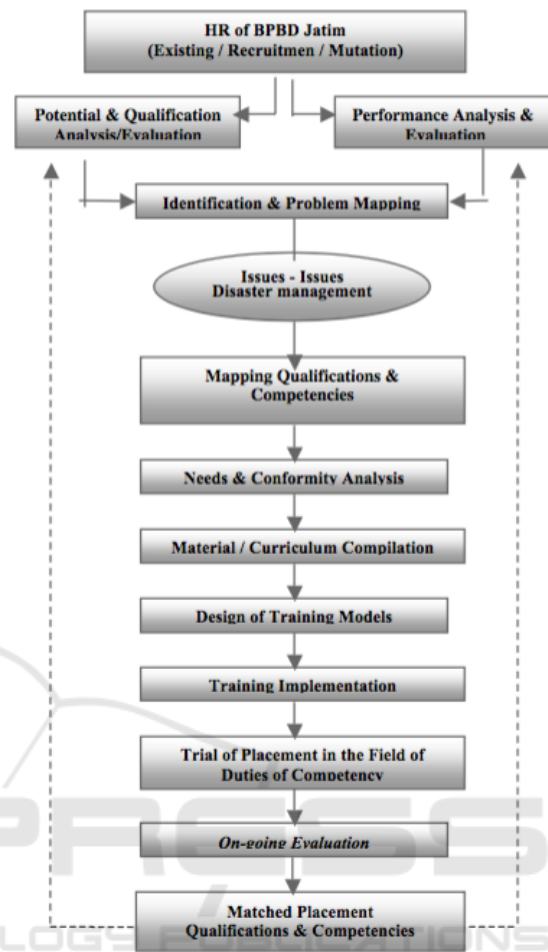


## 5 CONCLUSION

The problems in civil servant management system are very complex and are found in all links of civil servants, both in the system, institutional and human resources. The existing legislation is no longer relevant to the demands of current conditions, less synchronized between laws and implementing regulations below, less synchronized between the sub-systems in the overall management of civil servants such as between career patterns and performance measures. The authority between the agencies responsible in handling policies, management and personnel affairs overlap so that there tends to occur seizure of land in addition to the lack of effective coordination between these agencies.

In terms of quality of human resources, the profile of civil servants included in the ranks of Organization XYZ East Java Province shows the

low quality, capacity and mentality of civil servants as a result of the low rationality and interrelationships between sub-systems in the management of civil servants, from planning needs to dismissal. The problems are almost never unraveled thoroughly so that, as a result, the performance and professionalism of civil servants has always been in the spotlight of many parties. Therefore, to improve the performance, professionalism and welfare of civil servants it is time to reform the civil service management system as a whole and integrated. The proposed renewal approach is no longer partial but comprehensive by following the steps as suggested.

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