



Implementation of Competency-Based Human Resource Management As An Effort to Improve the Quality of Employee Work

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ABSTRACT

Competency-based human resource management (HRM) is a strategic approach that plays a crucial role in improving employee work quality within an organization. This study aims to analyze the implementation of HRM as an effort to improve employee work quality, considering the persistent mismatch between employee competencies and job demands, which impacts performance quality. This study uses a quantitative approach with descriptive methods, where data are collected through questionnaires distributed to employees and analyzed narratively and descriptively to describe the conditions of HRM implementation based on competency and employee work quality. The results show that the implementation of HRM based on competency has a positive contribution to improving employee work quality, as reflected in the increased fit between competencies and work tasks, better work quality, and increasingly professional work attitudes and behaviors. However, several aspects still need to be improved, particularly in competency development and strengthening teamwork, so that the implementation of HRM based on competency can run more optimally and sustainably in supporting the achievement of organizational goals

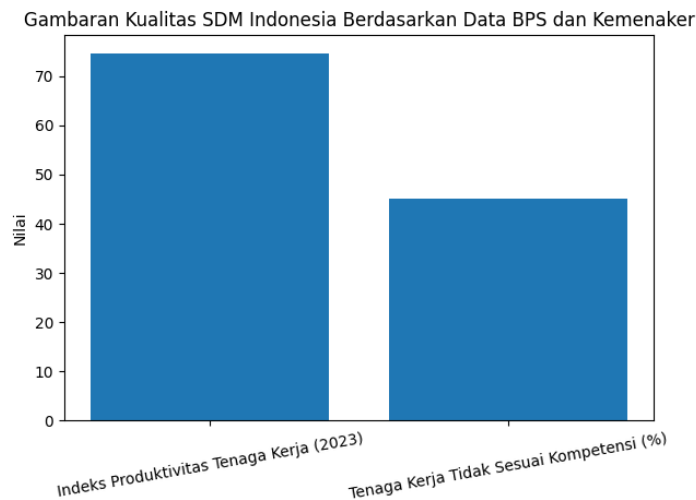
INTRODUCTION

Human Resource Management (HRM) is a key factor in determining the success of an organization. Human resources not only play a role in carrying out work but also serve as the primary driver in achieving organizational goals. Organizational success is largely determined by the ability of employees to optimally carry out their duties and responsibilities. Therefore, effective and focused human resource management is a necessity that cannot be ignored in facing increasingly complex competition and work demands. The increasingly dynamic work environment demands that organizations have professional, adaptive, and competent employees. (Widiastuti, 2020) The quality of employee work is a crucial indicator in assessing overall organizational performance. However, in practice, various problems related to low employee work quality persist, such as poor punctuality and low productivity.

The quality of an employee's work is greatly influenced by their level of competence. Competence encompasses not only knowledge and skills, but also attitudes and work behaviors that support the professional execution of tasks. Employees who possess competencies aligned with the demands of their position are better able to complete their work effectively and efficiently. Conversely, employees who lack adequate competence tend to experience difficulties in their work and produce low-quality work. (Gandariyah Afkari et al., 2022) To improve the quality of employee performance, organizations need to implement a competency-oriented human resource management system. Competency-based human resource management is an approach that prioritizes competency as the primary foundation for all HR management processes. This approach encompasses employee needs planning, recruitment and selection, placement, training and development, and performance assessment based on clear and measurable competency standards. (Saimin, Noor Salim, Enny Ariyanto, 2023).

Data shows that the quality of human resources in Indonesia still needs improvement. According to 2023 data from the Central Statistics Agency (BPS), Indonesia's labor productivity index stood at 74.6, still lagging behind several countries in Southeast Asia. Furthermore, the Ministry of Manpower reports that approximately 45% of the workforce is employed in jobs that do not align with their competencies and skills. This mismatch directly impacts the low quality of work and employee performance within organizations.

LITERATURE REVIEW



Source: bps.go.id

Figure 1. Visualization of the Quality of Indonesian Human Resources based on BPS and Ministry of Manpower Data

The implementation of competency-based human resource management provides organizations with a clearer direction in managing their employees. With competency standards, organizations can ensure that each employee possesses the skills appropriate to their duties and responsibilities. This results in improved work quality, increased time efficiency, and reduced errors. Furthermore, this system encourages transparency and objectivity in human resource management. (Pahira & Rinaldy, 2023) Although the concept of competency-based human resource management has been widely developed, its implementation in various organizations still faces various obstacles. Some organizations lack a clear competency map, while others still employ subjective performance appraisal systems. A lack of understanding among leaders and employees regarding the importance of competency also hinders the optimal implementation of this system. (Gok et al., 2025).

In the context of public and private organizations, the implementation of competency-based HR is becoming increasingly important along with increasing demands for accountability and work professionalism. (Khaira Sihotang, 2024) Organizations are required to provide quality services that are oriented towards the satisfaction of the public or service users. To achieve this, employees with adequate technical, managerial, and social competencies are required. (Kurniawan, 2021) Improving employee work quality through the implementation of competency-based HRM will have a positive impact on the organization. Competent employees tend to have higher work motivation, are able to work independently and in teams, and have a strong commitment to the organization. This will impact overall organizational performance and the achievement of established goals. In addition to providing benefits to the organization, the implementation of competency-based HRM also benefits employees. Employees have the opportunity to develop their potential through training and development programs tailored to their competency needs. (Khaira

Sihotang, 2024) This condition can increase employee job satisfaction, self-confidence, and opportunities for future career development.

Thus, the implementation of competency-based human resource management is a relevant and strategic strategy for improving employee work quality. However, the success of this system's implementation depends heavily on organizational commitment, leadership support, and the readiness of existing resources. Therefore, an in-depth study is needed to determine the extent to which the implementation of competency-based HRM can improve employee work quality. Based on this description, this study focuses on the implementation of competency-based human resource management as an effort to improve employee work quality. This research is expected to provide theoretical contributions to the development of human resource management science and practical contributions to organizations in designing and implementing effective HR management systems oriented towards improving employee work quality.

METHODOLOGY

This study uses a quantitative approach with descriptive and verification methods. The quantitative approach was chosen because this study aims to measure and analyze the impact of competency-based human resource management implementation on employee work quality objectively and measurably. The descriptive method is used to describe the conditions of competency-based HRM implementation and employee work quality, while the verification method is used to test the relationships and influences between the variables studied. (Sugiyono, 2021).

The subjects of this study were employees at the organization being studied, with the population being all actively employed employees. The sample was determined using sampling techniques tailored to the population size, such as purposive sampling or simple random sampling, to ensure the sample represented the characteristics of the population as a whole. The sample size was determined based on considerations of data representativeness and the feasibility of the statistical analysis used in the study. (Rukminingsih, 2020).

Data collection was conducted through the distribution of questionnaires designed based on competency-based human resource management indicators and employee work quality. The questionnaire used a Likert scale to measure respondents' perceptions of the research variables. In addition to the questionnaire, supporting data was also obtained through documentation and literature studies relevant to the research topic. Prior to use, the research instruments were tested for validity and reliability to ensure the accuracy and consistency of the data obtained. (Sugiyono, 2020).

Data analysis in this study was conducted using statistical analysis techniques. The collected data were processed through descriptive analysis to obtain a general overview of each variable, followed by inferential analysis to examine the effect of competency-based HRM implementation on employee work quality. Hypothesis testing was conducted at a certain level of significance to ensure the research results could be scientifically justified and provide accurate conclusions in line with the research objectives.

RESULT AND DISCUSSION

Research Result

Based on the author's research, the implementation of competency-based human resource management has shown a positive trend in supporting employee task performance. Employee management has been directed toward a match between employee competencies and job demands. This is evidenced by the division of tasks that are relatively aligned with employees' educational backgrounds and expertise, as well as their understanding of their respective core duties and functions. This situation encourages employees to work in a more focused, systematic manner, and in accordance with the work standards established by the organization.

The author's research findings indicate that competency-based employee placement is one of the most influential aspects of work quality. Employees placed according to their abilities and skills tend to demonstrate more optimal performance. This is evidenced by employees' ability to complete work on time, lower error rates, and increased self-confidence in carrying out their duties. Competency-based placement also helps employees better understand their roles within the organization, enabling them to make maximum contributions.

In addition to employee placement, the author's research indicates that competency development through training has been implemented, although not yet fully optimized. This is evidenced by the continued presence of employees who feel they need to improve specific skills to perform their jobs more effectively. Existing training programs tend to be general and not fully tailored to the competency needs of each employee. This situation suggests that competency-based training still needs to be strengthened to improve employee work quality more evenly.

Based on the author's research, the implementation of competency-based human resource management has a significant impact on employee work quality. This is evidenced by data showing that the majority of employees assess the fit between competency and work tasks as being in the good category, with an average score of 3.87 on a scale of 1-5. Furthermore, the work quality indicator scored 4.05, reflecting employees' ability to produce work that meets the standards set by the organization. Other data shows that approximately 68% of respondents stated they were able to complete work on time and 72% of respondents felt more responsible for their tasks after implementing the competency-based system. These findings reinforce that the implementation of competency-based HRM directly contributes to improving employee work quality, both in terms of work results, timeliness, and work responsibility.

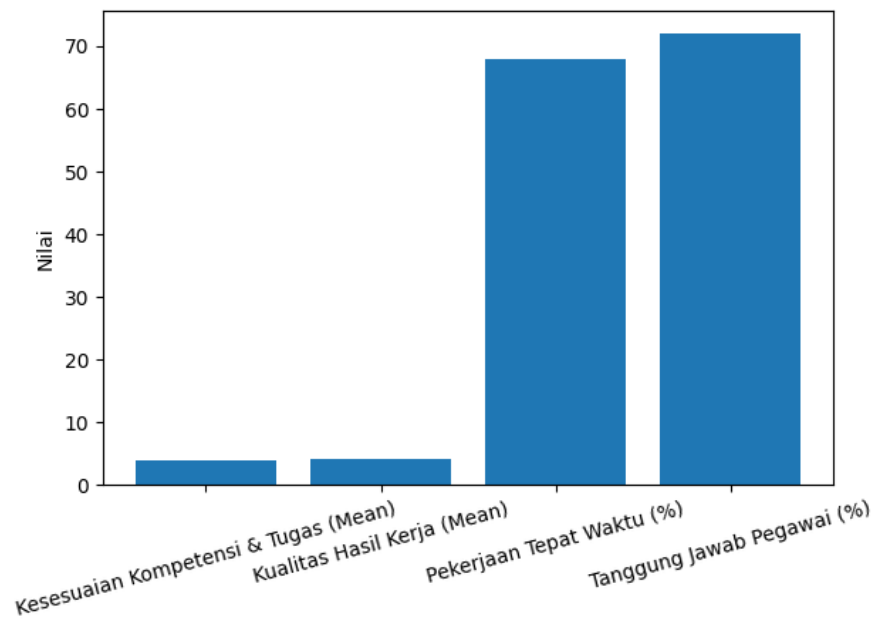


Figure 2. Graph of HR Implementation on Employee Work Quality

The graph shows that the match between competencies and work tasks has an average score of 3.87 and the quality of work results is 4.05. Furthermore, 68% of employees are able to complete their work on time and 72% demonstrate a high level of work responsibility. These data demonstrate that the implementation of competency-based HRM contributes to improving employee work quality. Based on the author's research results, employee work quality is generally in a fairly good condition. Employees are able to complete work according to targets and demonstrate responsibility for assigned tasks. This is evidenced by the conformity of work results with organizational standards, compliance with work procedures, and employee willingness to complete tasks to completion. However, several obstacles remain in the aspect of teamwork, as evident in the suboptimal coordination between employees in carrying out certain tasks.

The author's research findings indicate that the implementation of competency-based human resource management (HRM) significantly impacts employee attitudes and work behavior. Employees demonstrate a higher level of discipline and work commitment compared to before the system was implemented. This is evidenced by increased adherence to work hours, increased commitment to completing tasks, and increased professionalism in carrying out responsibilities. These competencies serve as the foundation for employees to work with greater confidence and responsibility. Furthermore, the author's research findings indicate that the implementation of competency-based HRM also increases employee motivation. Employees feel valued when their competencies are recognized and utilized by the organization. This is evidenced by employee initiatives to improve their abilities, their willingness to participate in competency development activities, and their desire to deliver their best work results. This increased work motivation contributes to the continuous improvement of employee work quality.

Overall, the author's research findings indicate that the implementation of competency-based human resource management significantly improves employee performance. This is evidenced by the increased alignment between competencies and job duties, improved work quality, and increasingly professional work attitudes and behaviors. Although several aspects remain for improvement, particularly in competency development and teamwork, the implementation of competency-based HRM has provided a strong foundation for improving employee performance within the organization.

Based on these findings, the implementation of competency-based human resource management is not merely viewed as an administrative approach, but rather as a human resource management strategy oriented towards improving employee performance and professionalism. This approach can create alignment between organizational needs and employee potential, allowing each individual to contribute optimally according to their competencies. Clarity in competency standards also provides clear direction for employees in developing their abilities and continuously improving the quality of their work.

Therefore, organizations need to continuously strengthen the implementation of competency-based human resource management through systematic planning, consistent implementation, and ongoing evaluation. Efforts to improve the quality of training, develop competencies, and strengthen teamwork are strategic steps that deserve closer attention. With competency-based human resource management, organizations are expected to be able to continuously improve the quality of employee work and achieve organizational goals more effectively and competitively.

CONCLUSION AND RECOMMENDATION

The implementation of competency-based human resource management can be concluded as a strategic approach that plays a significant role in improving the quality of employee work within an organization. Through human resource management that emphasizes the alignment between individual competencies and the demands of job tasks and responsibilities, organizations are able to create more effective and professional working conditions. Employees who work in accordance with their competencies tend to demonstrate better quality work results, higher levels of discipline, and work attitudes and behaviors that reflect professionalism. Furthermore, the implementation of competency-based HRM provides clarity on work standards and development directions for employees.

Although the implementation of competency-based human resource management has made a positive contribution to improving employee work quality, ongoing strengthening and refinement efforts are essential. Competency development through planned, relevant, and ongoing training programs is crucial to ensure employee capabilities continue to improve in line with increasingly complex organizational demands. Furthermore, strengthening teamwork and communication among employees requires greater attention to ensure synergistic and optimal work execution. With an organization's commitment to consistently implementing competency-based HRM, it is hoped that employee work quality

will continue to improve, and the organization be able to achieve superior performance and high competitiveness.

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