Human Resources (HR) Based Training and Development Competence

Nurida Abdul Kadir
Universitas PGRI Adi Buana Surabaya, Indonesia
Email: nuridaabdul497@gmail.com

ABSTRACT
Human resources greatly determine the process of successful performance of an organization. Human resource development aims to further facilitate the realization of organizational goals, because the quality of human resources is considered capable of carrying out their duties and functions as employees in an organization. The importance of training and human resource development at PJB is expected that employees are able to do their jobs or have capabilities according to competency needs, this also has an impact on the assessment of the community as customers. For this reason, PJB is committed to increasing the capacity and capability of employees at all levels of the organization in supporting the current and future performance of the company. The purpose of this research is to find out, describe and analyze how the training and development of human resources (HR) at PT. Java-Bali Power Plant Surabaya City. This type of research is descriptive qualitative. The data analysis technique that will be used in this study is the interactive model according to Milles & Huberman (2014). The results showed that Competency-Based Training and Human Resources Development at PT Pembangkitan Jawa-Bali Surabaya City had been carried out optimally through training and development based on technical and non-technical competencies possessed by employees.

Keywords: Human resource development; training; employee performance.

INTRODUCTION
Currently, Indonesian society has entered an era of globalization and modernization in which all aspects are experiencing progress, especially in the fields of technology and information (Anadza & Pasopati, 2021; Arifiani et al., 2020; Hamdiah & Ahnaf, 2024; Jurriens & Tapsell, 2017; Yuwannita, 2021). Indonesian people must face all challenges, especially those who demand quality people with all the abilities and competencies they possess. In connection with this progress, organizations must be able to utilize and manage human resources optimally so that they continue to be in line with existing progress and developments. So that resources become one of the keys to competition between organizations in providing services to the community (Ellitan, 2020; Muluk et al., 2019; Nambiar et al., 2019; Nugroho et al., 2024; Setiana et al., 2019).

Having quality Human Resources (HR) in an organization can become an important asset in the company which in the future can support the progress of the organization (Sinambela et al., 2022). So that the existence of quality human resources (HR) can determine the quality of humans as holders of an important role in advancing the organization concerned (Guest, 2017). The competition that occurs will have an impact on the way an organization works (Swab & Johnson, 2019). This is caused by the desire of each organization to become a superior organization in terms of its performance (Clegg et al., 2019).

Human Resources greatly determines the process of an organization's performance in completing the tasks and functions of the organization itself (Moyo, 2015). The success of an organization really depends on the quality of its resources,
especially human resources (Sikora et al., 2016). Success in this case can be interpreted as an achievement achieved by the organization in the form of increasing the performance of each employee (Werdhiastutie et al., 2020). Performance improvement that occurs within an organization is a form of developing existing human resources. By developing human resources, the goals of the organization will be easier to realize (Safkaur & Sagrim, 2019). Because quality human resources are considered capable of carrying out their duties and functions as employees in an organization. Therefore, to realize the desired goals of an organization, there needs to be a leader’s commitment to making it happen within the organization (Vipraprastha et al., 2018).

PT Generating Java-Bali is a subsidiary of PLN which has work related to the management and distribution of electricity from Java to Bali. With existing fields related to the management and distribution of electricity on the island of Java-Bali, PJB has become one of the state-owned companies that provides services related to providing electricity to the community, especially those on the island of Java and Bali. So based on the explanation above, it cannot be denied that PJB must have very optimal performance, especially in terms of electricity supply services, because electricity is one of the vital needs required by the community. Employees are one of the parties who are very influential in realizing optimal performance. PJB implements various best practice management systems, which include: Asset Management Pas 55, Competency Based HR Management, Risk Management, Quality Management ISO 9000, Environmental Management ISO 14000 and K3 OHSAS 18000, GCG Management, Information Technology Management, Knowledge Management, Management Bsidrige, 5S House Keeping Management, Security Management, and Integrated Management System (PJB Integrated Management System). Get the world standard rating. Virtual reality is proof of innovation in doing work that keeps up with the times. PJB is fully aware that human resources (HR) are an important asset in improving company performance so they must be managed and developed continuously. With a Human Capital approach, PJB continues to increase the capacity and capability of each employee to support the organization's performance on an ongoing basis. PJB provides equal opportunities for developing the competencies of all employees without prejudice to gender, ethnicity, religion and race (SARA) or position level. For this reason, PJB is committed to increasing the capacity and capability of every employee at all levels of the organization to support the company's current and future performance. Superior quality human resources and integrity are the key to competing in the era of the industrial revolution 4.0. Career development and employee performance evaluation are also carried out in a transparent and transparent manner based on established guidelines, including through employee performance and assessment.

The importance of training and human resource development at PJB will also have an impact on the community’s assessment as customers who are provided services in the form of electricity distribution products. Education and training are carried out to ensure employees are able to do their work or have capabilities that match the competency requirements of the position they hold so as to create a conducive work environment. The type of employee competency development carried out by PJB Academy consists of competency development starting from the implementation level, supervisor, basic management to upper management. Competency demands to climb the career ladder and a job or job group define the meaning of development. Employees who are judged to be lacking in certain competencies can be directed to special development activities designed to teach them the missing competencies so that their performance improves or prepare them to advance in carrying out tasks in the future. A competency acquisition process has been developed to increase the level of
competency which includes recognition, understanding, assessment, practice/feedback, and work application. Therefore, training and development of human resources (HR) is very important for every company or organization as a form of improving the skills or abilities of each employee. Because human resources (HR) are the key to an organization's success in achieving the goals and targets set by the organization.

RESEARCH METHODS

The type of research in this research is qualitative with descriptive methods. This research aims to provide an in-depth description of the research object, namely training and Human Resources (HR) Development at PT. Java-Bali Generation, Surabaya City. The data collection techniques used by researchers are observation, interviews, documentation and literature study. Data analysis is carried out through several stages according to Millares & Huberman, namely Data Collection, Data Condensation, Data Display, Conclusion Drawing/Verification.

RESULTS AND DISCUSSION

HR Development

Competency-based Human Resources (HR) development is a very important thing to do as a form of optimizing employee competency. Various kinds of human resource development are carried out to create human resources that are capable of high competitiveness with superior competencies. This is also done by PT Pembangkitan Jawa-Bali as a subsidiary of PT PLN PERSERO, which is something that PT Pembangkitan Jawa-Bali as a subsidiary must achieve by showing optimal performance through superior and quality human resources which are the most important assets within an organization.

In order to find out how to realize optimal human resources through human resource development carried out by PT Pembangkitan Jawa-Bali Kota Surabaya, an analysis was carried out using the SDM development theory according to McClelland (1973) in Zainal et al., (2015) that there are 6 indicators, namely Skills, Knowledge, Social Roles, Self-Image, Traits, and Motives. Then training according to Mathis & Jacson (2003) in Zainal et al. (2020) that there are 4 stages of training, namely Assessment, Design, Delivery, and Evaluation. Each of which will be explained further as follows.

First indicator, the skills of employees at PT Pembangkitan Jawa-Bali Surabaya City have been placed in accordance with the skills possessed in both technical and non-technical fields at PT Pembangkitan Jawa-Bali Surabaya City. This can be seen that employee placement is determined according to the expertise and skills they possess. During the employee recruitment process, certain qualifications are also determined that must be met by applicants. These qualifications are adjusted to the job desk they will occupy and in accordance with the needs of the organization. Apart from that, qualifications are also determined by job competency requirements, namely that all employees, both technical and non-technical, must have the main competencies, namely having an orientation towards achievement (Achievement Orientation), being able to build trust (Building Trust), being able to participate in continuous learning (Continuous Learning), and focus on customers (Customer Focus). Employee placement is based on skills, which in this case are seen based on the educational qualifications held in both technical and non-technical fields at PT Pembangkitan Jawa-Bali, Surabaya City.

Second indicator, employee knowledge of PT Pembangkitan Jawa-Bali Surabaya City has basic information/knowledge according to their field of work. It can be seen that the basic knowledge that employees of PT Pembangkitan Jawa-Bali Kota Surabaya must
have is that they must have knowledge related to electricity, because PT Pembangkitan Jawa-Bali Kota Surabaya is a company that operates in the field of generation. Apart from that, the knowledge that must be possessed includes technical and non-technical fields. Knowledge in the non-technical field related to internal data processing at PT Generasi Jawa-Bali Kota Surabaya City which is related to data processing with Microsoft Excel.

Third Indicator, employees of PT Pembangkitan Jawa-Bali have a social role. The social role in this case can be seen through employee relationships with other employees at PT Pembangkitan Jawa-Bali Kota Surabaya City. This relationship is through discussion between superiors and subordinates as well as between seniors and juniors. This is always done as a form of maintaining harmony in carrying out work. So teamwork will be easier to do. Apart from that, the social relations carried out at PT Pembangkitan Jawa-Bali Kota Surabaya are guided by the company's organizational culture, namely AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative).

Fourth indicator, the self-image of employees at PT Pembangkitan Jawa-Bali Kota Surabaya is owned by the employees. It can be seen that the performance of the employees of PT Pembangkitan Jawa-Bali Kota Surabaya City is always carried out optimally. One effort to maintain this performance is through career advancement where every employee has the same right to carry out career advancement in accordance with the employee's abilities and performance. As for employee role competencies that must be present in employees as determined by PT Pembangkitan Jawa-Bali Kota Surabaya, namely employees must have a primary role as a planner and organizer, able to analyze and make decisions. In terms of secondary roles, employees must be able to build partnerships, facilitate change, and have business sensitivity. This is a requirement that must be met so that the self-image of employees who are expected to achieve maximum performance can be achieved. However, not all employees have the same self-image. This goes back to the abilities of each employee.

The fifth indicator, traits, are possessed by employees of PT Pembangkitan Jawa-Bali Kota Surabaya City. It can be seen that when there is a problem, the employees solve it together because the relationship between employees is very harmonious. Then there are special rules that regulate the behavior of employees of PT Pembangkitan Jawa-Bali Kota Surabaya City. Which ones are allowed to be done and which ones are forbidden to do. So that the character and behavior of employees are more organized in carrying out their work.

indicator, motives are owned by employees of PT Pembangkitan Jawa-Bali Kota Surabaya City. The motive in this case is to achieve the Company's vision and mission by creating supporting programs to achieve the Company's goals, especially in developing human resources. Considering that human resources are an important factor in smoothly achieving the Company's goals. Based on the decision letter issued by the director of PT Pembangkitan Jawa-Bali Kota Surabaya Number 09.P/019/DIR/2020, the first stage is the establishment and development of the organization starting from the vision and mission of PT Pembangkitan Jawa-Bali Kota Surabaya. Based on the vision and mission, PJB makes long-term plans which will be applied to the organizational structure and main tasks and functions of each division. So this becomes a motive to achieve the company's vision and mission in the future. 

**Human Resources Training**

Training is a method used to develop human resources related to the abilities or skills of employees or employees who have occupied a certain position or job within a company or organization. According to Mathis and Jackson (2003) quoted by (Zainal et
al., 2015: 171) there are four stages or training processes to realize human resources (HR), namely, assessment, design, delivery, and evaluation.

The first stage, assessment, in this case the assessment has been carried out by PT Pembangkitan Jawa-Bali Surabaya City for its employees. Assessment in this case is related to employee competency when first entering work through OJT (On Job Training) which is used as a reference to see the increase in employee competency at PT Pembangkitan Jawa-Bali Surabaya City. New employees will undergo a training period of 6 months before being appointed as employees. Then the recruitment system is carried out internally and externally. Internal in question are employees sourced from within the Company who will later be drawn to the parent company. Meanwhile, external in this case is meant to come from the labor market, educational institutions or from other sources.

The second stage, design, training at PT Pembangkitan Jawa-Bali Surabaya City is based on DNA (Developmental Need Analysis) and TNA (Training Need Analysis). The concept of learning or learning includes: 1). Professional training according to each profession or expertise training according to the field; 2). Leveling training is training according to career level such as supervisor education, managerial level, executive; 3). Supporting training is training that is intended to support the career that people will need to advance to the next level; 4). Corporate strategy training is training related to corporate strategy needs; 5). Training and training for retirement/people who want to retire. The training design at PT Pembangkitan Jawa-Bali Surabaya City is based on DNA (Developmental Need Analysis) and TNA (Training Need Analysis). One concept of learning is carried out through training according to profession/position. An example of such training is the director competency training program. Director competency training materials include digital mindset shifting, CGRP-Corporate Law certificate, Professional Risk Governance Certification, and Directorship Program and High Performance Board.

The third stage, Delivery, has been carried out by PT Pembangkitan Jawa-Bali Kota Surabaya to its employees. This can be seen that during the training period the employee must make a written work or job assignment which will later be presented. When the employee is declared passed, he or she is appointed as a permanent employee at PT Pembangkitan Jawa-Bali Surabaya City based on their field and abilities.

CONCLUSION

Based on results research and discussion related based training and human resource development competency at PT Pembangkitan Java - Bali City Surabaya, available concluded that company has Carry out HR development with attention six indicator main. First, placement employee done based on skills that include educational qualifications in the field technical and non-technical. Second, knowledge base employee improved through appropriate certification and placement programs. Third, role social emphasized in culture AKHLAK company (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative), ensuring connection harmonious between all level employee. Fourth, image self-employee improved through enhancement career that matches performance individual. Fifth, nature employee like toughness to overcome problem supported by the RSH internship program. And sixth, employee motives oriented for reach vision mission company through various HR development support programs. Training at PT Pembangkitan Java - Bali City of Surabaya was carried out using a current assessment approach beginning entry, On Job Training (OJT), and design training based on DNA (Developmental Needs Analysis) and TNA (Training Needs Analysis). Delivery method involves making work write or present job assignments as condition graduation, temporary evaluation done through four stages namely reaction
training, measurement knowledge, evaluation behavior, and evaluation in a way general. Thus, HR training and development is based competency at PT Pembangikan Java - Bali, Surabaya City is implemented well, paying attention to every competency possessed by employees.

REFERENCES
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