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## Measuring The Competence of Human Resources in The Organization Garaika<sup>1</sup>

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An organization can run effectively if the management functions such as planning, organizing, motivating and controlling in it are functioning properly, and the supporting elements are available and meet the requirements. One of the most important elements that can support the running of the company is human resources (employees). Human resources have an important role in determining the success of the organization. For that we need a tool for measuring employee performance results, so we look for criteria and weights to calculate the results of employee performance achievements, as a measure to calculate achievements using the analytical hierarchy process (AHP) method approach.

**Keywords: { Criteria, Human Resources, Measurement, Competence }**

### Introduction

An organization is a collection of people who work together effectively and efficiently to achieve predetermined goals. Therefore, the success or failure of an organization to achieve its goals is highly dependent on the state of the human resources in it, especially the level of skill, desire (motivation), inspiration, discipline, and human trust as members of the organization to achieve goals. (Izzaty et al., 1967)(Bernardin, n.d.)(Cushway & Barry, 2000)(Newstrom John W, 1999). Thus, the role of human resources is very decisive in an organization and is the main factor, which must always be taken into account with a careful planning.

An organization can run effectively if the management functions such as planning, organizing, motivating and controlling in it are functioning properly, and the supporting elements are available and meet the requirements. One of the most important elements that can support the running of the company is human resources (employees). Human resources have an important role in determining the success of the organization. (Abdurahmat, 2003);(Gibson & James H Jr, n.d.);(Behavior & International, 2010a). Human resources are the most important asset in the organization because of their role as the subject of implementing policies and operational activities. (Langford et al., 2020);(Robbinss, S. P., & Judge, 2008). In order for an organization to exist, it must have the courage to face challenges and their implications, namely to face change and win the competition. The resources owned by the organization such as capital, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum performance. (Behavior & International, 2010b);(Slocum & Hellriegel, n.d.);(Gibson et al., n.d.)

Employee performance which is the result of the thought and energy of an employee for the work he does, can be tangible, seen, counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovation a new product or service, it can also be an invention of more efficient work procedures. (Hughes & Bass, 1961)

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Organizational culture is a mechanism for making meaning and controlling the attitude and behavior of employees, especially because it involves aspects of employee performance, it is very necessary to prove that organizational culture affects employee performance or is it just a mere presumption and organizational theory.

Without an organizational culture, an employee tends to feel reluctant to carry out a task well regardless of his status in the organization, because of the lack of a firm commitment agreement. Organizational culture as a driver of employee organizational commitment is an important factor in order to carry out tasks optimally so that employee performance is high.

Competent employees usually have a relatively stable attitude, behavior, willingness and ability to work when faced with a situation in the workplace that is formed from a synergy between self-concept, internal motivation and knowledge capacity so that they can quickly overcome the work problems they face and view their work as an obligation that must be done sincerely and openly to improve self-quality through a relentless learning process. This can provide a strong impetus for employees to work as efficiently and effectively as possible and have a sense of personal responsibility for every job they do. So that in the end, an employee can improve his performance, especially those related to his work.

According to Soeprihanto one of the indicators to assess the high and low performance of employees is to see the extent to which the achievement of work results can be achieved by employees within a certain period. For this reason, this research was made, namely to find a measuring tool for evaluating employee performance or HR is needed and the right measuring tool and the weight of the assessment made can determine HR competence.

The need to measure competency criteria that is used as the basis for making decisions on work commitments in an organization can be measured based on numbers, so that it can determine competent employees in the organization, while the performance appraisal indicators are divided into 5 aspects of Variables or Criteria, namely 1. Knowledge indicators, 2. Expertise, 3. Teamwork (Teamwork), 4. Motivation, 5. Skills (Action).

### Related Works/Literature Review (Optional)

### Methods

The research method used 2 stages which were carried out as shown in the research flow in Figure 1.

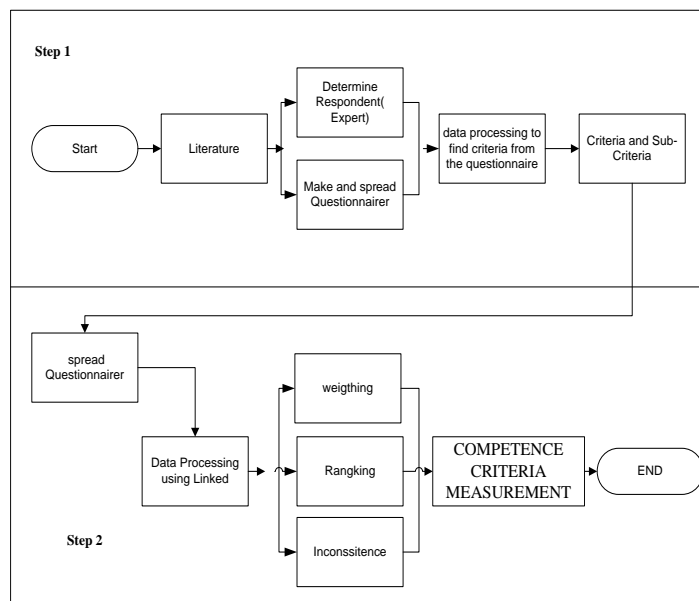


Figure 1. Research Method

In the first stage, namely looking for literature from journals with the same topic or close, then from the literature that was obtained, the first questionnaire was made from this questionnaire and then distributed to respondents as a population from data collection, data collection was carried out using a questionnaire with a conditional population, namely a minimum working period of 15 years in administration and HR, have a position in the organization at least 10 years, at least 45 years old

Table 1. Research steps

Stages	Activity	Output
<b>Step 1</b>		
Literature	Internet Article form Journal	Criteria for Competence
Determine Respondent (Expert)	Make determine criteria respondent expert	Criteria Expert for respondents
Make and spread Questionnaire	Make Questionnaire used linked Distribute the Questionnaire to the experts	Result Questionnaire
Data Process	Looking for criteria that are used and not	Criteria Of used
<b>Step 2</b>		
Spread Questionnaire 2	Spread Questionnaire for expert	Result Questionnaire
Paired data processing	Making Weights Ranking Inconsistency	COMPETENCE CRITERIA MEASUREMENT

**Results**

The results of data processing based on a questionnaire from the expert, it was found that there were five criteria that became measurements in general and sixteen sub-criteria were obtained that could be used as a measure of HR competence against organizational commitment, criteria and sub-criteria that became a measure of competence as in table 2 below this

Table 2. Criteria and sub-criteria

Criteria	Sub Criteria
<b>knowledge</b>	1. Knowledge of work procedures 2. Knowledge to evaluate work 3. Knowledge of job standards
<b>Skill</b>	1. Technical expertise 2. Expertise in managerial 3. Skills in Social
<b>Teamwork</b>	1. Ability to provide information to colleagues 2. Ability to adapt and respect differences of opinion 3. Ability to consult with work teams 4. Ability to work effectively with other individuals or units n
<b>Motivation</b>	1. Encouragement of physiological needs 2. Driven economic needs 3. Encouragement of social needs
<b>Competent</b>	1. Ability to understand and parse work problems 2. Creative thinking skills 3. Ability to solve work problems

**Main Criteria**

**eCo-Buss**

There are five main criteria that are a measure of HR competence in organizations , There are Five main criteria were obtained, the main criteria were obtained from questionnaires distributed to respondents who are experts in the human resources agency, the four criteria are in accordance with the table below

Table 3. Main Criteria for measuring HR

No	Main Criteria
1	Knowledge
2	Teamwork
3	Skill
4	Motivation
5	Skills

**Sub Criteria**

The sub-criteria obtained from the results of qusiner data processing from the expert are sixteen sub-criteria consisting of:

Table 4 Knowledge Sub Criteria

Main Criteria	Sub Criteria
Knowledge	Knowledge of work procedures
	Knowledge to evaluate work
	Knowledge of job standards

The main criteria Knowledge has three sub-criteria which are approved by the expert based on the questionnaire distributed

Table 5. Sub-Criteria of Expertise

Main Criteria	Sub Criteria
Skill	Technical Expertise
	Skills in managerial
	Skills in Social

The main criteri skill a has three sub-criteria which are approved by the expert based on the questionnaire distributed

Table 6 Sub Criteria for Working in Teams

Main Criteria	Sub Criteria
Teamwork	Ability to provide information
	Ability to adapt and appreciate
	Ability to do team communication
	Ability to work effectively with other individuals or units

The main criteri Teamwork a has Four sub-criteria which are approved by the expert based on the questionnaire distributed

Table 7. Sub-Criteria of Motivation

Main Criteria	Sub Criteria
Motivation	Need for physiological properties
	Driven economic needs
	Encouragement of social needs

The main criteri Motivation a has three sub-criteria which are approved by the expert based on the questionnaire distributed

Table 8 Skills Sub Criteria

Main Criteria	Sub Criteria
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**eCo-Buss**

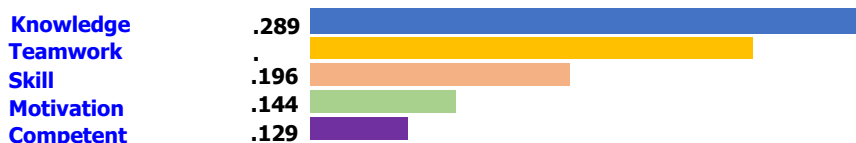
<b>Competent</b>	Ability to understand work problems
	Ability to Creative thinking
	Ability to Solve work

The main criteri Competent a has three sub-criteria which are approved by the expert based on the questionnaire distributed

**3.3 Weigting and Ranking**

**Prioritas with respect to:**

**Measurement Competency of Human Resource**



with 0 missing  
Inconsistency =

Grafic 1. Weighting and Ranking Main Criteria

The main criteria of knowledge has the highest weight compared to the other main criteria, this shows that knowledge is very important to be a determinant in giving rewards to employees.

**Prioritas with respect to:**

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Grafic 2. Sub Criteria Knowledge

Knowledge of work is a sub-criteria that has the highest weight, this explains that the sub-criteria Knowledge of work is a very important sub-criteria for the main criteria for knowledge.

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Grafic 3. Sub Criteria Teamwork

Ability to provide job is a sub-criteria that has the highest weight, this explains that the sub-criteria Ability to provide job is a very important sub-criteria for the main criteria for Teamwork

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Inconsistency = 0.01

**Grafic 4. Sub Criteria Skill**

Technical Expertise is a sub-criteria that has the highest weight, this explains that the sub-criteria Technical Expertise is a very important sub-criteria for the main criteria for Skill

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**Grafic 5. Sub Criteria Motivation**

Drive physiological is a sub-criteria that has the highest weight, this explains that the sub-criteria Drive physiological is a very important sub-criteria for the main criteria for Motivation

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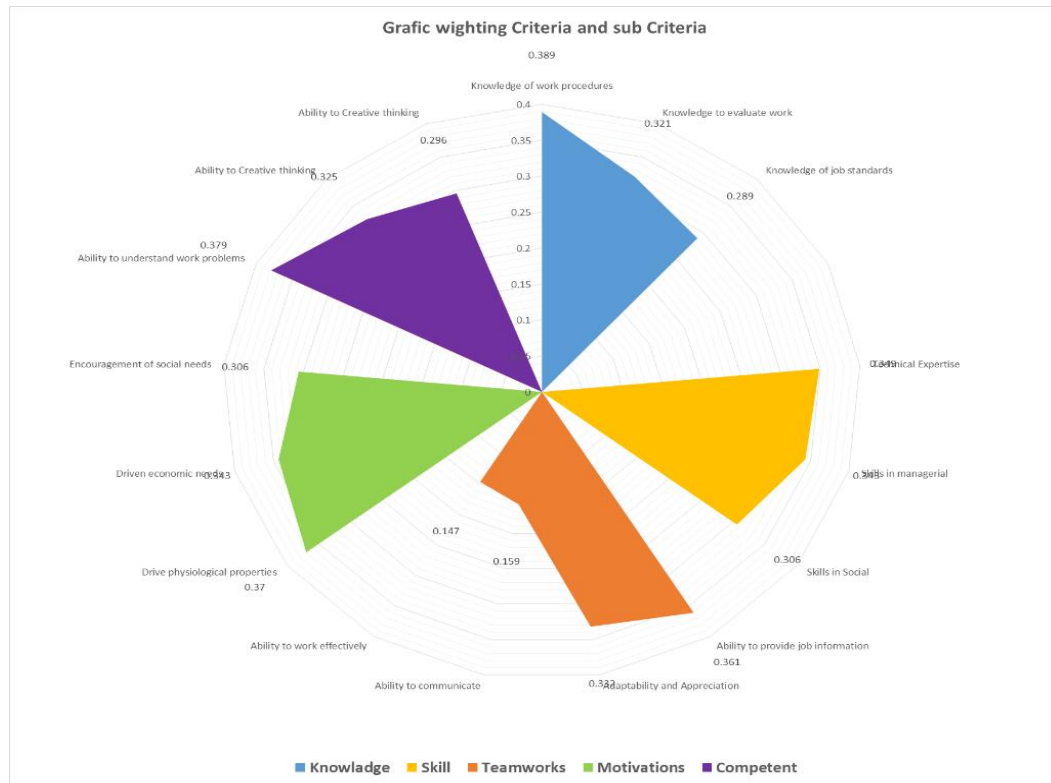
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**Grafic 6. Sub Criteria Competent**

Ability to understand work is a sub-criteria that has the highest weight, this explains that the sub-criteria Ability to understand work is a very important sub-criteria for the main criteria for Competent

**Conclusion**

Of the five main criteria, the ability to undertand work problem sub-criteria has the highest weight of 0.379, while the lowest weight of the sub-criteria of each criterion is ability to work effectively, namely 0.147, the highest sub-criteria is the sub-criteria of the main competent criteria, while the sub-criteria that has the lowest value is the sub-criteria of the main Teamwork criteria.



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