

Human Resource Development on the Technical Competence of Middle Manager and Employees in the Era of Globalization

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Globalization underscores the crucial role of human resources in organizational sustainability, with middle managers essential for capacity-building. This requires adaptability and competence, necessitating enhanced competencies through effective learning strategies, including self-competence, teamwork, adaptability, communication, and ethics. This study analyzes global human resource development, focusing on middle managers' capacity-building roles. A literature review using the PRISMA diagram selected articles from the last five years, emphasizing titles, abstracts, full texts, and methodologies. Key terms were "Development AND Human AND Resource AND Competencies," with sources from Scopus, Google Scholar, ProQuest, PubMed, and ScienceDirect, covering 2019-2023. Descriptive data analysis identified 15 articles for review. Findings are categorized into Competencies and Performance, Human Resource Practices and Organizational Effectiveness, and Employee Development. The study discusses the importance of competencies, performance-based assessment, and their impact on performance, motivation, and career development. It emphasizes strategic human resource management's role in optimizing organizational performance across diverse contexts, highlighting the influence of talent acquisition, training, and workplace culture.

Keywords: competence, leadership, human resource practices

INTRODUCTION

Globalization brings challenges and opportunities, emphasizing the role of human resources in institutions and organizations. (Khan, 2018) underscores the significance of human resources in all organizations. To thrive in this globalized era, individuals must adapt and enhance their competencies, as articulated by (Debrah, 2021) and recommended by (Yap & Shavarebi, 2022) through continuous learning.

Professional training programs aim to improve employee skills, knowledge, and attitudes for overall organizational growth. Managers overseeing human resource development are obligated to participate. To highlight the paramount importance of strengthening employee competencies, encompassing qualities like self-competence, teamwork, adaptability, communication, and ethical behavior, as explained by (Otoo, 2020).

This study analyzes global human resource development with a specific focus on the pivotal role of middle managers in setting standards and contributing to human resource development across various organizations worldwide. The data presented lay the foundation for a literature review exploring the evolution of human resource development, particularly concerning middle managers, from 2019 to 2023.

The primary goal of this study is to investigate the role of middle managers in global human resource development and their contribution to organizational performance and employee effectiveness in the era of globalization. The significance of this research lies in bridging existing gaps in the literature about the role of middle managers in human resource development in a global context. While prior studies acknowledge the importance of human resources, there is a dearth of comprehensive exploration into the specific contributions of middle managers in the evolving landscape of globalized organizations. The central research question guiding this study is: "How do middle managers contribute to enhancing organizational performance and employee effectiveness in the globalized era through their role in human resource development?" Subsidiary questions will explore the specific competencies and strategies employed by middle managers in various organizations. By addressing these aspects, the research aims to provide valuable insights into the dynamic interplay between middle managers, human resource development, and organizational success in the contemporary globalization environment.

MATERIALS AND METHODS

As indicated in Table 1, this study followed the literature review guidelines adapted from PRISMA.

Data Sources and Searches

A database was utilized to search for articles on human resource development systems from Scopus, Google Scholar, ProQuest, PubMed, and Science Direct. These sources provided reports of studies related to human resource development systems conducted over the last five years (2019 to 2023). Subsequently, all selected articles underwent a thorough review to identify the key points related to capacity building as reported in those articles.

Study Selection

In the process of selecting studies, inclusion criteria were applied to align with the study's objectives. These criteria included open access, qualitative and descriptive studies, quantitative studies, full-text articles, and the use of the English language. Additionally, studies related to aspects or issues of human resource capacity building were considered to enhance the working competencies of human resources.

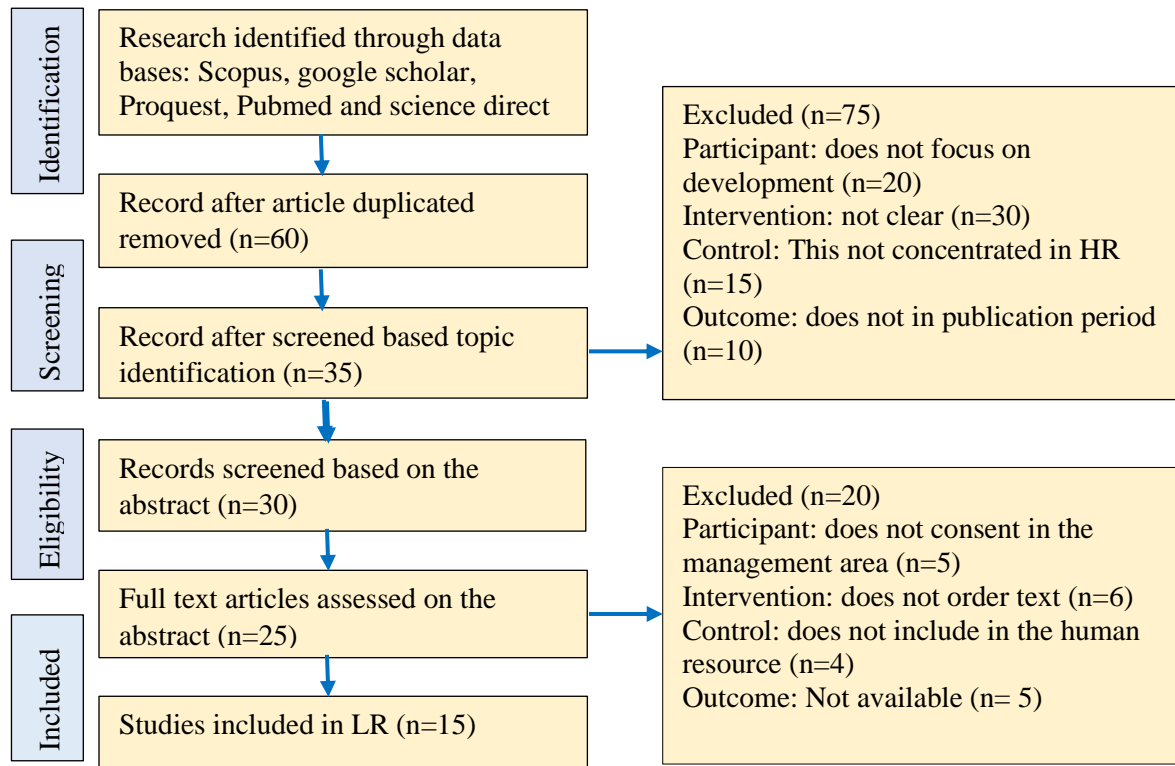
Data Collection and Analysis

I independently assessed study titles, abstracts, and full-text articles to determine their eligibility for inclusion in this study.

Data Extraction

In this study, all citation texts and articles were extracted into the Mendeley Desktop program on the laptop. A detailed analysis was conducted to identify the main issues, and this information was then synthesized into well-structured sentences. The keywords used were: Development, Human Resource, and Competencies.

FIGURE 1.
PRISMA DIAGRAM



Study Characteristics

The research in this study adhered to the PRISMA Diagram protocol, encompassing the following stages: Identification Stage: Initially, 110 articles were collected from databases such as Scopus, Google Scholar, Proquest, PubMed, and ScienceDirect. After eliminating duplicate articles, the count was reduced to 60. Screening Stage: Following the removal of duplicates, 60 articles remained. These underwent a screening process to assess their relevance to the study's topic, resulting in the selection of 35 articles. Eligibility Stage: From the initial 35 selected articles, further screening was conducted, with a focus on the content of the abstracts. This process led to 25 full-text articles being deemed eligible for the study. Inclusion Stage: Out of the 25 eligible articles, a final evaluation was performed based on both the full text and abstracts. This rigorous process ultimately resulted in the inclusion of 15 articles in the literature review.

In brief, the study began by collecting 110 articles from various databases. Duplicate records were eliminated, and the remaining articles underwent screening to assess their relevance to the study's topic. Following abstract-based eligibility screening, 25 articles were retained, with a final selection of 15 articles included in the literature review. This systematic procedure aligns with the PRISMA Diagram protocol for article selection in the study.

Result

TABLE 1.
MATRIX OF THE STUDIES REVIEWED

No.	Title, Researcher, & Year.	Method	Result
1	The Development of Competency Models for Sales Manager Based on the Grounded Approach in the Retail Entities in Zimbabwe (Debrah, 2021)	D. descriptive investigation design S. 110 participants V. assessment, performance management, selection, coaching, job knowledge test, performance review, interview guide, individual development plan. I. Questioner A. conceptualization and categorization of phenomena.	The results identified 438 activities that were considered relevant to the sales manager in Zimbabwe. The activities showed small variation, with the smallest number identified for 20 participants and the largest for 110 participants. These activities were grouped into 21 concepts using coding. The concepts were then hierarchically arranged based on the number of events each concept encompassed. Similar concepts were further categorized into nine district groups.
2	Competency-Based Superior Performance and Organizational Effectiveness (Shet et al., 2019)	D. Quantitative cross-sectional S. 292 respondents through. V. Competence, superior performance, and organizational effectiveness I. Questioner A. Structural equation modeling (SEM) technique	This study emphasizes the central role of the empirical approach in expediting performance management using the Leadership Competency Model (LCM) initiative. It underscores the importance of these findings in enhancing organizational performance and its culture. Moreover, the results indicate that this can be achieved by developing new assessment scales for each competence based on performance practices. The study also uncovers the correlation between competency aspects and attaining peak performance, as well as their influence on Organizational Effectiveness (OE), encompassing productivity, adaptability, and flexibility. This link is empirically established and confirmed through the application of the PLS-SEM analysis method.
3	Developing a Competency Model for Middle-class Managers at Waverley Clothing	D. quantitative survey S. 25 middle managers V. Competency, Networking competency, Interpersonal competency, Leadership (Managerial,	The results indicate that a key factor contributing to competencies within the company is middle-level managers, as observed at Waverly Clothing. This can be seen in the eight competency indicators, including financial, leadership,

	Company in Zimbabwe (Chigudu, 2021)	people domain), Technical competency Strategic, Strategic orientation Financial, Financial competency, Qualifications, Team building. I. Questioner A. Regression analysis	communication, technical, strategic, team building, professionalism, and networking.
4	Developing Human Resource Competencies: an Empirical Evidence. (Srikanth PB, 2019)	D. Qualitative S. 274 respondent managers V. Cognitive Ability, Conscientiousness, Openness to Experience, Density of Work Experience, HR Competencies. I. Questioner A. descriptive statistics bivariate correlations among.	The cognitive ability aspect and the density of work experience, as considered by employees, are the most prominent predictors of workers' competence, as discussed in this study.
5	The Implementation of Competency-Based Training and Assessment (CBTA) Framework in Aviation Manpower Planning (Ziakkas et al., 2022)	D. Qualitative and Quantitative S. About 96 respondents V. Competency-Based Training, Assessment (CBTA). I. Questioner A. t-test (Wilcoxon signed-rank test)	The results suggest that flight training programs should encourage learners to go beyond minimum knowledge requirements, provide opportunities for continuous learning, and prioritize quality over quantity (cumulative time).
6	Human resource development (HRD) practices and banking industry effectiveness (Otoo, Fra Otoo, 2019)	D. Quantitative. S. 550 employees V. HRD practices and banking industry effectiveness I. questioner A. The analysis of Inferential	The results show that several human resource practices have an impact on organizational effectiveness, particularly their influence on employee competencies serves mediating aspect in the relationship between HRD practices and organizational effectiveness.
7	Measuring the Impact of Human resource management practices on pharmaceutical industry effectiveness: the mediating role of employee competency. (Otoo, 2020)	D. Quantitative, An integrated research model. S. pharmaceutical industries staff about 550 people. V. human resource management practice, employee competence, and organizational effectiveness I. Checklist questioner A. SPSS 20.0 and used Analysis of Moment Structure (AMOS) 20.0.	In this study, human resource management practices affect organizational effectiveness by influencing employee competency. Employee competency is the mediator in the relationship between the practical function of HRM and organizational effectiveness.

8	Factor affecting the Human Resources Quality in public servants (The Case Study of National Disaster Management Agency) (Simanjuntak & Gunawan, 2023)	D. quantitative research. S. 595 respondents. V. Human Resources (HR), Innovative task behavior (ITB), The Quality of human capital management, Transformative Leadership (TL). I. Questioner A. Analysis with PLS-SEM method	Transformational leadership has no significant impact on the quality of human resource management and innovative work behavior.
9	Human Resource Management function, Technology Capabilities, and Quality of Work Life Towards advantage (Rony & Yulianti, 2023)	D. Quantitative research S. 192 people who work at the hospital V. Function of Human Resource Management, Technological Capability, Competitive Advantage, Quality of Work Life. I. Questioner A. Analysis method used the PLS-SEM.	The impact of the human resource management function on the quality of working life is significant. However, technical performance did not have a significant impact on the quality of work life. In addition, the impact of human resource management functions on competitive advantage is not significant, and there is no significant relationship between the quality of work life and competitive advantage.
10	Influence of Competence's Work and Discipline on Civil Servants Performance in Staffing and Human Resource Development Agency in Samarinda City (Yanti et al., 2023).	D. Quantitative research. S. 67 samples of ASN employees. V. Competence, Discipline, Performance. I. Questioner A. Descriptive Statistical and Multiple Linear Regression.	Partial and simultaneous analysis of staff competency and work discipline variables revealed that this has a significant impact on the performance of BKPSDM officers in Samarinda City. This suggests that competency has a greater impact on the performance of officers in the same location.
11	Competence as a determinant of employee performance work motivation and career development as triggers, (Tajudin, Syaechurodji, Abdul Wahid Alfarizi, 2023).	D. Uses associative quantitative methods with a survey approach. S. 188 respondents were V. Employee Performance, Competence, Work Motivation, Career Development. I. Questionnaire with a scale of 1 - 10 using. A. Inferential analysis with the Smarts version 4.0 assistance.	The study reveals that competence significantly influences employee performance and work motivation. Additionally, competence has a substantial impact on career development. Work motivation significantly affects an employee's performance. Career development, in this study, also has a significant influence on staff or employee performance. Work motivation and career development can mediate the impact of competence on employee performance within the organization.

12	I am developing a Capacity Building Training Model for Public Health Managers of low and middle-income countries (Upadhyay, Goel, and John, 2023).	D. Delphi technique S. 178 participants from 42 countries. V. Demographic Characteristics (gender, qualification, and profession), competencies, good replicable practices, reaction, and learning. I. Questioner A. Descriptive analysis	The result is improved knowledge, chain, and management quality. The best part is that 90% have developed and submitted their action concept during the one week of participating in the program. Approximately 54.7% of participants can implement their concepts in learning on art days after undertaking development or similar training, workshops, or webinars in the areas where they work.
13	The Effect of Accounting Comprehension Level, Implementation Competence of HR on The Quality of Msme Financial Statements In Trenggalek Regency, (Jannah et al., 2023).	D. Quantitative research. S. 100 respondents V. Level of Accounting Understanding, Application of SAK EMKM, HR Competence, Quality of Financial Statements, Implementation Coefficient, HR Competency Coefficient. I. Questioner A. Multiple linear regression test.	The findings revealed an improvement in knowledge, skills, and management quality. Notably, 90% of the participants created and submitted their action plans within just one week of completing the program. Furthermore, around 54.7% of participants displayed the ability to put their plans into action in their day-to-day work, especially after attending similar development programs, workshops, or local webinars. Simultaneously, the study's results highlight a significant impact on the understanding of accounting, the application of SAK EMKM, and the competence of HR in shaping the quality of financial reports for MSMEs in Trenggalek Regency.
14	Development of HR, Competence, and Supervision of the Performance of Clinical Nursing Staff in Hospitals, (Ferry Adref, Mattalatta, 2023).	D. Qualitative research S. Books, articles, magazines, websites, or others. V. Development of HR, and Supervision, Performance. I. Checklist A. Miles and Huberman model.	Nursing is a form of health service provided in healthcare facilities, which is professional in meeting basic human needs. It can be addressed by all individuals, families, or community members. Supervision in nursing is a process of providing support to nurses and allocating resources to complete tasks to achieve goals.
15	Influence of Talent Cultivation and Utilization on the National HR Development System Performance: Un international Study Using a Two-Stage Data	D. Qualitative S. 60 countries V. Resource input, government, and policy support, the quality of talent, the quantity of talent, attracting and retaining talents, economic-based value creation, knowledge-based value creation, brain drain. I. Questioner	Based on the results of this study, it is indicated that excelling in nurturing talent can create value. However, having high-efficiency talent cultivation alone cannot strengthen competitiveness with others.

	Envelopment Analysis Model (Chang & Chang, 2023).	A. Sensitivity analysis, utilization efficiency.	
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LITERATURE REVIEW

Category

Based on the preceding review, it can be classified into three primary categories according to its predominant themes and discoveries:

Competencies and Performance

This category includes discussions on the importance of competencies, assessment of competencies based on performance practices, and the impact of competencies on employee performance, motivation, and career development. Organizations should implement well-designed competency development strategies to improve performance, foster a supportive organizational culture, and encourage teamwork. Professional training programs tailored to current and future organizational needs are critical. Recognizing and developing employee competencies is essential for achieving better organizational performance (Salman & Ganie, 2020).

Human Resource Practices and Organizational Effectiveness

This category focuses on the influence of human resource practices on organizational effectiveness and the mediating role of employee competencies. It also explores the relationship between transformational leadership, human resource management quality, and work behavior innovation. There is a correlation between Human Resource Development (HRD) practices and organizational effectiveness. Providing employees with new knowledge and skills is associated with positive outcomes for the organization. There are various approaches to examining the relationship between HRD, organizational effectiveness, and performance. Moreover, other studies empirically support a positive association between HRD practices and overall organizational effectiveness. The significant role of HRD practices lies in enhancing employee competencies and contributing to the overall effectiveness of the organization (Otoo, FraOtoo, 2019).

Employee Development, Training, and Specific Contexts

This category encompasses insights into employee development, continuous learning, and quality-focused training in specific contexts such as sales management in Zimbabwe (Debrah, 2021), aviation training, and nursing in healthcare. It also highlights the importance of supervision for goal achievement (Werdhiastutie, Suhariadi, and Partiw, 2020). These three categories capture the primary themes and key findings of the research, providing a concise overview of the study's main types.

Critique

Sample Limitations

Several studies lack representative samples, like the study in Zimbabwe, limiting the global applicability.

Diverse Methodologies

The use of various research methods, such as SEM analysis, surveys, and case studies, complicates comparisons due to methodological differences.

Temporal Constraints

The research may not account for external changes like technology or regulations. The previous researchers have discussed the relationship between competence and performance, identifying various factors that contribute to competence and linking these factors to employee performance and organizational effectiveness (Wulansari and Rahmi, 2019). However, their discussions have some shortcomings, including a lack of emphasis on specific industry contexts, limited generalizability of findings, and a need for more comprehensive and longitudinal studies to establish causal relationships between competence and performance. Several studies have shown that competence and motivation are significant predictors of employee performance, and organizations need to focus on enhancing the competence and motivation of their employees to achieve success (Tajudin et al., 2023). The search results provide insights into the relationship between competence and performance, with competence having a significant impact on work motivation and career development. Work motivation and career development can mediate the effect of competence on employee performance, and several studies have shown that competence and motivation are significant predictors of employee performance (Putri Elisa, Diana Nabella, and Permata Sari, 2022).

Synthesis of Findings

Performance and Competence

Competence is crucial for improving employee and organizational performance, particularly through the Leadership Competency Model (LCM). The findings of this study align with the broader understanding of competency-based performance management, emphasizing the evaluation and enhancement of employee performance based on knowledge, skills, and behaviors, rather than solely concentrating on outputs or outcomes (Shet, Patil, and Chandawarkar, 2019).

Tsitsi Tariro Chigudu argues that the study's objective is to formulate a competency model for middle-tier managers at Weaverly Clothing Manufacturing Company in Zimbabwe, comprising eight essential competencies: strategic management, networking, communication, financial, leadership, technical, team building, and professional skills. The model is designed to enhance recruitment, selection, career progression, and performance management within the company, with anticipated contributions to professional development and certification programs. The study emphasizes the pivotal role of competency models in annual performance evaluations, establishing a connection between competency development, job security, and merit decisions. It stresses the shared responsibility of supervisors and middle-tier managers in competency development, advocating for suitable training and organizational recognition of valued competencies. The practical impact of the study lies in aligning competency development with performance evaluations and fostering a supportive organizational culture for competency enhancement. Additionally, the study identifies challenges faced by middle-tier managers at Weaverly Clothing Manufacturing Company, including networking difficulties, lack of interpersonal and technical skills, insufficient strategic thinking, and inadequate leadership styles (Chigudu, 2021).

Human Resource Practices and Organizational Effectiveness

Effective HR practices enhance organizational effectiveness by boosting employee competence. Related what are the key principles of HRM practices that promote competitiveness how can HRM practices be aligned with business strategy to achieve competitive advantage what are some examples of HRM practices that promote employee engagement and high-performing work culture (Kutieshat and Farmanesh, 2022)? Elrehail's research reveals that specific Human Resources (HR) strategies, such as planning, job analysis, role design, performance evaluation, and employee recruitment, significantly enhance the competitiveness of luxury hotels. However, the study found no strong link between HR compensation and reward systems and hotel competitiveness. Surprisingly, the anticipated beneficial connection between training and development and competitiveness was not supported by the data, suggesting a need to reassess these programs. Additionally, the study refuted the idea that employee satisfaction acts as an intermediate factor connecting HR practices with hotel competitiveness. The authors stress the significance of taking a holistic approach toward HR functions, recognizing them as integrated parts of one cohesive organizational framework rather than separate entities (Elrehail et al., 2020). The essence of research is to investigate and

understand the relationship between different variables and phenomena. In the context of the article "Human Resource Development (HRD) Practices and Banking Industry Effectiveness: The Mediating Role of Employee Competencies," the research aims to examine the impact of HRD practices on organizational effectiveness in the banking industry. The study uses an integrated research model and collects data through questionnaires from 550 employees of selected banks. The consequences imply that a few HRD practices affect organizational effectiveness via their effect on worker competencies. The study highlights the importance of taking a holistic approach toward HR functions, recognizing them as integrated parts of one cohesive organizational framework rather than separate entities. The findings of the study can help policymakers and management of banks in espousing suitable and well-articulated HRD practices to harness the competencies of employees and enhance organizational effectiveness (Otoo, FraOtoo, F.N.K. 2019). These articles highlight the importance of Human Resource Management (HRM) practices in improving organizational effectiveness and competitiveness. The first emphasizes the importance of adopting a practice-oriented perspective and exploring the value of HRM practices as integral components of the same organizational system. The second reveals that specific HR strategies, such as planning, job analysis, designing roles, evaluating staff performance, recruiting, selecting, and placing employees, significantly enhance the competitiveness of luxury hotels. The third examined the impact of HRD practices on organizational effectiveness in the banking industry and highlighted the importance of taking a holistic approach to HR functions. Taken together, the three articles show that HRD practices play an important role in driving employee engagement, a high-performing work culture, and organizational effectiveness, and aligning HRD practices with business strategy can help achieve competitive advantage.

Transformational Leadership

Findings on transformational leadership vary, with some studies showing minimal impact on HR quality and work behavior innovation. The relevance of transformational leadership to the study lies in its emphasis on leadership qualities that promote employee motivation, innovation, and overall performance. (Niki et al., 2021) However, there's a valid concern regarding potential redundancy when considering newer leadership models. Despite their distinct conceptual foundations, empirical evidence consistently reveals a robust correlation between transformational leadership and these newer models. Transformational leadership has demonstrated medium to large effects across a spectrum of individual, team, and organizational outcomes. While newer leadership models do exist, they appear to contribute minimal incremental validity beyond what transformational leadership already provides when predicting these outcomes. (Deng et al., 2023).

So, the findings on transformational leadership vary, showing minimal impact on HR quality and work behavior innovation in some studies. The significance of transformational leadership lies in its emphasis on qualities promoting employee motivation, innovation, and overall performance. However, concerns arise about potential redundancy with newer leadership models, as empirical evidence consistently reveals a strong correlation between transformational leadership and these models. While newer models exist, their contribution seems to provide minimal additional validity compared to transformational leadership in predicting various outcomes.

Motivation and Career Development

Competence significantly influences employee motivation and career development, Acting as a mediator for performance. Acting as mediators can improve performance. Achievement motivation is closely related to success and the individual's spirit in accomplishing a goal. David McClelland is renowned for the theory of the need for achievement, which posits that motivation varies based on the strength of one's need for achievement. Work motivation represents a strong human desire to engage in tasks related to goals and the fulfillment of needs. Achievement motivation should be aligned with a strategic model. An analysis of achievement is crucial in understanding and enhancing motivation (Werdhiastutie, Suhariadi, and Partiw, 2020) HR career development in organizations is a crucial journey with key initiatives like effective career planning, granting autonomy to employees, and recognition by managers. Career planning involves assessment, goal setting, and skill development, and fosters employee investment. Granting

autonomy empowers employees, encouraging creativity and job satisfaction. Recognition, through various forms, boosts morale and strengthens the bond between employees and their work. Overall, when HR practices align with employee development, the organization sees increased engagement, higher retention, and a culture conducive to innovation, contributing to overall growth and sustainability (Lartey, 2021). Both achievement motivation and HR career development play a crucial role in improving employee engagement, retention, and a culture of innovation, which in turn contribute to organizational growth and sustainability.

Implications

Significance of Competence Development: Fostering employee competencies is vital for global competitiveness and organizational performance. **High-Quality Human Resource Practices:** Organizations must maintain strong HR practices, including employee selection, development, and assessment. **Attention to Transformational Leadership:** Leadership's role remains crucial, even if some studies question transformational leadership's influence. Enhancing leadership is important. **Motivation and Career Development:** Focus on employee motivation and career development as essential mediators for competence's impact on performance. In the era of globalization, these findings emphasize that employee competence development, effective HR practices, and strong leadership are key factors in enhancing organizational performance. However, it's crucial to consider contextual and methodological limitations when applying these findings.

These findings emphasize the importance of competencies in driving organizational performance and advocate the implementation of well-designed competency development strategies to improve employee performance, motivation, and career development. Professional training programs tailored to the current and future needs of the organization are critical to improving competencies and overall performance. The link between effective HR practices and organizational effectiveness should be emphasized, discussing the key principles of HR practices that drive competitiveness and how they can be aligned with business strategies to achieve competitive advantage. The HR function should be recognized as an integrated part of a cohesive organizational framework, rather than a separate entity. The importance of employee development, continuous learning, and quality-focused training in specific contexts should be highlighted, emphasizing the relevance of these practices in various industries such as sales management, flight training, nursing, etc. The practical impact of research, such as competency models for mid-level managers in specific companies, and how these models can contribute to recruitment, selection, career development, and performance management should be emphasized. While acknowledging the mixed findings regarding transformational leadership, the importance of leadership is emphasized.

DISCUSSION

Competencies and Performance

The focal point of the provided text revolves around the critical concepts of competence and performance, underscoring their paramount importance across diverse contexts while presenting key insights gleaned from a pertinent study. However, the discourse lacks explicit references to antecedent research or scholars who have delved into the realms of competence and performance. This absence impedes our ability to discern potential lacunae or deficiencies in their discussions based solely on this text.

In a more specific vein, the study delves into the development of a competency model tailored for middle managers within a clothing company (Chigudu in 2021). The investigation probes how the possession of appropriate competencies among middle managers can catalyze heightened organizational performance. Competence, as elucidated in this context, encapsulates an individual's proficiency in executing job responsibilities, encompassing a spectrum of attributes such as knowledge, skills, abilities, and attitudes. It is a composite amalgamation of qualifications and capabilities that collectively empower effective job performance. Conversely, performance is construed as the tangible outcomes and results achieved by employees in their respective roles, exerting a direct and substantial influence on the overall success of the organization. The narrative underscores the imperative of cultivating and nurturing employee

competence, positing it as pivotal to enhancing performance, thereby exerting a positive impact on organizational performance and the realization of overarching organizational goals (Wulansari and Rahmi 2019).

Despite the textual insights provided, the absence of explicit references to prior scholarly works precludes a thorough evaluation of the novelty or uniqueness of the presented findings. The integration of a more robust review of relevant literature could potentially enrich the text by situating the study within the broader academic discourse on competence and performance. Additionally, a more nuanced exploration of the practical implications of the study's findings, perhaps through the incorporation of case studies or real-world examples, would offer practitioners and academics alike a more tangible understanding of the potential applications and ramifications of the proposed competency model.

In conclusion, while the text adeptly navigates the intricacies of competence and performance, augmenting it with a more explicit engagement with prior research and a deeper exploration of practical implications would undoubtedly enhance its scholarly value and practical relevance.

Human Resource Practices and Organizational Effectiveness

Human Resource Practices refer to the policies, procedures, strategies, and activities that an organization uses to manage its workforce effectively. These practices encompass a wide range of activities related to the recruitment, selection, training, development, compensation, performance evaluation, and overall management of employees. Human resource practices aim to align the organization's workforce with its strategic goals and objectives, ensuring that it has the right people in the right positions to achieve success. (Dirani et al., 2020).

The specific practices and their implementation may vary from one organization to another, depending on the company's size, industry, and overall business strategy. Effective human resource practices are essential for attracting, developing, and retaining a talented and productive workforce, which, in turn, contributes to the achievement of the organization's goals and objectives (Somko & Migda, 2023).

Human resource practices significantly impact organizational effectiveness, with employee competencies mediating the relationship. Human resource management practices influence employee competency and, in turn, affect organizational effectiveness (Ashmond, Opoku-Danso, and Owusu, 2022). Debrah focuses on human resource practices, particularly in developing competency models for sales managers in Zimbabwe's retail industry. He highlights the significance of sales managers' competence for retail businesses' competitive advantage, emphasizing their role in delivering value to customers and impacting the sales team's productivity. The research aims to enhance team, individual, and retail entity performance by consolidating sales managers' competencies using a field-based approach. Debrah concludes with recommendations for Zimbabwean retail companies to address challenges in developing competency models for sales managers. In summary, Debrah underscores the importance of human resource management practices in identifying and nurturing essential competencies to improve sales team effectiveness (Debrah, 2021).

The relationship between human resource (HR) practices and organizational effectiveness is crucial, as HR practices significantly influence an organization's performance and success. This connection can be understood through the following key points: Talent acquisition and recruitment; effective HR practices in recruiting and selecting employees with the right skills and cultural fit have a profound impact on organizational effectiveness, leading to higher productivity, reduced turnover, and improved team dynamics. Training and development; investing in employee training and development is essential for enhancing individual and collective performance. When employees receive suitable training and skill development opportunities, they can contribute more effectively to the organization's objectives. Performance Management; HR practices related to performance evaluation and feedback can motivate employees and enhance their productivity. Regular constructive feedback encourages employees to align their efforts with organizational goals. Fourth, compensation and benefits; competitive and fair compensation and benefit packages help attract and retain top talent. Employees fairly compensated are more motivated and engaged, thereby contributing to organizational effectiveness. Fifth, Workplace culture: HR practices that foster a positive workplace culture, including diversity and inclusion initiatives,

lead to higher employee morale, satisfaction, and retention. A healthy organizational culture also improves teamwork and overall effectiveness.

In brief, HR practices directly impact an organization's effectiveness. When HR functions align with the organization's strategic goals and focus on recruiting, developing, and retaining the right talent, the result is a more productive and successful organization. HR is not merely an administrative function; it is a strategic partner in achieving organizational effectiveness.

Employee Development, Training, and Specific Contexts

The presented findings shed light on critical aspects of employee development, training, and their nuanced application in specific contexts. One overarching theme emerging from the analysis is the pivotal role of employee development in fostering competence and career growth. The study underscores that investing in enhancing employees' knowledge, skills, and managerial acumen through structured training programs yields positive outcomes. This aligns with broader organizational goals, as a more skilled and competent workforce invariably contributes to heightened overall performance.

A key revelation from the research is the profound impact of employee competence on various dimensions, such as work motivation, career advancement, and, ultimately, organizational performance. The intricate link between competence and these outcomes underscores the importance of strategically aligning employee development initiatives with the overarching objectives of the organization. This finding not only accentuates the intrinsic value of employee development but also positions it as a strategic imperative for organizational success.

Regarding training, the study draws attention to the need for a nuanced approach, especially in specific contexts like aviation training. It advocates for an emphasis on surpassing minimal knowledge requirements, highlighting the significance of quality over quantity. The practical implication of this approach is evident in the participants' ability to formulate and execute action plans effectively, illustrating the tangible impact of training programs on their day-to-day tasks. This insight emphasizes that tailoring training methodologies to the unique demands of a given industry or field is essential for optimizing the efficacy of such programs.

Furthermore, the research acknowledges the influence of specific contexts in diverse fields, such as nursing and financial reporting for MSMEs. While nurturing talent is recognized as valuable, the study suggests that in these particular contexts, it may not be sufficient for enhancing competitiveness. This insight underscores the multifaceted nature of success in various professional domains, necessitating a comprehensive understanding of context-specific factors that extend beyond individual competencies.

In conclusion, the synthesized findings underscore the interconnectedness of employee development, training, and the influence of specific contexts on organizational performance and competence. The implications extend beyond mere skill acquisition, emphasizing the strategic integration of these elements to align with organizational objectives and the recognition of context-specific nuances for sustained success. This comprehensive analysis provides valuable insights for practitioners and policymakers seeking to optimize employee development strategies in diverse professional landscapes.

CONCLUSION

In conclusion, the provided text underscores the pivotal role of competencies and performance in organizational effectiveness. The discourse traverses various dimensions, commencing with the formulation of competency models for middle managers and exploring the impact of human resource practices on organizational success. Additionally, the text delves into the significance of HR practices in talent acquisition, training and development, performance management, compensation, and workplace culture, underscoring their direct influence on organizational effectiveness.

Moreover, the text scrutinizes a study conducted by Debrah on competency models for sales managers in Zimbabwe's retail industry, underscoring the significance of human resource management practices in identifying and fostering essential competencies. The relationship between HR practices and organizational effectiveness is illuminated, with pivotal aspects such as talent acquisition, training, performance

management, compensation, and workplace culture contributing to a more productive and successful organization.

The discussion further extends to employee development and training, emphasizing their impact on competence, career growth, and overall employee performance. Specific contexts, such as aviation training, nursing, and financial reporting for MSMEs, are acknowledged for their distinctive influences on talent nurturing and competitiveness. The findings collectively underscore the importance of considering additional factors and context-specific considerations to achieve success in diverse organizational settings.

In summary, the text furnishes a comprehensive overview of the interplay between competencies, performance, and HR practices in fostering organizational effectiveness. It illuminates the intricate nature of these relationships and advocates for a strategic approach to human resource management for optimal organizational performance.

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