Human resources competencies of worker in small island and coastal area

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Abstract. Appreciation for the value of employees has been raised this decade. This leads to change in organizations that emphasize on the competencies-based management. This paper aims to examine and explain the human resource competencies among people that live in coastal and small island area. It is based on the belief that people in coastal area are separated geographically from main island, therefore slower in adapting for rapid changes nowadays. The use of purposive sampling was employed to obtain the sample which consist of 295 samples from workers in Ambon Island. A quantitative analysis used to describe the potential competencies aspects found in this study. The results indicated that opened to a new experience and emotional stability found prior, while other aspects are still below average.

1. Introduction

Organizational culture are changing simultaneously from decade to decade, however one of the key point that still interesting to be discuss in this topic is about the relations between significant member of the organization as an equal and adequate agent of change. It has been so long that the developmental organization point on weigh on management, for example the focus on the management or the change agent’s point of view [1]. While the core problem such as the improvement of significant member in the organization has a little attention paid on it. This problem is not solely discussed about top-down or bottom-up connection, but the interconnection within the organization. By how an understanding of the organization and the culture, will help the member to cooperate with important stakeholder, to gain productivity inward the organization [2].

To make the intended change a success, the best approach is to establish the opportunity to have the windows to become an expertise in their fields, as well as responsibility for making change a success among relevant members in organization [3]. Employees will be triggered to not only understanding their duty but beyond that they can built a system with other stakeholder to make efficiently and productively changes in organization.

In order to accomplish the change in the quality of all agent, there are aspects to working on as individual in organization setting. Spencer and Spencer (1993) [4] defines competencies as a characteristic of an employee that contributes to successful job performance and achievement of organizational result. These includes knowledge, skills, and abilities, plus other characteristic such as values, motivation, initiative and self-control. Moreover, Spencer and Spencer (1993) [4] divide two types of competencies such as hard competencies and soft/generic competencies. A competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or situation. In this paper, we will delve into generic competencies that consists of 20 Generic Competence based on Spencer Theory of Competence related to the characteristic of human resource in organizational setting. This paper aims to examine and explain the human resource (HR) competencies among people that live in coastal and small island area.
2. Materials and Method

2.1. Field work
This research was conducted in Ambon Island, one of the remote island in Eastern part of Indonesia. The worker that has been the respondents of this study live and work in Ambon Island. The researcher built a questionnaire to find the answer for the research question and then share it to targeted population in this topic area purposively.

2.2. Data analysis
The data collected from the target population was then analyzed to know the mean, standard deviation and level of confidence every aspects on this study. A quantitative analysis was used to describe the potential competencies aspects based on Spencer Theory of Competence [4]. Analysis was done by using Microsoft Excel Program.

3. Result and Discussion
The number of returned questionnaires is 295 that which consist of 217 men and 78 women. The educational background of the sample varies from High School graduated to Graduate school degree graduated, although the dominance is from High School graduated (66.10%). The age of sample varies from 20 years old to 54 years old. Table 1 showed the demographic characteristic of the respondents based on their gender, age and level of study.

| Demographic characteristic | Number of respondents |
|----------------------------|-----------------------|
| Gender                     |                       |
| Male                       | 217 (77.56%)          |
| Female                     | 78 (26.44%)           |
| Age                        |                       |
| 20 – 39                    | 214 (72.55%)          |
| 40 – 60                    | 81 (27.45%)           |
| Level of Study             |                       |
| High School                | 195 (66.10%)          |
| Diploma                    | 13 (4.41%)            |
| Undergraduate              | 84 (28.47%)           |
| Graduate                   | 3 (1.02%)             |

Spencer and Spencer (1993) [4] define competencies as an underlying characteristics of an individual which is casually related to criterion-referenced affective and or superior performance in job or situation. Furthermore, Schabracq (2007) [2] characterize competencies as characteristic of an employee that contributes to successful job performance and the achievement of organizational result. These includes knowledge, skill, and ability plus other characteristic such as values, motivation, initiative and self-control. McClelland cited in Suhana (2008) [5] also define competence as a basic characteristic of a person and directly affects or can predict excellency in performance.

Competence is analogous to “icebergs” where skills and knowledge forms its peak above the water. The section that’s on below the surface of the water is not visible to naked eye, but forms the foundation and has an influence on the shape of the part above the water [6]. Furthermore, Spencer & Spencer classified competency into traits, self-concept, knowledge, skills and motivation [4]. Furthermore, he explains trait related to the action person takes that related to their personal opinion about the situation. Self-concept itself have a broader meaning about personal value or attitude towards event which they
facing. Knowledge this study refers to an approach people take in their interpersonal and professional skill. Skill itself contains observable or hidden skills such as listening ability, deductive ability or inductive ability. Finally, motivation refer to a drive to guide people personal behavior.

In another study, Wu (2018) [6] found that managers recognition toward employee skill in restaurants show that formal employers have higher competency compare to interns. Pesha et al (2020) [7] on his study in university student found that there are high believe about the competencies they have, however the report also showed that they sense a perception among people who already working, that the fresh graduate only have knowledge that meaningless to work-field. McDonnel and Sitkander (2017) [8] argue that leadership and communication are the key competencies needed in new human resources theory, without these two competencies, other specified skills are more likely to be achievable. Weber et al (2009) [9] focus the study on the set of skills in the employees and found out that some of the skill that superior among them are setting a positive example, displaying honesty/commitment and developing creative solutions to problems. Meanwhile the set of skill that still working on is in leadership. There are problem in developing flexibility and innovation skill among worker level, because the hierarchy levels between units, resulting top management often perceive formal skill and competencies top down, that impacted the sharing changing information, knowledge and ideas from bottom up [10].

Table 2 showed that ten highest mean of the list of competencies found in this study which are interpersonal understanding (IU), conceptual thinking (CT), expertise (EXP), customer service orientation (CSO), organizational commitment (OC), self-control (SCT), flexibility (FLX), analytical thinking (AT), impact and influence (IMP) and self-confidence (SCF).

| Competencies                  | Mean | SD  | Confidence interval |
|------------------------------|------|-----|---------------------|
| 1. Interpersonal Understanding (IU) | 4.10 | 0.86 | 4.87 4.89 |
| 2. Concern for Others (CO)    | 4.10 | 0.82 | 4.88 4.91 |
| 3. Organization Commitment (OC)| 4.05 | 0.98 | 4.85 4.89 |
| 4. Organizational Awareness (OA)| 4.05 | 1.01 | 4.85 4.89 |
| 5. Customer Service Orientation (CSO)| 4.00 | 0.79 | 4.88 4.91 |
| 6. Self-confidence (SCF)      | 3.99 | 1.00 | 4.85 4.89 |
| 7. Directiveness (DIR)        | 3.97 | 0.89 | 4.87 4.90 |
| 8. Team Leadership (TL)       | 3.94 | 0.94 | 4.86 4.89 |
| 9. Conceptual Thinking (CT)   | 3.91 | 1.01 | 4.85 4.88 |
| 10. Self-control (SCT)        | 3.91 | 1.05 | 4.84 4.88 |

While Table 3 below shows the lower mean in the list of competencies in this study namely initiative (INT), achievement orientation (ACH), flexibility (FLX), relationship building (RB), expertise (EXP), impact and influence (IMP), developing others (DEV), seeking info (INFO), teamwork (TW) and the lowest one is analytical thinking (AT).

The study indicates the helping and human service as the strongest competency of human resources in Ambon. Table 2 indicates that worker in Ambon have high quality in interpersonal understanding and concern for others. However, competency to achieve and take action is found low and need to be upgraded with regard to ideal human resources relevant to development goals. Leadership competencies are found average and spread equally in both high and low level. Overall analytic thinking and teamwork shows lowest score in the studied sample.
Table 3. Ten lowest mean, standard deviations and confidence interval (n = 295)

| Competencies                | Mean | SD  | Confidence interval | Lower | Upper |
|-----------------------------|------|-----|---------------------|-------|-------|
| 1. Analytical Thinking (AT)| 3.02 | 0.83| 4.87                | 4.9   |
| 2. Teamwork (TW)            | 3.13 | 0.96| 4.86                | 4.9   |
| 3. Information Seeking (INFO)| 3.29 | 0.91| 4.86                | 4.9   |
| 4. Developing Others (DEV)  | 3.31 | 0.94| 4.86                | 4.89  |
| 5. Impact and Influence (IMP)| 3.39 | 0.90| 4.86                | 4.89  |
| 6. Expertise (EXP)          | 3.51 | 1.08| 4.84                | 4.88  |
| 7. Relationship Building (RB)| 3.54 | 0.92| 4.86                | 4.9   |
| 8. Flexibility (FLX)        | 3.61 | 0.96| 4.86                | 4.9   |
| 9. Achievement Orientation (ACH)| 3.64 | 0.91| 4.86                | 4.9   |
| 10. Initiative (INT)        | 3.85 | 0.91| 4.86                | 4.9   |

Result of this study indicates that individual in coastal area has high competency regarding helping and human service, it reflects in the high mean value of interpersonal understanding and customer service orientation. We assume that this might be related to the coastal society that hold Pela, a cultural heritage that contains constructive values in building inter-individual and groups relation that based on trust and mutual cohesion [11]. The competency regarding achievement and action was revealead to be low in this study, further study are needed to investigate this finding but as Hasniati et al (2017) [12] suggests it might be caused by reluctance of people in coastal society to be proactive. This however might also related to the majority of respondents that are in adult age which according to psychosocial stage by Erikson are in crises of generativity vs stagnation [13]. The finding by Hasniati et al (2017) [12] that the programs already provided by government and private sector that have not been effective might lead to individuals inability to be productive and taking action.

Finally, individual leadership competencies in Ambon population indicating an average level with split halves on both high and low level. However, the lowest competencies that are revealed in this study are analytical thinking and teamwork. The later finding is in line with prior finding by Hasniati et al (2017) [12] that found that the synergy between group members in coastal society is still low.

4. Conclusion
This intriguing finding is urging for a better training and education program that could match the need of development and the available human resources, especially in analytical thinking and teamwork.

Further studies are needed to acquire better understanding for later formulating the best policy for development.

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