

## ABSTRACT

Ahdiat Permana, Program Studi Magister Manajemen

### COMPETENCY-BASED HUMAN RESOURCES STRATEGY PT BHINNEKA MENTARIDIMENSI 2021-2023 PERIOD

*Due to the increasing competitiveness within the e-commerce industry, Bhinneka did not achieve its strategic targets due to the competency gap with the organization targets. This study intends to resolve such issues by creating a competency-based human resources strategy that is in line with the company's strategy for the 2021-2023 period. Several approaches that will be used here include Schuler & Jackson's (1987) HRM strategy & role behavior theory, and Spencer & Spencer (1993) model competency. Data was collected by interviewing Bhinneka's COCO (Chief of Commercial and Omnichannel), COO (Chief of Operations) & VP People Experience & General as the company's strategy and situation subject matter expert, and other various documents and literature study. It can be concluded that Bhinneka 3.0 strategy is an innovation-based strategy. To support such a strategy, core competencies such as integrity, agility, passion for growth, customer service orientation & teamwork and role competencies such as conceptual thinking, team leadership & developing others need to be implemented at the organization. In addition, all employees need to have a high level of creativity, focus for long term plans, high level of cooperation and interdependence, a balanced attention towards process and results, tendency to take risks and high tolerance towards ambiguity*

*Keywords: Bhinneka, e-commerce, competency, human resources management, strategy*

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### STRATEGI MANAJEMEN SUMBER DAYA MANUSIA BERBASISKAN KOMPETENSI PT BHINNEKA MENTARIDIMENSI PERIODE 2021-2023

Di tengah meningkatnya persaingan dalam industri e-commerce, Bhinneka tidak mencapai target-target strategisnya secara maksimal dikarenakan kesenjangan kompetensi karyawan dengan target organisasi. Penelitian ini bertujuan menyelesaikan masalah tersebut dengan menghasilkan strategi MSDM berbasis kompetensi yang sesuai dengan strategi Bhinneka pada periode 2021-2023. Beberapa pendekatan yang akan digunakan dalam penelitian ini adalah teori strategi SDM dan *role behavior* Schuler & Jackson (1987) serta teori model kompetensi Spencer & Spencer (1993). Pengumpulan data dilakukan dengan wawancara COCO (Chief of Commercial and Omnichannel), COO (Chief of Operations) & VP People Experience & General Support selaku subject matter expert strategi dan situasi organisasi, serta studi dokumen dan pustaka yang relevan. Dari penelitian ini, dapat disimpulkan bahwa strategi Bhinneka 3.0 merupakan strategi yang berbasis inovasi. Untuk mendukung strategi, perlu dibuat kompetensi inti berupa *integrity, agility, passion for growth, customer service orientation & teamwork* serta kompetensi peran berupa *conceptual thinking, team leadership & developing others*. Selain itu, SDM Bhinneka perlu dituntut agar yang memiliki kreativitas yang tinggi, fokus untuk isu jangka panjang, tingkat kooperasi dan interdependensi yang tinggi, perhatian yang seimbang terhadap proses dan hasil, kecenderungan untuk mengambil tindakan yang beresiko dan toleransi yang besar terhadap ambiguitas.

Kata kunci: Bhinneka, e-commerce, kompetensi, manajemen sumber daya manusia, strategi