

ABSTRACT

DESIGN OF COMPETENCE-BASED HUMAN RESOURCES DEVELOPMENT STRATEGY PT. WIJAYA KARYA INDUSTRI ENERGI 2023-2025

Energy needs are expected to continue to increase, while reserves of oil and coal are dwindling, therefore supply of alternative energy other than petroleum and coal is needed. coal. New Energy and Renewable Energy is one of the alternative sources of energy supply, because apart from having a low impact on environmental damage, it also ensures energy sustainability for the future. Wijaya Karya Energi Industri Inc (WINNER) is one of the companies engaged in the conservation and utilization of renewable energy. This study aims to design a competency-based Human Resource development strategy and its implementation plan at WINNER in 2023-2025. This research is an applied research that uses qualitative methods. The theoretical approach used is business typology and Human Resource Management strategy using Miles and Snow (1984), the continuum theory of strategic maturity of human resource development from Garavan (1991), McCracken and Wallace (2000). The research is limited to the fulfillment of competencies at the senior manager in certain departments such as Human Capital and General Affairs, Commercial Legal and Procurement, Quality Safety Health Environment, and Engineering. Data collection methods used include interviews, observations, document studies and literature studies, where there are several parties who are interviewed such as Human Capital and General Affairs senior managers, Commercial Legal and Procurement senior managers, Human Capital and General Affairs Coordinators. The results of the analysis of this study found that at WINNER has a prospector. The continuum analysis of strategic Human Resource development maturity shows Learning Culture, Function Orientation, Integration of Company Vision and Mission, Support From Top Management, Environmental Analysis / Scanning, Human Resource Development Planning and Policy, Complementary Human Resource Management Activities, Cultural Recognition and Understanding included in quite mature; Commitment and Involvement of Line Managers, Expansion of Instructor / Trainer Roles, Emphasis on Evaluation is immature.

Keywords: *Human Resource Development Strategy Design, Competence, Maturity Level of Human Resource Development, Prospector, Business Typology*

ABSTRAK

RANCANGAN STRATEGI PENGEMBANGAN SUMBER DAYA MANUSIA BERBASIS KOMPETENSI PT WIJAYA KARYA INDUSTRI ENERGI TAHUN 2023-2025

Kebutuhan energi diperkirakan terus meningkat, sementara sumber cadangan minyak bumi dan batu bara jumlahnya semakin menipis, oleh karena itu diperlukannya suplai dari energi alternatif selain dari minyak bumi dan batu bara. Energi Baru dan Energi Terbarukan (EBT) menjadi salah satu sumber alternatif penyediaan energi, karena selain memiliki dampak yang rendah terhadap kerusakan lingkungan, juga menjamin keberlanjutan energi hingga masa mendatang. PT. Wijaya Karya Industri Energi (WINNER) merupakan salah satu perusahaan yang bergerak di bidang konservasi dan pemanfaatan energi terbarukan. Penelitian ini bertujuan untuk membuat rancangan strategi pengembangan SDM berbasis kompetensi serta rencana implementasinya di WINNER tahun 2023-2025. Penelitian ini merupakan penelitian terapan yang menggunakan metode kualitatif. Pendekatan teori yang digunakan tipologi bisnis dan strategi MSDM menggunakan Miles dan Snow (1984), teori kontinum kematangan strategis pengembangan sumber daya manusia dari Garavan (1991), McCracken dan Wallace (2000). Penelitian dibatasi pada pemenuhan kompetensi pada level *senior manager* pada departemen tertentu seperti HCGA, Komersial Legal dan Pengadaan, QSHE, dan *Engineering*. Metode pengumpulan data yang digunakan meliputi wawancara, observasi, studi dokumen dan studi pustaka, dimana ada beberapa pihak yang di wawancara seperti *senior manager* HCGA, *senior manager* Komersial Legal dan Pengadaan, Koordinator HCGA. Hasil analisis penelitian ini menemukan bahwa di WINNER memiliki arahan strategi bisnis *prospector*. Analisis kontinum kematangan pengembangan SDM strategis menunjukkan Budaya Belajar, Orientasi Fungsi, Integrasi Visi dan Misi Perusahaan, Dukungan Dari Manajemen Puncak, Analisis / Pemindaian Lingkungan, Perencanaan dan Kebijakan HRD, Kegiatan HRM yang Saling Melengkapi, Pengakuan dan Pemahaman Budaya termasuk dalam *quite mature*; Komitmen dan Keterlibatan Manajer Lini, Perluasan Peran Instruktur / Pelatih, Penekanan Pada Evaluasi termasuk dalam *immature*.

Kata kunci: Rancangan Strategi Pengembangan SDM, Kompetensi, Tingkat Kematangan Pengembangan SDM, *Prospector*, Tipologi Bisnis