

## COMPETENCY AS A BASIS FOR HUMAN RESOURCE PLANNING AND PERFORMANCE OPTIMIZATION IN BUMDES CIKALONG

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### Abstract

The gap between ideal and actual employee competencies remains a barrier for BUMDes (Village-Owned Enterprises) in strengthening the governance and performance of village economic services. This study stems from the urgency of addressing the competency mismatch in Cikalong BUMDes to make the organization more adaptive, accountable, and innovative. The research aims to analyze the implementation of competency-based HR planning and its supporting and inhibiting factors in optimizing performance. The theoretical study combines Competency Theory (Spencer & Spencer), Strategic Human Resource Management (Wright & McMahan), and performance theory (Campbell). The method used is a qualitative case study with data collection through in-depth interviews, participant observation, and documentation. Informants were selected purposively; analysis follows the interactive model of Miles and Huberman and triangulation. The findings indicate that competency mapping and appropriate role placement increase motivation, loyalty, and productivity, but are hampered by unclear competency standards, work culture resistance, and weak HR information systems. Consequently, competency-based planning needs to be positioned as a transformational, rather than administrative, strategy, consistently and sustainably.

**Keywords:** Competence, Employee Performance, HR Planning.

### A. INTRODUCTION

Human resources (HR) constitute a strategic component for an organization, as the successful achievement of its vision and mission is largely determined by the quality of its employees' competencies. In the era of globalization and the Industrial Revolution 4.0, organizations are required to adapt quickly to environmental changes, necessitating professional, creative, and innovative HR. However, the reality in various institutions, both private and public, still demonstrates a mismatch between organizational needs and actual employee competencies. This situation indicates that HR management has not been fully designed based on measurable competency analysis, resulting in capacity development not always aligned with job requirements and performance targets.

In the context of village economic organizations, the challenge of competency mismatch is becoming increasingly relevant because the demands of Village-Owned Enterprises (BUMDes) are not only administrative but also require entrepreneurial capacity, governance, innovative services, and public accountability. This research focus is placed on the Cikalong Village-Owned Enterprise (BUMDes), which plays a crucial role in driving local economic strengthening through business management units and village economic services. The complexity of this role requires HR with appropriate competencies, particularly in leadership,

business management, data-driven decision-making, and innovation capabilities, so that BUMDes' performance can develop sustainably.

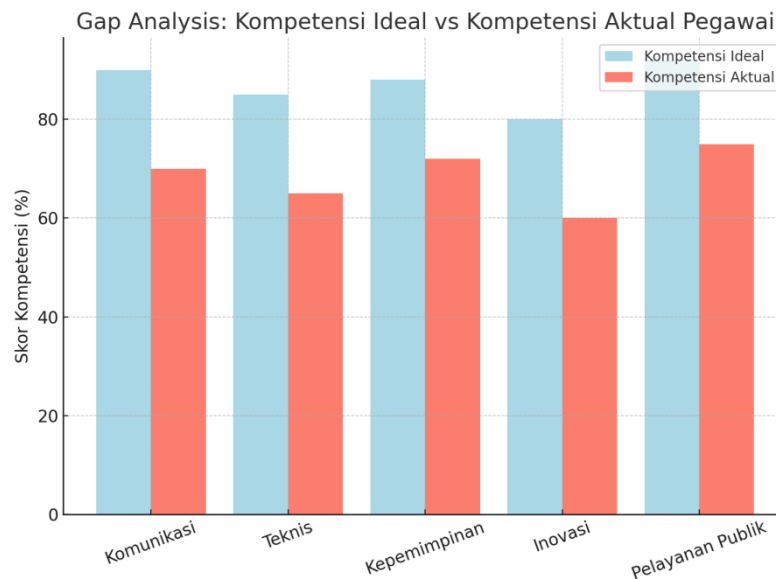


Figure 1. Ideal Competencies vs. Actual Employee Competencies  
Source: Processed by Researchers, 2023

The gap analysis results revealed a significant gap between ideal and actual employee competencies across all measured aspects. The largest gap was observed in leadership and innovation, indicating that employees have not fully met the organization's demands for visionary leadership and adaptability to change. In the context of the Cikalong Village-Owned Enterprise (BUMDes), this gap is crucial because leadership and innovation are directly related to business unit development, partnership expansion, service quality improvement, and the creation of economic value for the village community. These findings emphasize the importance of competency-based human resource planning as a strategy to close the competency gap and optimize employee performance.

From a public management perspective, employee competency mismatches are a major obstacle to optimizing the performance of service-oriented organizations. In organizations that perform service and governance functions, including BUMDes, performance that should be adaptive, responsive, and accountable is often hampered by weak human resource planning. Placement and role allocation that is not fully competency-based has the potential to lead to inaccurate assignments, duplication of work, and low work effectiveness. Consequently, the quality of service and organizational achievements do not always meet the expectations of stakeholders, including the village government, business partners, and the community as beneficiaries.

More specifically, these issues are evident in local-level organizations that directly address the daily needs of the community. The Cikalong Village-Owned Enterprise (BUMDes), as an entity at the heart of village governance and community economic empowerment, faces challenges such as limited resources, suboptimal competency mapping, and the need for a more structured work system. Furthermore, BUMDes plays a strategic role in supporting village development and improving the quality of competitive local economic services. Therefore, this research focuses on examining how competency-based human resource planning can be used as a strategy to optimize employee performance at the Cikalong BUMDes.

Several previous studies have demonstrated the relevance of competency-based human resource planning to organizational performance. Spencer and Spencer (1993) asserted that systematically measured competencies can improve the fit between individuals and jobs, thus positively impacting productivity. Wibowo (2017) demonstrated that competency-based human resource planning in the public sector significantly increases service effectiveness. Meanwhile, Hutapea and Thoha (2008) found that implementing competencies in human resource management can strengthen work culture and employee accountability. These three studies strengthen the argument that competency is an important foundation in the management of human resources in modern organizations, including local-level organizations that carry out service functions and strengthen the village economy.

This study shares similarities with previous research, emphasizing the importance of competency as the basis for human resource planning in improving employee performance. The difference lies in the analytical focus, which focuses on the Cikalong Village-Owned Enterprise (BUMDes) as a village economic organization within the local public bureaucratic ecosystem and the dynamics of village entrepreneurship. This context presents unique challenges, such as limited business management capacity, demands for accountability to the village government and community, and the need for business unit innovation to adapt to local market changes. The originality of this research lies in its effort to integrate competency theory into human resource planning practices at the Cikalong BUMDes, which is often positioned as a hybrid organization managing business functions while upholding the principles of village public governance. With this focus, this research is expected to enrich the literature on public sector and village economic human resource management in Indonesia, particularly regarding how competency is translated into operational, measurable, and relevant HR planning policies that meet BUMDes performance targets.

Based on this explanation, the urgency of this research arises from the need to build a more adaptive, accountable, and competency-based HR planning system, thus addressing the challenges of governance and organizational performance at the village level. This research is expected to provide relevant recommendations for strengthening the governance of Cikalong Village-Owned Enterprises (BUMDes), particularly in optimizing employee performance through competency-based HR planning policies aligned with the needs of business units and the demands of community economic services. Therefore, the purpose of this research is to analyze how competency-based HR planning can be implemented effectively to optimize employee performance, as well as to identify supporting and inhibiting factors in Cikalong Village-Owned Enterprises (BUMDes).

## **B. LITERATURE REVIEW**

### **Competency Theory**

Competency theory explains that a person's work success is influenced by fundamental characteristics that include knowledge, skills, attitudes, and values (Spencer & Spencer, 1993). Competency extends beyond technical abilities to include consistent behavior across various work situations. According to this theory, competency can be measured and developed through education, training, and work experience. The greater the match between an employee's competencies and job demands, the more optimal their performance will be. Therefore, competency theory provides an important framework for designing competency-based human resource planning. Indicators:

- Job-relevant knowledge
- Technical and non-technical skills
- Work attitudes and motivation
- Professional values and ethics

### **Strategic Human Resource Management**

This theory emphasizes that human resource management must align with organizational strategy to achieve long-term goals (Wright & McMahan, 1992). Human resources are viewed not merely as a supporting factor, but as a strategic asset that determines an organization's competitiveness. Effective human resource planning takes into account competency needs analysis, workforce projections, and employee capability development. From this perspective, organizations that are able to integrate business strategy with HR strategy will be more adaptive in facing changes in the external environment. Therefore, this theory is relevant in examining how competency-based HR planning contributes to optimizing employee performance. Indicators:

- Alignment of HR strategy with the organization's vision and mission
- Long-term workforce needs planning
- Competency development for competitive advantage
- Strategic performance evaluation system

### **Performance Theory**

Performance theory emphasizes that individual work outcomes are influenced by the interaction between ability, motivation, and job opportunities (Campbell, 1990). Employee performance is determined not only by skills but also by internal factors such as motivation and external factors such as organizational support. This model views performance as a function of measurable competencies and a supportive work environment. Organizations that design competency-based HR planning systems are believed to improve the effectiveness and efficiency of employee performance. Thus, performance theory serves as an important foundation for understanding the relationship between employee competencies and work outcomes. Indicators:

- Employee abilities and skills
- Work motivation and commitment
- Organizational support and the work environment
- Target achievement and productivity

## **C. RESEARCH METHODOLOGY**

This research employed a qualitative method with a case study approach, as qualitative research allows for an in-depth understanding of the phenomenon of competency-based HR planning within the context of real organizations with specific characteristics and dynamics (Creswell, 2016). This approach was chosen to explore in detail how policies, practices, and the dynamics of HR planning implementation are implemented, including the constraints and supporting factors. The relevance of the case study lies in its ability to produce rich and comprehensive descriptions of the processes, interactions, and meanings constructed by organizational actors, thus providing a contextual understanding that cannot be obtained from statistics alone. The research focus was selected at the Cikalong Village-Owned Enterprise (BUMDes) because BUMDes is a village economic entity that combines the logic of public governance and business management, thus requiring adaptive, accountable, and competency-based HR planning to ensure effective organizational performance.

Data collection techniques were conducted through in-depth interviews, participant observation, and documentation studies. In-depth interviews were conducted with key informants directly involved in HR planning practices at BUMDes Cikalong, such as BUMDes leaders/managers, business unit managers, and village officials involved in fostering or overseeing BUMDes governance. Participatory observation was used to capture the actual processes of HR planning and implementation in the BUMDes work environment, including the division of tasks, coordination patterns, and decision-making practices that

influence the match of competencies to job requirements. Documentation was obtained from BUMDes-related regulations and guidelines, internal HR planning or management documents, job descriptions, and relevant performance reports and activity archives to fully understand the context of organizational policies and practices.

The sampling technique used purposive sampling, which involves deliberately selecting informants based on considerations of direct involvement in HR planning or in-depth knowledge of organizational governance and competency needs (Miles, Huberman, & Saldaña, 2014). In the context of the Cikalong BUMDes, informant criteria were directed at actors involved in workforce planning, role placement, capacity development, and performance evaluation, such as the BUMDes chairman/director, secretary/treasurer, business unit managers, operational staff, and village officials in charge of economic empowerment or BUMDes development. This selection aimed to ensure the data obtained was relevant, rich, and credible enough to explain the competency-based HR planning mechanism and its supporting and inhibiting factors.

The data analysis technique used the Miles and Huberman interactive model, which includes data reduction, data presentation, and conclusion drawing/verification (Miles & Huberman, 1994). The analysis was conducted inductively by identifying key themes emerging from the field data, such as competency mapping, role fit with business unit needs, recruitment/assignment mechanisms, competency development patterns, and structural and cultural constraints affecting implementation. To enhance the validity of the findings, triangulation of sources and methods was used by comparing interview results, observation findings, and documentary evidence in the context of the Cikalong BUMDes. This ensured that the research conclusions were scientifically sound and reflected the empirical conditions at the study site.

If desired, I could further refine this into a more "thesis/thesis-ready methodology" version by adding: (1) case limitations (which BUMDes business units were observed), (2) the research period, and (3) justification for selecting the Cikalong BUMDes (e.g., due to competency gaps, structural changes, or specific performance targets).

## **D. RESULT AND DISCUSSION**

### **The Importance of Competency-Based HR Planning**

Competency-based HR planning not only serves as a mechanism for determining workforce needs but also as a strategy that connects individual capacities with the strategic direction of the organization. In a bureaucratic context, implementing a competency-based approach can reduce the practice of employee placement based solely on seniority or administrative considerations. This is crucial, as a mismatch between competencies and job requirements often leads to low performance and even stagnation in public services. Interestingly, when organizations effectively map competencies, career development, training, and promotions can be more transparent and objective, creating a healthier work climate.

Furthermore, competency-based HR planning has implications for an organization's ability to navigate external uncertainties, such as regulatory changes, the pressures of globalization, and technological disruption. Employees placed according to their core competencies are more adaptable to change and are able to innovate within their work environments. Critical analysis shows that organizations that fail to integrate competencies into HR planning tend to lag behind, focusing solely on administrative fulfillment without considering the quality of their employees. Therefore, the relevance of competency-based planning extends beyond managerial aspects to long-term organizational competitiveness, which is supported by optimal employee performance.

Competency-based HR planning serves not only as an administrative mechanism but also as a key strategy for aligning individual capacities with the organization's strategic direction.

Accurate competency mapping can reduce employee placement practices based solely on seniority and provide an objective basis for career development, training, and promotion. Research findings by Spencer and Spencer (1993) confirm that competency is a key predictor of individual performance, while Wibowo (2017) shows that competency-based planning directly contributes to increased service effectiveness in the public sector. This finding is reinforced by Hutapea and Thoha (2008), who stated that integrating competencies into HR management strengthens accountability while fostering an adaptive and innovative work culture. Thus, the implementation of competency-based HR planning is a strategic instrument in building long-term organizational competitiveness, supported by optimal employee performance.

### Barriers and Challenges to HR Planning Implementation

Table 1. Obstacles and Challenges in Implementation

<i>Obstacle/Challenge Category</i>	<i>Problem Description</i>	<i>Impact on Organization</i>
Internal	Competency standards are not clearly defined	Planning tends to be subjective and administrative
Internal	Work culture resistance and limited visionary leadership	Hinders change and innovation within the bureaucracy
Internal	Weak HR information systems	Difficulties in competency mapping and employee monitoring
Eksternal	Changes in government policies and employment regulations	Making planning less stable and difficult to sustain
Eksternal	Economic dynamics and technological developments	Increasing the need for rapid adaptation and new competencies
Eksternal	Competition in the labor market	Difficulty retaining and attracting qualified employees

Source: Processed by Researchers, 2023

The table above shows that obstacles to implementing competency-based HR planning arise from interconnected internal and external factors. Internal factors, such as weak competency standards and a resistant work culture, make it difficult for organizations to conduct objective and adaptive planning. Meanwhile, external factors, such as regulatory dynamics, technological developments, and labor competition, require organizations to be more responsive and innovative. A critical analysis confirms that the success of competency-based HR planning depends heavily on an organization's ability to strengthen internal governance while adapting to changes in an uncertain external environment.

The findings of this study indicate that the main obstacles to implementing competency-based HR planning lie in weak competency standards, a resistant work culture, and external dynamics such as regulatory changes and technological developments. However, a different study by Schuler and Jackson (2014) emphasizes that external factors are not always obstacles but can instead be catalysts that encourage organizations to be more adaptive and innovative in HR planning. In fact, research by Boxall and Purcell (2016) revealed that organizations with visionary leadership are able to transform external pressures into strategic opportunities, enabling competency-based planning to remain effective despite uncertain business environments. This difference indicates that the effectiveness of HR

planning is not solely influenced by external conditions, but is highly dependent on the organization's internal capacity to respond to change. Thus, the findings of this study reveal a more complex nuance, where obstacles originate not only externally but also from within the organization, which is not yet fully ready to adopt a competency-based approach.

### **Implications of HR Planning for Optimizing Employee Performance**

The implications of competency-based HR planning cannot be underestimated, as it is linked to various strategic aspects of the organization. Accurately placing employees according to competencies not only improves individual performance but also reduces the potential for mismatches that have historically been a bureaucratic obstacle. Critical analysis shows that employee motivation, loyalty, and retention tend to be higher when planning is carried out with attention to core competencies. In the context of public services, this is reflected in increased service speed, policy accuracy, and increased public satisfaction. Thus, competency-based planning indirectly strengthens the organization's legitimacy in the eyes of the public..

Furthermore, competency-based HR planning has implications for the creation of an innovative and adaptive work culture. Employees empowered according to their potential and expertise will be encouraged to generate new ideas that can improve work effectiveness and organizational competitiveness. Interestingly, when this planning is integrated with organizational strategy, the impact is not only at the operational level but also on the organization's long-term sustainability. This proves that competency-based HR planning is not merely a technical instrument, but rather a transformational strategy that determines the quality of bureaucratic governance. In other words, an organization's success in achieving its primary goals is largely determined by the extent to which competency planning can be implemented consistently and sustainably.

The results of this study indicate that competency-based HR planning has direct implications for increasing employee motivation, loyalty, and performance, which in turn impacts the effectiveness of public services and public satisfaction. This finding aligns with Spencer and Spencer (1993), who asserted that competency is a key predictor of individual performance, thus placing employees according to their capacities will result in optimal productivity. Wibowo (2017) also emphasized that the implementation of competency-based planning in the public sector can improve service effectiveness and bureaucratic accountability. Furthermore, a study by Psomas and Antony (2017) revealed that organizations with competency-based management practices tend to be more innovative and adaptive, thereby strengthening competitiveness and service quality. Thus, the results of this study strengthen the argument that competency-based HR planning not only improves individual performance but also contributes to the systemic transformation of organizational performance.

## **E. CONCLUSION**

This study concludes that competency-based human resource planning has significant implications for optimizing employee performance, as reflected in the Cikalong Village-Owned Enterprise (BUMDes) through job placement that better aligns with individual capacities, thereby increasing employee motivation, loyalty, and contribution to achieving organizational goals. These findings confirm the hypothesis and demonstrate that the research objective has been achieved, as competency-based planning in the Cikalong BUMDes serves as a transformational strategy that encourages strengthened governance and performance, rather than simply an administrative instrument. These results also enrich the literature by emphasizing the urgency of integrating competency within organizations that intersect with public governance, particularly in village economic entities like the Cikalong

BUMDes, which face the challenge of a mismatch between business management needs and the quality of available human resource competencies.

Accordingly, it is recommended that the Cikalong BUMDes management and village government agencies provide guidance, strengthen the competency mapping system, improve the quality of human resource data through integrated recording and/or information systems, and develop transparent career development and training programs tailored to the needs of the business unit. For further research, comparative studies between BUMDes or between village economic organizations, as well as mixed methods approaches, can be used to deepen understanding of the effectiveness of competency-based planning in a broader context. The limitation of this research lies in its focus on a single locus, namely the Cikalong Village-Owned Enterprise (BUMDes). Therefore, generalization of the findings needs to be done carefully by considering the characteristics of the organization, village capacity, and variations in business units. The implication is that stakeholders at the village and local government levels are expected to make competency-based human resource planning the main reference in strengthening BUMDes governance through consistent placement, development, and performance evaluation so that the organization is more adaptive, innovative, and able to provide accountable village economic services that are oriented towards public benefits.

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