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## Analysis Of Competency Based Human Resource Development On CV. Digphotowork

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**Abstract:** Human resources are an important element in the company, in order to develop company performance, of course, the company needs activities or programs that focus on improving the abilities of its employees. CV. Digphotowork is a business engaged in photography services managed by employees who are professionals in their fields. The purpose of this research is to find out competency-based human resource development at CV. Digphotowork and to find out changes in terms of employee performance after this competency-based human resource development. The research method carried out is descriptive qualitative, with data collection techniques by observation, interview, and documentation. Data analysis is done by reducing data, presenting data, drawing conclusions or verification, and checking data validity. The results of this study indicate that this competency-based human resource development program is carried out by providing training on photography, videography, and editing. At the same time, managerial aspects are also developed so as to produce a more optimal quality of employee performance.

**Keywords:** Human resource development, Competency, CV Digphotowork

## Introduction

Human resources are an important component or part of an organization or company, because human resources are considered the main driving force in the running of a company. Human capital quality emphasizes the function of members or employee labor as a major factor in the success of an organization or company, even human resources are considered important in addition to financial resources, technology, and material resources, where in another sense, resources other than humans will not be able to operate properly without the help of human resources (Dawan, 2022).

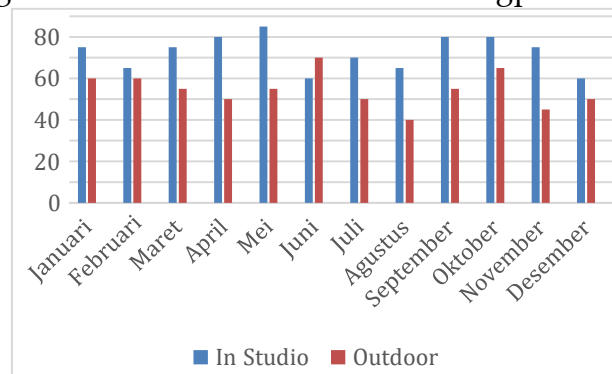
However, it does not only stop at the importance of having human resources in achieving excellence and success of an organization or company, a company also needs to review how qualified its human resources or workforce are. Then with this the company really needs to prioritize activities related to the management or management of Human Resources, and ensure that these activities run optimally so that they can produce results in accordance with what is expected (Nolan & Garavan, 2016; Richman, 2015; Werner, 2014).

Where human resource management itself is an activity in the form of managing, regulating, to empowering human resources or labor in helping to realize organizational or company goals (Harahap et al., 2021). One of the activities in question is competency-based human resource development. Through the human resource development program, the capacity of the abilities and expertise of each workforce will be strengthened, so that it allows them to complete their work as effectively and efficiently as possible. Competence according to Mcelland is an ability that includes relevant knowledge, skills, and attitudes of a person and which is supported by fundamental characteristics to be able to improve better performance (Septiana et al., 2023). Competency development of a person that is carried out appropriately will provide benefits and can make changes to the environment to work more effectively to achieve a competitive advantage so that it can make performance better. Meanwhile, what is meant by competency-based human resource development is an activity or program carried out in the implementation of human resource management that focuses on the competencies (abilities) of each workforce (Fukada, 2018; Nyikes, 2018).

In the midst of the development of the industrial revolution as it is today, it has caused various significant developments in aspects of human life, especially in the business sector (Asame & Wakrim, 2018; Wong, 2020). These developments also have an impact on the proliferation of business opportunities using ideas that have the latest innovations so that they can become a new business idea and of course have great profit opportunities. Responding to the rapid growth of business, every company must also be able to survive by adopting all developments that occur, especially in the type of business in the creative industry. The creative industry is basically a business engaged in a field that prioritizes creativity and innovation. The creative industry can also create a positive business climate by utilizing the latest resources and adapting itself to the progress of trends that apply from time to time. One of the fields in the creative industry that is currently very much favored by many people is the field of creative business in the field of photography.

In essence, humans have a desire and need for the importance of documenting every desired activity in a form of document whether it is in the form of photos, videos, and so on. According to sukarya “capturing every important moment in daily life, memories in life, admiring the universe, looking at the innocent facial expressions of a child or at a flower by the river, all of that is a unique way to see things in the world of photography” (Ubaidillah et al., 2020). Knowledge in the field of photography has spread to every human being in all parts of Indonesia, especially in Jember Regency. From there, consumers will be faced with a large selection of photography studios of various types with their respective characteristics, whether it is from price, photo quality, and so on. CV. Digphotowork is a business entity engaged in photography and videography, of course with consistent quality results, the types of photo services provided are also very diverse and follow the flow of existing trends.

Figure 1. Sales data for 2023 at CV. Digphotowork



From the data above, it can be seen that the productivity produced cannot be consistent at one point, many factors can cause the ups and downs of a sale, including the quality of competence of employees who are not consistently improving, and also associated with competition from the new business ventures described earlier, where people will be faced with various choices of photography studios with their respective characteristics. Therefore, companies need activities in the form of competency-based human resource development programs to prepare and create a workforce that has good skills and of course to increase the productivity of a company. From the description that has been explained, the authors are interested in conducting research entitled "Analysis of Competency-based Human Resource Development at CV. DIgphotowork".

## Methodology

The type of research method this time is Qualitative Description, which is the presentation of data descriptively in the form of words arranged in writing or orally coming from the observed object to get an overview of the topic to be raised by the author, and later the topic raised by the author will be discussed in depth on each issue. Qualitative research is one type of research approach in social science that focuses on natural phenomena that occur, studied thoroughly with in-depth analysis or special studies of each problem that occurs (Abdussamad, 2021). By using data collection techniques observation of

phenomena found directly in the field, direct interviews with informants according to predetermined criteria, and documentation on several papers in the form of journals or articles, and using data validity techniques with triangulation techniques, the data obtained is then analyzed using several series of techniques in accordance with the theory developed by Miles and Huberman, namely Data Collection - Data Reduction - Data Display - and Conclusion (Miles et al., 2014).

## Discussion

CV DiG Photoworks is a company engaged in photography and videography. In the face of business growth in the same field and which is increasingly crowded in the district, CV. DiGPhotowork requires a competency-based human resource development effort to prepare its employees to be able to survive and compete in their knowledge and skills. And to improve the quality of human resources, this company applies various training and education methods. The following is a discussion of the training and education methods applied at CV. Digphotowork.

### A. Training Method

CV DiG Photoworks applies various training methods to improve the skills and knowledge of its employees. The methods used include on-the-job training, vestibule training, demonstration and example, simulation, apprenticeship, and classroom methods (Hasibuan, 2010). Through this combination of training methods, CV DiG Photoworks seeks to develop employees' competencies in photography and videography, as well as prepare them to face various situations and challenges in their work. Effective training not only improves individual performance, but also contributes to the overall growth and success of the company. In this CV. Digphotowork does not have a plan related to the training schedule, but CV. Digphotowork always provides information to its employees to always train their abilities by attending several trainings that exist outside the workplace and are community in nature. However, it does not rule out the possibility of training activities within the workplace, it's just that the activities carried out are not planned and structured, which is only in the form of training between seniors and ordinary junior employees.

#### 1. On The Job Training

On The Job Training (OJT) is a training method conducted in the workplace, where employees learn directly from more experienced coworkers. At CV DiG Photoworks, OJT is implemented by placing new employees to work alongside more senior employees. Through this method, new employees can learn the required skills and knowledge directly in a real work situation.

#### 2. Vestibule

Vestibule training is a training method that is conducted in a separate place designed to resemble the actual workplace. CV DiG Photoworks uses this method to train employees in operating new photography and videography equipment.

CV Digphotowork has several studios, and for this training is carried out in a special studio equipped with the same equipment used in the field, so that employees can practice without disrupting the company's operational activities.

3. Demonstration and example

Demonstration and example is a training method in which the instructor shows how to perform a task or skill, then gives the trainees the opportunity to practice it. At CV DiG Photoworks, this method is used to train employees in photography and videography techniques, such as lighting setups, composition, and equipment usage. The instructor will demonstrate the techniques, and then the employees will practice them under the instructor's guidance.

4. Simulation

Simulation is a training method that uses situations or equipment similar to actual working conditions, but in a controlled environment. CV DiG Photoworks uses this method to train employees to handle situations that may occur during a photo shoot or video shoot, such as dealing with difficult clients or working in non-ideal weather conditions. Through simulation, employees can practice dealing with various scenarios without any real risk.

5. Apprenticeship and classroom method

Apprenticeship and Classroom Methods are training methods where employees learn skills through a combination of classroom instruction and practical training under the guidance of an expert. At CV DiG Photoworks, this method is applied to train employees in more specialized areas, such as photo and video editing. Employees will follow classroom instruction to learn basic theories and concepts, and then practice hands-on with the assistance of more experienced workers. This is generally done for new employees, but it is also possible for existing employees to participate in this training method to update their knowledge.

B. Education Method

The educational methods applied in this company include training methods or classroom methods, understudies, job rotation and planned progression, and coaching and counseling (Hasibuan, 2010). Through these methods, CV DiG Photoworks strives to create a conducive learning environment and provide opportunities for employees to continue to grow and develop in their careers. Similar to the training method, there are no activities that are specialized in this Education method, but indirectly the daily activities that exist at CV. Digphotowork can be classified into the following Education activities.

1. Training Methods or Classroom Method

It is a method that can be done in training and education methods, except that the education part emphasizes more on the target to be addressed. This method can be done with meetings (Conference), Case studies (Case study), lectures (Lecture), and Role Playing. At CV. DiGphotowork, using this technique

to provide understanding to its employees how to behave and make a decision in dealing with a particular situation.

2. Understudies

It is an educational method carried out by direct practice for an employee who is prepared to replace the position or position above him. At CV. DiGphotowork, there is no career path opportunity, but CV. DiGphotowork also allows its employees to train themselves to place themselves at the level above, for example: an editing employee takes training related to studio management, this is done in addition to increasing the ability of each employee, it is also useful for the smooth running of the studio in the future.

3. Job Rotation and Planning Progression

Job rotation is an educational method where employees are periodically moved to different positions or departments to expand their knowledge and skills. Meanwhile, planned progression involves moving employees to higher levels of responsibility. CV DiG Photoworks applies both methods to develop multitasking employees and prepare them for future leadership positions. Both types of education are conducted in meetings in the form of negotiations regarding problems that occur both in the related division and other divisions.

4. Coaching and Counseling

Coaching and counseling is an educational method where managers or supervisors provide guidance, support, and feedback to employees to help them improve their performance and achieve their career goals. At CV. DiG Photoworks, this method is carried out through one-on-one sessions between employees and their supervisors. In these sessions, employees can discuss the challenges they face, get advice and guidance, and design a personal development plan.

C. Competence

Competence is a key factor in determining the success of employees in carrying out their duties and responsibilities at CV. DiGphotowork. Where the characteristics of competence include knowledge, expertise skills, self-concept, personal characteristics, and motives possessed by an individual (Fauziah, 2019). In this case, CV DiGphotowork strives to improve and develop the competencies of its employees both through the training and education activities described earlier, in order to create a work environment that supports professional personal growth.

1. Knowledge

Is an information that a person has in a certain field. At CV. DiGphotowork, each employee is expected to have qualified knowledge of related fields, whether it is from photography, videography, editing, and managerial in general. Of course, CV DiGphotowork also provides activities in the form of training and education to ensure that its employees really have a strong understanding of the basic principles, techniques, and latest trends in the field. And from the

knowledge derived from the training and education conducted, there is a considerable increase in productivity.

2. Expertise Skills

These skills refer to the ability to perform certain tasks, both physically and mentally. In this CV. DiGphotowork, employees are not only required to have knowledge, they are also emphasized to have a technical expertise and skills in working on a project, such as camera-related operations, lighting, photo and video editing. But besides that, employees are also emphasized to have non-technical related skills, such as the ability to communicate with clients, communication among work teams, and good time management techniques to support work time efficiency. Of course, CV. DiGphotowork also provides training and education activities that can support the expertise skills of employees.

3. Self-Concept

Self-concept is a value that is inherent and refers to the attitude and self-image of an individual. CV. DiGphotowork always emphasizes to its employees that they are a business entity engaged in the creative industry and of course every day they will be faced with many people and with different characteristics, and with that employees are emphasized to always foster a positive personal impression, self-confidence, and always oriented to the growth of abilities. Through constructive coaching, employees are helped to develop a self-concept that is aligned with the values and goals of the company.

4. Personal Characteristic

Personal characteristics include physical traits and consistency of responses to situations or information received. CV. DiGphotowork employees certainly have different abilities from one another. Therefore, CV. DiGphotowork always strives to create a work environment that is inclusive and supportive of diversity, so that employees can freely express their unique characteristics while still working harmoniously in a team, so that employees can also slowly learn and adopt characteristics that they think are good and worth doing to support optimal performance.

5. Motive

A motive is a consistent drive, desire, or orientation that causes a person's actions. In this regard, CV. DiGphotowork always strives to always identify and develop employees so that they have motives that are aligned with the values and goals of the organization. Employees are encouraged to have a passion for learning, a desire for achievement, and always oriented towards customer satisfaction, besides that CV. DiGphotowork will also always strive to provide rewards and incentives to its employees to motivate employees to achieve their personal and professional goals.

## Conclusion

This research has examined the competency-based training, education and human resource development practices implemented at CV DiG Photoworks. The findings show that the company uses a combination of comprehensive training and education methods to develop employees' competencies in photography and videography. In addition, the company seeks to create a work environment conducive to employees' personal and professional growth through a competency-based human resource development approach. This research has examined the competency-based training, education and human resource development practices implemented at CV DiG Photoworks. The findings show that the company uses a combination of comprehensive training and education methods to develop employees' competencies in photography and videography. In addition, the company seeks to create a work environment conducive to employees' personal and professional growth through a competency-based human resource development approach. The training method is an activity that is more likely to increase and develop related technical competencies needed by employees in each field that is run. CV. Digphotowork applies training methods such as on-the-job training, vestibule training, demonstration and example, simulation, apprenticeship, and classroom methods to improve employee skills and knowledge. The Education method is an activity that tends to develop employee management and problem solving skills. Education methods at CV. DiGphotowork are carried out including activities including training methods, understudies, job rotation and planned progression, as well as coaching and counseling to provide a deeper understanding of the industry and develop employee careers. CV. DiGphotowork focuses on developing employee competencies that include knowledge, expertise skills, self-concept, personal characteristics, and motives through its training and education programs.

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