

## The Importance of Competence (Education) at PT. Banjarmasin Main Vistra

Widarto<sup>1\*</sup>, Aulia Nurani Savitri<sup>2</sup>, Rizalul Gadi<sup>3</sup>, Riky Welli Saputra<sup>4</sup>  
STIA Bina Banua Banjarmasin

**Corresponding Author:** Widarto [widarto@stiabinabanuabjm.ac.id](mailto:widarto@stiabinabanuabjm.ac.id)

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### ABSTRACT

This study aims to determine the competence of Human Resources at PT. Main Vistra, to find out the obstacles faced in fulfilling employee competencies and the efforts or alternative solutions faced. To obtain valid data in research using descriptive methods. Data collection techniques using documentation, observation, and interviews, with qualitative data analysis techniques. The results of the study show that the human resource competencies at PT. Vistra Utama started with the recruitment process, which included administrative tests, written selection, and interviews, then continued with placement and development. Furthermore, the efforts made or alternative solutions that need to be made related to increasing competence are the need for cooperation with associations in the field of martial arts within the Banjarmasin City community in terms of recruiting prospective outsourced employees, carrying out the On The Job Training and briefings held by PT Vistra Utama and Conduct work evaluation every six months or once a year.

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## INTRODUCTION

In the era of the industrial revolution, 4.0 is a change that requires many companies to adapt to various aspects so that these companies are still able to survive and develop even better in the future. Likewise, the company PT. Vistra Utama, one of the *outsourcing* in Banjarmasin, distributes various fields of employment following the wishes of the client company. Therefore the existence of employees, especially outsourcing, must continue to pay attention to their competencies, namely employees who have the basic knowledge and skills needed and continue to be developed from time to time, especially in the company PT. Vistra Employee Outsourcing is the main product that generates income or profit. At the time of recruitment or acceptance, employees have competencies according to the company's needs. However, these competencies must be improved over time because existing jobs demand results that exceed predetermined standards. Competition related to outsourcing service companies will certainly be even tougher.

In addition, PT Vistra Utama Company has a vision and mission that complement each other, namely the Vision "Your trust is our most important commitment" and the Mission "Creating sustainable good relations with service users through service and the best company performance to create employment relationships harmoniously." From the vision and mission that is firmly held by the service company PT Vistra Utama, human resources play an important role in the company internally within PT Vistra Utama and externally, namely the workforce that will be distributed to the clients of their service providers, because it relates to service and performance that can be sustainable for both parties. Not only that, but to be sustainable, both parties, the service provider and the client, need to feel satisfied with the services provided by providing quality and competent human resources under the field to be processed so that no one is harmed either by the service provider, the client or the workforce. Who has been recruited according to the existing contract agreement?

In the PT Vistra Utama company, clients are still found who still need to meet expectations regarding the workforce provided, so it is necessary to replace the workforce again by carrying out repeated recruitment or not recruiting so that the contractual relationship with PT Vistra Utama is terminated. In addition to clients having problems with this, the workforce that has been recruited also has serious problems, namely resigning due to incompatibility with the placement of the client's company. Therefore it is necessary to recruit *outsourced* who have been well educated to have the appropriate competencies for the client to avoid *costs* and time due to inefficient handling in managing the competence of the workforce that will be placed in the client company. This causes obstacles to achieving the objectives of the company's vision and mission of PT Vistra Utama, so the company is lacking in regaining the main trust following the company's vision and mission in full regardless of the profit the company wants so that the welfare of PT Vistra Utama, the workforce employed to the client company. Given this, it is very important to manage the basic competencies of human resources properly and efficiently to be improved again because it will

impact the company's development in producing quality outsourced workers as a whole in accordance with the objectives of the company's vision and mission.

## **THEORETICAL REVIEW**

According to Scale in Sutrisno (2011: 202), competence comes from the word competence which means skill, ability, and authority. Etymologically, competency is defined as a behavioral dimension of expertise or excellence of a leader or staff with good skills, knowledge, and behavior. According to Lyle Spencer and Signe Spencer in Moeheriono (2012: 5), competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or individual characteristics that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or superior performance in the workplace. Work in certain situations. According to McLelland in Sedarmayanti (2012: 283), competence is a fundamental characteristic possessed by someone who directly influences or can predict excellent performance. According to Wibowo (2010: 324), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job.

The definition of competence concluded by Suparyadi (2015: 243) is a combination of knowledge, skills, or expertise, and individual values/attitudes/behaviors. This can enable the individual to fulfill what is required by his job so that he can do his job by achieving the expected results.

### *Types, Categories, and Characteristics of Competence*

Types of competence, according to Spencer and Spencer (1993:34-39), individual competency components, namely: (1). Intellectual competence, (2). Emotional competence, (3). Social competence, according to Zwell in Wibowo (2010: 330), there are 5 (five) competency categories, namely:

#### 1. Task Achievement

It is a competency category related to good performance. Competence related to this is shown in result orientation, managing performance, influencing initiative, efficiency, and technical expertise.

#### 2. Relationship

It is a competency category related to communicating, working well with others, and satisfying their needs. These competencies include cooperation, service orientation, interpersonal care, and attention to communication.

#### 3. Personal Attribute

It is an individual's intrinsic competence and relates to how people think, feels, learn and develop. These competencies include honesty and integrity, assertiveness, self-development, decision quality, analytical thinking, and conceptual thinking.

#### 4. Managerial

It is a competency specifically related to managing, supervising, and developing people. Managerial competence seeks to motivate, empower and develop others.

#### 5. Leadership

It is a competency related to leading organizations and people to achieve the organization's goals, vision, and goals. These competencies include visionary leadership, strategic thinking, entrepreneurial orientation, principles, and values.

Regarding the competency characteristics of Spencer and Spencer Sutrisno (2011: 206-207) argues that there are five main characteristics of competence that affect individual performance, namely:

##### 1. Motive

Something in which a person consistently thinks so he takes action. Motives drive, direct and select behavior towards certain actions or goals.

##### 2. Traits

The traits that make people behave or how a person responds in a certain way.

##### 3. Self-concept

Attitudes and values owned by a person.

##### 4. Knowledge

Information that a person owns for a particular field.

##### 5. Skills

The ability to carry out a particular task both physically and mentally.

According to Wibowo (2010: 328), there are several types of competencies, including Planning Competency, Influence Competency, Communication Competency, Interpersonal Competency, Thinking Competency, and Organizational Competency.

#### *Training and Development*

Wexley and Latham, in Marwansyah, quoted by Widarto and Alexander Wilar, 2019 define training and development as a planned effort by an organization to facilitate employees in learning work-related behaviors. The term behavior is used in a broad sense, encompassing any knowledge and skills acquired by employees through practice or hands-on experience. Training and development programs have one or more objectives to increase individual self-awareness, increase individual skills in one or more areas of expertise, and increase individual motivation to carry out tasks or work satisfactorily through increasing individual and group abilities and performance, training programs in turn, expected to improve organizational performance. According to Notoatmojo (2009:16), training is an effort to increase the ability and skills of employees who have occupied certain jobs or tasks. Meanwhile, according to Garry Dessler (2009), training teaches new or existing employees the basic skills they need to carry out their jobs. Training is one of the efforts to improve the quality of human resources in the world of work. Training is also an ongoing or endless process

because even existing employees in the company need to be trained for refreshment or to enable them to master new work methods or techniques.

## METHODOLOGY

To obtain valid data in research using descriptive methods, Data collection techniques using documentation, observation, and interviews, with qualitative data analysis techniques.

## RESULTS AND DISCUSSIONS

### *Competence of HR at PT Vistra Utama*

Company PT Vistra Utama considers that HR competency will be assessed from the start of the recruitment process. Recruitment is an activity that can determine organizational performance and not just to get as many workers as possible, but with a predetermined number and must have specific requirements that have been set, such as having the knowledge, skills, and abilities needed. , so that employees can do their job optimally, it is necessary to have compatibility between job specifications and the individual characteristics of the employee related to overall competence. The beginning of a look at the HR competencies of the company is in the recruitment stage, and the recruitment stage will determine the quality of the competencies that have been set for the company to be carried out in the future as the efficiency of the activities of an organization or a company. So from the results of interviews with HRD in the field, namely:

#### 1. The Recruitment Process at Outsourcing PT Vistra Utama

According to the results of interviews with HRD PT Vistra Utama regarding the recruitment of prospective outsourced is sourced from internal recruitment, where the company will inform family/relatives or neighbors of PT Vistra Utama employees in their respective neighborhoods who really need jobs and also use external recruitment by openly accepting the general public who can meet the qualifications of prospective employees to be placed in companies that have collaborated with PT. Main Vision. For external recruitment, dissemination of information is supported using the online method to reach more prospective employees with the greatest competence, so that selection can be carried out to get better prospective employees. In terms of competency assessment, according to HRD, PT Vistra Utama carries out the recruitment process through 3 (three) stages, namely:

##### a. Administrative Selection

At the administrative selection stage, applicants must complete the predetermined requirements file and the type of job desired. Then based on the existing files will be examined equipment according to the type of work desired. In general, the application files are required by PT. Vistra Utama is not much different from other application letters, which only consist of the following:

- 1) Application letter
- 2) SKCK from the police
- 3) KTP
- 4) Photocopy of diploma
- 5) Self-portrait 6 x 4

## 6) Curriculum Vitae

### b. Written Test

If the application file is administratively fulfilled, then the next process is a written test conducted by HRD PT. Main Vision. There is no set standard for this written test because it will always follow the development of the times and the desired needs. Regarding the implementation of the written test, it is usually carried out in one stage only or one wave only.

### c. Interview Test

Next to the interview test, which prospective employees must follow, the interview test is the final stage for selective selection based on the previous test, namely the administrative and written tests. PT Vistra Utama fully carried out the interview test, so no involvement from the client company was requested to participate in interviewing prospective employees who will be placed in selected companies. The interview test carried out by the HRD of PT Vistra Utama aims at determining which outsourced employees are accepted or who are in accordance with the field of work desired by the client company. Interview tests are usually carried out in a short time and are accompanied by general guidance and advice so that prospective employees understand the work to be carried out and carry out the work as well as possible.

In the recruitment process that PT Vistra Utama has carried out, it has not been optimal because the recruitment program is very simple and is carried out only to fulfill requests from client companies whose time is also very short and urgent, so to get high-quality employees, not much has been made. Therefore, in the future, along with the progress of the company, there need to be additional tests that need to become the basic requirements for medical tests, physical ability tests, and psychological ability tests, especially for *outsourced* for the type of work in the security unit (Security Guard) who are indeed security officers who must be stable and excellent in physical and psychological health. The requirements can also be considered related to a Health Certificate from the health center or hospital, and this is to ensure that the work can be carried out properly and smoothly. In addition to meeting suitable employees and following the wishes of the client company, it is necessary to conduct interview tests involving client companies that cooperate in the search for *outsourced* at PT. Vistra Utama, this is important to ensure that employees who are accepted and will be placed later will be relatively following the conditions required by the company, so that client companies have a moral responsibility to participate in fostering employees who will be accepted.

Table 1. Specifically Regarding the Competency Requirements or Qualifications of Prospective Employees at PT. Vistra Utama

No	Type of Work	Education	Requirements	Experience
1	Security	High School	Gada Pratama Certificate	None
2	Cleaning Service	High School	None	None

For a minimum education level in both types of work which is very dominant in this company, is Senior High School, the mandatory requirements for fulfilling competent criteria are focused on Security who must have an original Gada Pratama certificate. For this type of cleaning service, there are no special mandatory requirements set by the Vistra Utama company, but other supporting requirements or qualifications. The additional qualifications for prospective security employees are male, and no female candidates have yet been accepted. For the future, it can be considered that Security is female employees because, in many developed countries, there are already a lot of female security employees, so the company's development is even more optimal. Furthermore, men with a history of good behavior and no crime, which can be proven by attaching an SKCK from the authorities, have a minimum height of 160 cm and an age range of 17 to 35 years. For cleaning services are looking for all genders, both male and female, with a history of good behavior by attaching an SKCK and regarding the minimum height, no limit, and the desired age is from 17 to 40 years. In order to improve quality in the future, the qualifications set by PT Vistra Utama in the search for prospective outsourced can add hard skills in the field of Security, namely martial arts, which are indeed the main requirements of security assignments, so that basic competency requirements concerning the knowledge and skills needed by a person to achieve a minimum standard in a job can first be met.

*Placement and HR Competency Development*

Table 2. Employees Outsourced is Spread across the South Kalimantan Area with the Following Types of Work and Number

No	Type Work	Education	Total	Training
1	Security	High School	271 people	None
2	Cleaning Service	High School	500 people	None

Based on the results of interviews with PT Vistra Utama's HRD, the number of employees in Security with a minimum education level placed by various companies in South Kalimantan is owned by 271 people, and for cleaning services, as many as 500 people. From the research results so far, there has been no integrated supervision of employees placed in client companies because of PT.

Vistra Utama only carries out standard placements. Regarding the development of the human resources competence of PT Vistra Utama, in this case, it has yet to be maximized, especially from various fields, only security and cleaning services. Far, there are still problems faced in the field of *outsourcing* for employees, and some problems from the client are conveyed to the company. In addition, from the interviews, it was obtained illustrated that there was a discrepancy between the employees recruited in terms of competencies that were still not appropriate for the company where they were placed, and the employees who were placed also did not have self-concepts and characteristics that were not suitable for the company environment that they were placed on. To overcome this PT. Vistra Utama can develop competencies following the fields of work, both cleaning service and Security, which are following the capabilities and knowledge of human resources for the work that will be their responsibility in the client company, such as expertise in cleaning services procedures and Security. Soft competence should be a consideration for PT. Vistra Utama, so that the recruitment time can be well programmed and the time can be adjusted.

Furthermore, in terms of increasing the competency of PT Vistra Utama's employees, it is necessary to:

- a. Increase employee discipline and motivation, so they have high enthusiasm and discipline in carrying out their duties. To increase this discipline and motivation, several things need to be done. Namely, there are rewards or bonuses for employees who excel or other awards that are adjusted to the company's capabilities. Also, periodic referrals are carried out through special meetings such as company birthdays, iftar, or halal bi-institutionalized halal in the company.
- b. Increasing knowledge and skills to carry out their work so that they become more confident and confident in carrying out their work, but learning and training can be done while working (On job training)
- c. The recruitment process that is applied at PT Vistra Utama to prospective employees in the field of *security* and cleaning *service* according to standard operating procedures can be described as follows:

#### *Obstacles Faced and Alternative Solutions*

After we see the results of the explanation of the state of competence possessed by PT Vistra Utama, then some constraints cause competence to be not fulfilled to the fullest. The efforts that the company has made are less than optimal because of the factors encountered, such as:

##### a. Time

In this case, time is a very large process to get attention in terms of recruitment, placement, and development in supporting existing competencies, due to contracts from cooperation by service providers outsourcing with service recipients, namely companies that require outsourced to carry out their duties properly and can be assigned to their company as soon as possible. This is why the company PT Vistra Utama needs to fulfill the competencies expected by the company receiving services from the company PT Vistra Utama. As a result, there is an incident detrimental to the company PT Vista Utama in recruitment

and re-selection from start to finish.

b. Costs

The costs involved lie in the competence training development process that PT Vistra Utama will hold to improve *Security* and *cleaning services*. Even within the company, apart from *outsourced*, there has yet to be development of training that requires quite a lot of money because the total number of employees registered at the company is 781 people (external and internal to PT Vistra Utama).

c. There is no special program to improve competence.

To increase its employees' knowledge and skills so that they carry out work according to standards only. Furthermore, HRD's duties are also limited to carrying out tasks according to current needs.

Regarding alternative solutions to the obstacles faced by PT Vistra Utama with the competency conditions of employees at the company, namely:

- a. It was inviting cooperation in martial arts associations within the Banjarmasin City community in terms of recruiting prospective outsourced because it relates to qualifications that can support the competence of prospective security outsourcing who will add hard skills to the qualifications of a security officer. Not only that, regarding matters related to the process of searching for and selecting recruitment because it is demanded by companies that use outsourcing to be carried out properly to distribute quality human resources and can be balanced in terms of soft skills and hard skills they have.
- b. Replacing the method of developing training that the company should carry out can add more time and costs to the company PT Vistra Utama, especially in terms of developing main guard training in Security by carrying out the On The Job Training and briefings held by PT Vistra Utama which will be submitted to the HRD of the company before they can work according to the contract agreed upon by both parties.

Conduct work evaluations every six months or once a year by collaborating with the HRD of companies using outsourcing from the company PT Vistra Utama in order to minimize complaints that occur at service recipient companies and get feedback regarding complaints from employees who have been placed so that problems that occur regarding employee turnover will be resolved as soon as possible from service providers and service users. Because it is prone to have a lasting impact on the company itself. So, in this case, evaluation is very important to have a positive impact on the establishment of future collaborations and managing HR competencies better than before.

## CONCLUSIONS AND RECOMMENDATIONS

Human resource competence at PT. Vistra Utama starts from the recruitment process, which includes administrative tests, written selection, and interviews, then continues with placement and development. However, the

implementation only meets the minimum standards of outsourced employees, which are then distributed to client companies. At the same time, competency improvement after being placed has not been carried out optimally. Faced in fulfilling employee competencies, namely Time, Cost and There is no special program to increase competence. Furthermore, the efforts made or alternative solutions that need to be carried out related to increasing competence are the need for cooperation with associations in the field of martial arts within the Banjarmasin City community in terms of recruiting prospective outsourced employees, carrying out the On The Job Training and briefings held by PT Vistra Utama and Conduct work evaluation every six months or once a year.

#### **FURTHER STUDY**

Furthermore, the efforts made or alternative solutions that need to be made related to increasing competence are the need for cooperation with associations in the field of martial arts within the Banjarmasin City community in terms of recruiting prospective outsourced employees, carrying out the On The Job Training and briefings held by PT Vistra Utama and Conduct work evaluation every six months or once a year.

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