



Research Paper

## Human Resource Development on The Technical Competence of Middle Manager and Employees in The Era of Globalization: A Literature Review

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### Abstract

The development of globalization triggers the important role of human resources in organizations. Human resources was a concern and an important issue for the existence of the organization, including middle managers, to manage the capacity building process. Humans have to adapt, be competent, and have a competitive advantage because of globalization's demand, so the organization must improve human resource competencies through learning in order to face globalization. Competence refers to the characteristics that underlie behavior that describe the motive, personal characteristics, self-concept, value, knowledge, and skills of someone who is a superior performer. The competencies were defined there are self-competence, team, changes, communication, and ethics. The study aimed to analyze the global human resource development process, especially for middle managers who are responsible in terms of capacity building programs. The study design used a literature review for the last five years' article publication. PRISMA diagram was used for article selection for the title, abstract, full text, and methodology of the articles. The keywords there are Development AND Human AND Resource AND Competencies. The five databases are Scopus, Google Scholar, ProQuest, PubMed, and Science Direct. The period of article publication included is between 2019 to 2023. Data analysis used the descriptive approach. The 15 articles were selected for this literature review. Manager and leadership: Performances management, building a performance culture, competency-based superior performance, and then competencies related to finances, leadership, and communication. The other side also indicated the competencies related to the technical, strategic, and team building professional. Otherwise, the networking aspect results in an organization with effectiveness, transformational leadership, and supervision. Staffing: Productivity, adaptability and flexibility, employee performance, cognitive ability and density of work experience, continuous learning, quality of work life, competitive advantage, work discipline, Work motivation Based on the above literature review, we concluded that more articles were detected and discussed about the manager and leadership development and staff development to increase the competencies in the work.

**Keywords:** Development, Human Resource, Competencies

### INTRODUCTION

The globalization demands challenge and development. In the era of globalization, human resource issues remain in the spotlight and form the basis for institutions or organizations. It's also inseparable from changes and developments. Human resource is the main concern in every organization (Khan, 2018). Humans have been demanded by globalization to adapt, compete, and have a competitive advantage (Debrah, 2021). So organizations need to improve human resource competence in order to survive in the era of globalization through continuous learning (Yap and Shavarebi, 2022).

Many programs in capacity building via professional training will push human skills and enrich them to increase their knowledge, skills and attitude to contribute to the work organization. Managers who are responsible in terms of human development also have obligation to take place following any training. There is an important way to strengthen employee competencies (Sujata Kumari, 2022). Competence refers to the characteristics that underlie behavior that describe the motive, personal characteristics, self-concept, value, knowledge, and skills of someone who is a superior performer. The competencies were defined there are self-competence, team, changes, communication, and ethics (Otoo, 2020). The study aimed to analyze the global human resource

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development process. A manager responsible for the standard's development plays an important role in contributing to the human resource development process in every organization globally. Based on some of the data above, the authors intend to conduct this literature review to find out the extent of the journey of human resource development focused on middle managers from 2019 to 2023.

### **LITERATURE REVIEW**

As indicated in Table 1 below, this study followed the literature review rule that adapted the PRISMA flow. The database was utilized for articles searched from Scopus, Google Scholar, ProQuest, PubMed, and Science Direct, and reports of studies on the human resource development system until today during the last five years (2019 to 2023). Then, I checked all selected articles for deep review to detect main point issues related to the capacity building reported in those articles. Inclusion criteria were used for study selection to achieve based on the objectives. Inclusion criteria were open access, qualitative study, descriptive study, quantitative study, and full-text articles using English language. On the Other hand, I considered the study related to the human resource capacity building aspect or issues to straightening human resource's working competencies.

### **RESEARCH METHOD**

As indicated in Table 1 below, this study followed the literature review rule that adapted the PRISMA flow.

#### **Data sources and searches**

The database was utilized for articles searched from Scopus, Google Scholar, ProQuest, PubMed, and Science Direct, and reports of studies on the human resource development system until today during the last five years (2019 to 2023). Then, I checked all selected articles for deep review to detect main point issues related to the capacity building reported in those articles.

#### **Study Selection**

Inclusion criteria were used for study selection to achieve based on the objectives. Inclusion criteria were open access, qualitative study, descriptive study, quantitative study, and full-text articles using English language. On the Other hand, I considered the study related to the human resource capacity building aspect or issues to straightening human resource's working competencies.

#### **Data collection and analysis**

I independently tried to examine the study titles, abstracts, and full text of articles to guarantee that there is eligible to be included in this study.

#### **Data Extraction**

In this study, all the citation text or articles were extracted into the Mendeley Dekstop program on the laptop. Then, do a review in terms of the deep analysis for main issues detection and then accumulated become the good formulation of the sentence. The keywords there are Development AND Human AND Resource AND Competencies.

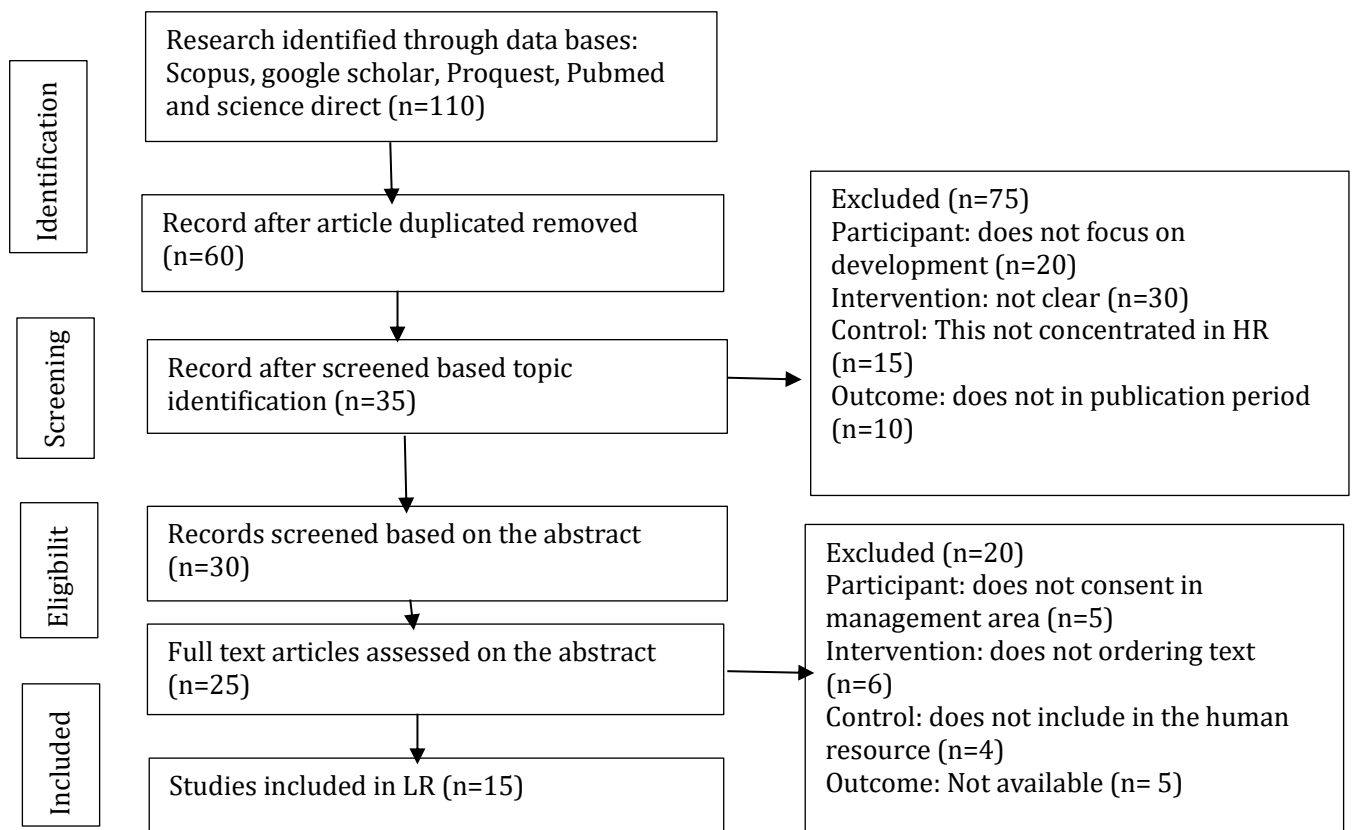


Figure 1. PRISMA Diagram

**Study Characteristics**

The stages taken in this study followed the PRISMA Diagram protocol, such as the following stages: removal of the duplication of the articles, identification of the titles, abstract, keyword, method, result, and conclusion. Then, the inclusion criteria were combined, and finally, selected articles were included in this study.

**FINDINGS AND DISCUSSION**

**Result**

Table 1. Matrix of the Studies Reviewed

No.	Title, Researcher, & Year.	Method	Result
1	The Development of Competency Models for Sales Manager Based on the Grounded Approach in the Retail Entities in Zimbabwe (Debrah, 2021)	D. Descriptive investigation design S. 110 participants V. assessment, performance management, selection, coaching, job knowledge test, performance review, interview guide, individual development plan. I. Questioner A. conceptualization and categorization of phenomena.	The result identified 438 activities that were considered relevant to the sales manager in Zimbabwe. The small activities variation was identified for 20 participants, while the largest was 110. The principal has been grouped into 21 concepts. Open coding concepts, hierarchical with the number of events each concept followed by open coding, similar concepts were further sorted into a series of nine groupings.

No.	Title, Researcher, & Year.	Method	Result
2	Organizational Effectiveness And Superior Performance Underlie Competence (Shet, Patil and Chandawarkar, 2019)	D. Quantitative cross-sectional S. 292 respondents through. V. Competence, superior performance, and organizational effectiveness I. Questioner A. Structural equation modeling (SEM) technique	This study indicated that the empirical aspect of Bing provided a principal method for performance management acceleration based on the leadership competency model (LCM) initiative approach. Also, it mentioned that results have been necessary for building an organization's performance and regular culture. On the other side, the results show that it can be contributed by the process of developing new scales to measure each competency based on performance practices. In this study, it is also explained that having a relationship between competency aspects based on the best performance and also with OE in terms of productivity, adaptability aspects, and then flexibility has been detected empirically, fined by the PLS-SEM analysis method.
3	Developing a Competency Model for Middle-class Managers at Waverley Clothing Company in Zimbabwe (Chigudu, 2021)	D. quantitative survey S. 25 middle managers V. Competency, Networking competency, Interpersonal competency, Leadership (Managerial, people domain), Technical competency Strategic, Strategic orientation Financial, Financial competency, Qualifications, Team building. I. Questioner A. Regression analysis	Results mentioned that a key tool contributing to the company's competencies is middle-class managers indicated at Waverly Clothing. It can be seen in the eight indicators for competencies: financial, leadership, communication, technical, strategic, team building, professional, and networking.
4	Developing human resource competencies: an empirical evidence. (Srikanth PB, 2019)	D. Qualitative S. 274 respondent managers V. Cognitive Ability, Conscientiousness, Openness to Experience, Density of Work Experience, HR Competencies. I. Questioner A. descriptive statistics bivariate correlations among.	The cognitive ability aspect and the density aspect of work experience by employee are considered the most prominent predictors of any worker's competencies and are discussed clearly in this study.
5	The implementation of Competency Based Training and Assessment (CBTA)	D. Qualitative and Quantitative S. About 96 respondents V. Competency-Based Training, Assessment (CBTA). I. Questioner	Results showed that during aviation training, programs should encourage learners to learn beyond the minimum knowledge requirements, provide avenues for continuous learning,

No.	Title, Researcher, & Year.	Method	Result
	Framework in Aviation Manpower Planning (Ziakkas, Michael and Pechlivanis, 2022)	A. t-test (Wilcoxon signed-rank test)	and focus on quality over quantity (building hours).
6	Human resource development (HRD) practices and banking industry effectiveness(Otoo, FraOtoo, 2019)	D. Quantitative. S. 550 employees V. HRD practices and banking industry effectiveness I. questioner A. The analysis of Inferential	The results show that several human resource practices impact organizational effectiveness, especially their effect on employee competence. Employee competencies mediate the relationship between HRD in the practices and organizational effectiveness.
7	Measuring the impact of human resource management practices on pharmaceutical industry effectiveness: the mediating role of employee competency. (Otoo, 2020)	D. Quantitative, An integrated research model. S. Pharmaceutical industries staff about 550 people. V. Human resource management practice, employee competence, and organizational effectiveness I. Checklist questioner A. SPSS 20.0 and used Analysis of Moment Structure (AMOS) 20.0.	In this study, human resource management practices affect organizational effectiveness through their impact on employee competency. Employee competency mediates the relationship between the practical function of HRM and organizational effectiveness.
8	Factor affecting the Human Resources Quality in public servants (The Case Study of National Disaster Management Agency) (Simanjuntak and Gunawan, 2023)	D. quantitative research. S. 595 respondents. V. Human Resource (HR), Innovative task behavior (ITB), The Quality of human capital management, Transformative leadership (TL). I. Questioner A. Analysis with PLS-SEM method	Transformational leadership has no significant effect on the quality of human resource management and innovation in work behavior.
9	Human resource management function, Technology Capabilities and Quality of Work Life towards Advantage (Rony and Yulianti, 2023)	D. Quantitative research S. 192 people who work at the hospital V. Function of Human Resource Management, Technological Capability, Competitive Advantage, Quality of Work Life. I. Questioner A. Analysis method used the PLS-SEM.	The effect of the human resource management function on the variable quality of work life is significant. The effect of technological capability on the variable quality of work life is not significant. The effect of the human resource management function on competitive advantage is also not significant. The effect of work quality of life on competitive advantage is also not significant.

No.	Title, Researcher, & Year.	Method	Result
10	Influence of Competence's Work and Discipline on civil servants Performance in staffing and Human Resource Development Agency in Samarinda City (Yanti et al., 2023).	D. Quantitative research. S. 67 samples of ASN employees. V. Competence, Discipline, Performance. I. Questioner A. Descriptive Statistical and Multiple Linear Regression.	The partial and simultaneous analysis process from the competence of employees and the variables work discipline indicated that have a significant effect on the civil servants' performance of BKPSDM in Samarinda City mentioned that the competency has more influence on public servants performance in the same location.
11	Competence as a determinant of employee performance work motivation and career development as triggers, (Tajudin, Syaechurodji, Abdul Wahid Alfarizi, 2023).	D. Uses associative quantitative methods with a survey approach. S. 188 respondents were V. Employee Performance, Competence, work motivation, Career Development. I. Questionnaire with a scale of 1 - 10 using. A. Inferential analysis with the Smarts version 4.0 assistance.	The study showed that the Competence has a significant effect on employee performance. On the other side, competence has a considerable impact on staff work motivation. Competence has a substantial effect on career development. Work motivation also has a significant impact on employee personal performance. Career development in this study also has a significant effect on staff or employee performance. Work motivation and career development aspects can also mediate the effect of staff or employee competence in the organization.
12	Developing a Capacity Building Training Model for Public Health Mangers of low and middle income countries (Upadhyay, Goel and John, 2023).	D. Delphi technique S. 178 participants from 42 countries. V. Demographic Characteristics (gender, qualification, and profession), competencies, good replicable practices, reaction, and learning. I. Questioner A. Descriptive analysis	The result was increased knowledge, chain, and management quality. The best part is that 90% have developed and submitted their action plan during one week of participation in this program. About 54.7% of participants could implement their plan in the learning once a day after conducting similar development or training, workshop or via webinars in local of their work.
13	The Effect of Accounting Comprehension Level, Implementation Competence of HR on The Quality of Msme Financial Statements In	D. Quantitative research. S. 100 respondents V. Level of Accounting Understanding, Application of SAK EMKM, HR Competence, Quality of Financial Statements, Implementation Coefficient, HR Competency Coefficient. I. Questioner	This study's results simultaneously show a significant influence on the level of accounting understanding, the application of SAK EMKM, and the competence of HR on the quality of MSME financial reports in Trenggalek Regency.

No.	Title, Researcher, & Year.	Method	Result
	Trenggalek Regency, (Jannah et al., 2023).	A. Multiple linear regression test.	
14	Development of HR, Competence, and Supervision of the Performance of Clinical Nursing Staff in Hospitals, (Ferry Adref, Mattalatta, 2023).	D. Qualitative research S. Books, articles, magazines, websites, or others. V. Development of HR, and Supervision, Performance. I. Checklist A. Miles and Huberman model.	Nursing is a form of health service in health facilities that is professional in meeting basic human needs. It can be addressed by all individuals, families, or communities. Supervision in the context of nursing is a process of providing support for the resources nurses and also the need to complete tasks to achieve the goals that have been set.
15	Influence of Talent Cultivation and Utilization on the National HR Development system performance: Un international Study Using a Two-Stage Data Envelopment Analysis Model (Chang and Chang, 2023).	D. Qualitative S. 60 countries V. Resource input, government and policy support, the quality of talent, the quantity of talent, attracting and retaining talents, economic-based value creation, knowledge-based value creation, and brain drain. I. Questioner A. Sensitivity analysis, utilization efficiency.	Based on the result of this study indicated that excelling at a nurturing type of talent creates value. Having high efficiency-talent cultivation, it cannot strengthen competitiveness with another's.

Based on the review above, it can be categorized into main types: 1) Managers; leadership and management performance, on the contrary to the building performance culture. Another issue mentioned is competence-based superior performance, funding or finances, leadership, communication, technical, strategic, team building, and professional. Other results were indicated about network, organizational effectiveness, transformational leadership, and control. 2) Staff; productivity, adaptability and flexibility, employee performance, cognitive ability, work experience density, continuous learning, quality of work life, competitive advantage, work discipline, and work motivation.

## Discussion

### *Manager or Leaders*

In the above results reported by various authors in their publication, it was mentioned that manager, leadership, and management performance have a direct influence on the competence strengthening process in any organization globally. Most managers' or leader's ability was mentioned, but one of them is supervisor performance, which is a determinant factor of the human resource development process. This idea is reinforced by (Hajiali et al., 2022), who mentioned that to improve the quality of supervision for each manager or leader it will be automatically irregularities or errors can be prevented, and this will increase work discipline for managers, leaders in any organization. Other findings mentioned that supervision and motivation have a significant effect on employee performance (Norawati et al., 2022). A manager or leaders'

supervision ability is more effective to ensure the smooth running of a job. In this case, in the process of developing human resource competencies in this era of globalization.

On the other side, superior performance such as communication, strategic thinking, team building, and professionalism also taking an important part in the capacity building process was detected in the above finding. This result is according to the opinion above. Funding, network, organizational effectiveness, transformational leadership, and control also play an important role in the competency development process of each agency globally.

#### *Staff or Employee*

Human resource are considered as the heart or center of other resources in any organization until now. On the other side, every organization wants to change the quality of professional employees and have a competitive advantage to face the globalization era. Regarding competence, especially soft competence, it is considered an important aspect to improve effective and efficient work performance to result in maximum productivity. All of the articles above have been discussed in dept about how to provide capacity building or development for employees. Of course, most of the research is conducted in various countries around the world, including the Asian region.

It is in line with previous research, which states that work discipline, supervision, compensation, and character have a relationship very significant impact on work performance. (Hajiali et al., 2022). On the other side, articles also discussed the aspects of the human resource development process: Productivity, adaptability and flexibility, employee performance, cognitive ability and density of work experience, continuous learning, quality of work life, competitive advantage, work discipline, Work motivation. The above statement is supported by the opinion of Simanjuntak and Gunawan 2023. The findings of the current study mentioned that the aspect of transformational leadership in the organization had not shown any significant effect on the quality of the HRM and innovation in their work behavior aspect by the employee in any time and any condition.

#### **CONCLUSIONS**

In the globalization era, organizations place the competitive advantage of HRD more important than others. So, it is necessary to increase the employee's quality to be more professional through capacity building. The articles above mention human resource development in such aspects as performance management, superior performance, leadership, professional and network, team building, technical, strategic, etc. These aspects can be developed through the human resource development process, especially aspects of soft competence to find productivity, adaptability and flexibility, employee performance, cognitive abilities, density of work experience, continuous learning, quality of work life, competitive advantage, work discipline, and work motivation. Capacity building is focused on aspects of management leadership and employee aspects to make changes in human resource development programs. However, it is not an aspect of transformational leadership because it does not show a significant influence on the quality of human resources and innovation in aspects of employee work behavior at any time and under any conditions.

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**CONFLICT OF INTEREST**

In this study, there was no conflict of interest during the writing process until the publication submission.

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