

MAKALAH

PENGEMBANGAN SDM BERBASIS KOMPETENSI

I. PENDAHULUAN

Disiplin dan profesi pengembangan SDM telah berkembang pesat, terutama di negara-negara maju. Sejarah pengembangan SDM menunjukkan bahwa pendidikan, pelatihan dan pengembangan organisasi secara umum berhubungan dengan produk sosial dan ekonomi. Pelatihan dan pengembangan SDM memiliki peran yang unik dalam sejarah profesi pengembangan SDM. Seperti kita ketahui bahwa pendidikan, pelatihan dan pengembangan baik dalam bentuk orang tua – anak, ahli – pemegang di tempat kerja, telah ada sepanjang sejarah manusia.

II. ISI

A. KOMPETENSI

Struktur organisasi tradisional yang hierarkis telah digantikan dengan struktur organisasi modern yang cenderung berbentuk datar (horizontal) dan ramping (lean) serta berbentuk jaringan (network) yang lebih memberdayakan kerja sama kelompok. Pengembangan karir lebih didasarkan pada berbagai bentuk tugas-tugas tentukan lagi urutan posisi jabatan dalam organisasi. Organisasi yang bersifat cluster akan memberikan kebebasan dalam mencapai visi dan misi organisasi. Untuk mendukung keberhasilan organisasi mencapai tujuannya, maka ada empat persyaratan yang diperlukan yaitu misi, kompetensi, informasi, dan kultur. Pertama, misi organisasi yang jelas merupakan persyaratan awal bagi keberhasilan organisasi mencapai tujuan. Kedua, kompetensi menunjukkan bahwa perhatian organisasi difokuskan pada kompetensi SDM. Ketiga, akses informasi yang mudah akan menentukan keberhasilan mencapai tujuan. Empat, kultur yang efektif dan transparan menjadi dasar dalam menjalankan organisasi sesuai tujuan yang telah ditetapkan. Penerapan kompetensi dalam pengembangan SDM dapat diwujudkan melalui pengembangan model kompetensi dan standar kompetensi. Model dan standar kompetensi merupakan persyaratan pokok dalam melakukan pengembangan berbasis kompetensi.

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PROSIDING TEMU ILMIAH NASIONAL BALITBANG TAHUN 2019 “PERCEPATAN PENGEMBANGAN DESA MANDIRI” Anggraeni Rahmasari, SE., MM,Drs, Nakkok Aruan, M.IP,Slamet Hari Susanto, S.Sos,2019-12-27 Temu Ilmiah Nasional Tahun 2019 dihadiri oleh beberapa kalangan akademisi dari Perguruan Tinggi Negeri maupun Swasta para praktisi maupun birokrasi dari Lembaga Litbang yang berasal dari berbagai provinsi kabupaten dan kota yang akan membahas dan mendiskusikan situasi problematik yang dihadapi Desa dalam upaya mempercepat kemandiriannya guna mengatasi kemiskinan dan meningkatkan kesejahteraan masyarakat Desa Berdasarkan hasil penelitian maupun kajian berupa 94 paper dari 166 yang telah melalui proses seleksi dan review oleh para pakar yang dilanjutkan dengan editing maka diharapkan dapat memberikan wawasan masukan maupun best practice yang relevan berkaitan dengan percepatan pengembangan desa mandiri Kami sampaikan terima kasih kepada Ibu Gubernur Jawa Timur yang telah berkenan membuka acara Temu Ilmiah Nasional Tahun 2019 dan Keynote Speaker para Pembicara Narasumber Moderator Reviewer Editor dan para Peserta serta Pemakalah yang telah menyumbangkan pemikirannya melalui paper dalam prosiding ini Disamping itu disampaikan terima kasih pula kepada Universitas Brawijaya Malang dan Program Pasca Sarjana Universitas Islam Malang yang telah mendukung terselenggaranya acara Temu Ilmiah Nasional 2019

MANAJEMEN SUMBER DAYA MANUSIA DI ERA DIGITAL 4.0 Wanda Yulia Utami, SE., MM.,Juwita Qadarsi, B.TM.,MM.PAR,DR. H. Hadi Suharno, SE., MM,2023-11-10 Perubahan di bidang teknologi telah membawa dampak dalam pengelolaan perusahaan di berbagai bidang fungsional termasuk pengelolaan sumber daya manusia Perubahan tersebut membuat para pengelola perusahaan perlu melakukan penyesuaian agar dapat memanfaatkan teknologi untuk mendukung kepentingan perusahaan Teknologi seperti kecerdasan buatan big data dan data analytics dapat meningkatkan proses pengelolaan sumber daya manusia menjadi lebih optimal Buku ini berusaha menjawab tantangan perubahan tersebut dengan mengulas berbagai teori dan praktik yang digunakan dalam pengelolaan sumber daya manusia di era digital Harapan kami buku ini mampu memberikan wawasan baru agar para pengelola sumber daya manusia dan mahasiswa dapat mengantisipasi cara pengelolaan sumber daya manusia dalam era baru Industri 4.0

Pemikiran Pendidikan Muhammad Tholchah Hasan Asep Abdurrohman,2021-07-30 Pemikiran pendidikan Muhammad Tholchah Hasan berangkat dari pendidikan sebagai pondasi peradaban di mana pemikiran pendidikannya transformatif humanis teologis menjadi sarana untuk menghantarkan pendidikan yang berkualitas dengan mengintegrasikan ilmu keislaman dan ilmu dari Barat Lulusannya diarahkan agar anak didik mempunyai kompetensi multitalenta yang meliputi jasmani rohani dan akal Pendidikan yang mengajarkan mulitalenta akan semakin terbuka untuk menjadi pendidikan transformatif Ketika pendidikan semakin transformatif maka pendidikan akan semakin berkualitas Dinamisme pendidikan menjanjikan perubahan dengan syarat pengelolaannya menjunjung tinggi perikemanusiaan yang bersandar kepada Tuhan sebagai kekuatan transendental Kiprah Muhammad Tholchah Hasan dalam

pendidikan dimulai dengan kepatuhan dan konsistensi mengikuti kepada gurunya kepatuhan dan konsistensi mengikuti kepada gurunya menjadi pondasi awal untuk mengembangkan pendidikan transformatif yang melahirkan pendidikan berkualitas Semakin patuh dan konsisten mengikuti kepada gurunya maka keberhasilan berkiprah di dunia pendidikan semakin berhasil

Kumpulan makalah Rapat Koordinasi Sistem Informasi Geografi Nasional (Signas) IV, Jakarta 8-9 Maret 1999, 1999 Geographic information system of Indonesia papers of meeting **Indeks makalah konferensi, lokakarya, seminar dan sejenisnya di Indonesia**, 2002 **Prosiding Seminar Nasional Diversifikasi Sumber Energi Untuk Mendukung Kemajuan Industri dan Sistem Kelistrikan Nasional, Surakarta, 24 Maret 2007**, 2007

Prosiding: Makalah penunjang, 1996 *Teknik Berbicara di Depan Umum (Public Speaking) dan Negosiasi*

Supriyadi, Ayu Nurul Amalia, 2022-03-07 Kemampuan public speaking atau berbicara di depan khalayak adalah suatu kemampuan yang tidak hanya harus dimiliki oleh para pemimpin namun harus dimiliki oleh setiap orang Kemampuan berbicara di depan publik bila dipergunakan secara strategis tidak berlebihan bila dikatakan bahwa kemampuan ini dapat membawa seseorang untuk mengubah dunia Begitu pula dengan negosiasi yang diperlukan dalam kehidupan manusia karena sifatnya yang begitu erat dengan filosofi kehidupan manusia di mana setiap manusia memiliki sifat dasar untuk mempertahankan kepentingannya di satu sisi manusia lain juga memiliki kepentingan Padahal kedua pihak tersebut memiliki suatu tujuan yang sama yaitu memenuhi kepentingan dan kebutuhannya Apabila terjadi benturan kepentingan terhadap suatu hal maka timbullah suatu sengketa Dalam penyelesaian sengketa dikenal berbagai macam cara salah satunya negosiasi

Buku ini berisi 7 tujuh bab yaitu Pendahuluan Pengertian Public Speaking Jenis jenis Public Speaking Hambatan atau Kendala Public Speaking Pengertian Negosiasi Pentingnya Negosiasi serta Hambatan dan Kendala Negosiasi **Sistem informasi dalam berbagai perspektif**, 2006 Application of information system technology in various aspects in Indonesia

Kumpulan makalah Pertemuan Ilmiah Arkeologi ke-XI, Solo, 13-16 Juni 2008, 2008 On cultural resources management in Indonesia papers **Corak pendidikan agama pada perguruan tinggi umum** Achmad Dudin, 2018 On Islamic education in higher education in Indonesia **Pembangunan regional & segitiga pertumbuhan**, 1993

Manajemen SDM Era Digital Indarta Priyana, S.T., M.M., Umban Adi Jaya, S.Pd., M.M., Elin Herlina, S.Pd., M.M., Patrica Purba, S.Sos., MPA., Debby Raeni Aprilian, S.Pd., M.M., Fauzan Manafi Albar, S.Kom, M.M., Lies Anggi Puspita Dewi, S.E., M.M., Dr. Dr. Yenita, Hilda Sri Rahayu S.I.Kom M.I.Kom., Mikael Nawaripi, S.E., M.M., Amir Riani, S.Pd., SM., M.M., Neneng Yanti Andriani, S.Pd., M.M., Dr. Pandoyo, S.E., M.M., Rizki Chrisulianti, S.E., M.M., 2025-10-08 Buku Manajemen SDM Era Digital hadir sebagai jawaban atas tantangan besar yang dihadapi organisasi dalam mengelola sumber daya manusia di tengah derasnya arus transformasi digital Perkembangan teknologi seperti kecerdasan buatan AI big data cloud computing hingga kolaborasi virtual telah mengubah paradigma manajemen SDM secara fundamental Melalui pembahasan yang sistematis buku ini mengeksplorasi berbagai aspek penting manajemen SDM di era digital Disertai dengan studi kasus perusahaan

nasional maupun multinasional buku ini tidak hanya mengupas konsep teoritis tetapi juga menghadirkan praktik nyata yang dapat dijadikan inspirasi bagi para pembaca Dengan gaya penulisan yang jelas terstruktur dan kontekstual buku ini sangat relevan bagi mahasiswa dosen peneliti praktisi HR maupun para manajer yang ingin memahami sekaligus mengimplementasikan strategi pengelolaan SDM yang adaptif inovatif dan berkelanjutan di era digital

Buletin Perpus Bung Karno - 2010 / Vol. 2 Perpustakaan Proklamator Bung Karno, Buletin Perpus Bung Karno 2010 Vol 2

Manajemen Pendidikan Islam Transformatif Nurlaila Ana, dkk.,2025-12-01 Manajemen Pendidikan Islam Transformatif Era Society 4 0 dan Industri 5 0 menyajikan kerangka kerja komprehensif bagi lembaga pendidikan Islam untuk menanggapi tantangan dan peluang di era digital yang berpusat pada manusia Karya kolaboratif ini membahas strategi transformasi yang terintegrasi mulai dari peningkatan mutu dan tata kelola hingga pembinaan siswa dan pengembangan sumber daya manusia Dalam aspek mutu buku ini menganjurkan integrasi Total Quality Management TQM dengan Artificial Intelligence AI untuk mewujudkan sistem penjaminan mutu yang adaptif dan berbasis data Untuk memastikan tata kelola yang etis dan modern dibahas pula peran Kepemimpinan Transformatif Islam dalam mengelola Sistem Informasi Manajemen SIM dan pentingnya Digitalisasi Keuangan Syariah termasuk pemanfaatan Blockchain untuk transparansi dan akuntabilitas Selain itu buku ini menekankan perlunya penguatan Kompetensi Digital dan Spiritual tenaga kependidikan serta sinergi antara teknologi spiritualitas dan humanitas dalam membangun budaya organisasi yang adaptif Terakhir di bidang kesiswaan disajikan model Manajemen Kesiswaan Digital dan Layanan Konseling Berbasis Teknologi Islami untuk penguatan karakter disiplin dan literasi digital siswa di tengah arus disrupsi Secara keseluruhan buku ini memosisikan teknologi sebagai sarana wasilah untuk memperkuat misi pendidikan Islam dalam membentuk insan kamil yang unggul berakhlak mulia dan berdaya saing di masa depan

Informasi & peluang bisnis SWA sembada ,2006

Konvensi Nasional Pembangunan Regional & Segitiga Pertumbuhan ,1993 Regional development and the Singapore Johor Riau growth triangle proceedings of a conference *Kristalisasi Paradigma Agribisnis dalam Pembangunan Ekonomi dan Pendidikan Tinggi* Nunung Kusnadi,2015 Agricultural industries in economic development of Indonesia proceeding of a seminar Sintesis ,1992 **Otonomi daerah** ,1995 Decentralization of government outlook for local governments issue on local revenue and finance papers of a seminar volume commemorating the 8th anniversary of Suara pembaruan a daily

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