

COMPETENCY MAPPING PER COMPANIES FUNCTIONAL MANAGERIAL IN EAST JAVA

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Abstract

The rapid changes in business environment required the development in managerial competencies too. In dynamic environment, changes in patterns of works, strategic, and operational decision making in managerial positions require high competence qualifications, which must be possessed by managerial officials. One of the HR competencies – human capabilities – compresses 4 (four) elements, namely knowledge, abilities, skills, and attitudes. Each of the four elements is exposed to three types of levels: ultimate, standard, and supported and this research focus on the ultimate level. The purpose of this study was to describe the map of competencies in four managerial positions as financial manager, human resource manager, marketing manager, and production manager. This research applied a quantitative approach Survey and interview used to collect primary data sources. Non-probability sampling with quota sampling technique is used to collect data with the total of 234 respondents. The results showed that each manager in each position required different competencies to do his/her job effectively.

Keywords: Managerial competency, Managerial positions, Map of competencies

Abstrak

Perubahan yang cepat dalam lingkungan bisnis menuntut adanya peningkatan kompetensi manajerial. Dalam lingkungan yang dinamis, perubahan pola kerja, strategik, dan pembuatan keputusan operasional pada posisi manajerial memerlukan kualifikasi kompetensi yang tinggi dari si pemegang jabatan. Salah satu kompetensi SDM – adalah kapabilitas SDM yang dikelompokkan menjadi 4 (empat) elemen, yaitu pengetahuan, kemampuan, keterampilan, dan sikap. Masing-masing dari empat elemen tersebut memiliki 3 (tiga) tingkatan : utama, standar, dan pendukung dan fokus penelitian ini ada pada tingkatan utama. Tujuan dari penelitian ini adalah untuk menggambarkan peta kompetensi dalam empat posisi manajerial yaitu manajer keuangan, manajer sumber daya manusia, manajer pemasaran, dan manajer produksi. Penelitian ini menggunakan pendekatan kuantitatif. Survei dan interview digunakan untuk mengumpulkan data primer. Non-probability sampling dengan teknik quota sampling digunakan untuk mengumpulkan data dengan total 234 responden. Hasil penelitian menunjukkan bahwa setiap manajer di setiap posisi memerlukan kompetensi yang berbeda untuk melakukan pekerjaannya secara efektif.

Kata kunci: Kompetensi manajerial, Posisi manajerial, Peta kompetensi

JEL Classification: J24

1. Research Background

The increasingly rapid changes in the business environment is the impact of globalization and causing the increase in the complexity of the business environment. This resulted in difficulty of predicting the business environment and adapting to the business environment. The situation of the business environment as described above

raises the need for human resources (HR), which has competence in accordance with the demands of the business world. Hay Group (2004) stated that “*an organization’s best source of competitive advantage lies with its employees. Strategies, business models, products and services can all be copied by competitors, but talented and competent employees represent a sustainable source of differentiation*” (Vathanophas & Thai-ngam, 2007). Request of competent employees from organisations, both government and private sectors have increased. This is triggered by the business environment getting more dynamic and fast, as a consequence, organizations must improve the capability of its human resources through training and management development. (Gould-Williams, 2013) Empowerment activities will form opportunities in the organization, especially to the employee to improve their competence which will be beneficial for the human resources, the organizations and also others. (Rao, 2000a, Rodrigues & Chincholkar, 2005). Research results from Untung and Agus (2010) also stated that competence has a positive and significant effect towards performance, which means if employee competency are improved, performance of the employees will also increase.

Both public and private college that have economics and business major, played a role in supplying superior human resources for the business world. This raises a sharp competition, especially if seen from the indicators of competitiveness from the graduates. One of the indicator is the waiting time to get a job after they graduate. *Tracer study* conducted by the department of Business and economics management – Universitas Surabaya in 2009, showed that the baseline of graduates waiting time average of 7.55 months, a long waiting time. Another indicator is the first salary received by the graduates. Research result from the same institution showed that average first salary received by the graduates is Rp. 1.000.000,- / month. However *tracer study* in 2013 showed that first salary received by the graduates are over Rp. 1.500.000,-/ month. It is not much different from the *tracer study* conducted by UBAYA accounting department in 2012, showed that their average first salary is around 1.5 million – 2 million / month. Only 2% of the graduates receive more than 3 million, as the necessities of life are all increasing, this amount of salary can be said that it is not too much.

Various indicator stated above raises questions about the cause of weak competitiveness between graduates. One of the answer from the *stakeholder* (users of Economics and Business graduates in Surabaya) that the graduates of Business and Economics faculty today is still considered incompetence with the demand of the business world. Moreover, the current job positions in the Business and Industrial world not only requires competence, which consists of *skill* and *knowledge*. More than that, it takes a variety of other competence such as *ability* and *attitude*. Various studies regarding *student competency* has been conducted, for example various research cited by Hodges and Burchell (2003) such as research done by Maes, Weldy and Icenogle (1997) concluded that 3 competency most needed by graduates are *oral communication, problem – solving skill and self motivation*. While Stasz (1997) see that *problem – solving, teamwork, communication skills and personal qualities as the most important competencies*, Joseph and Joseph (1997) found the top ranked competencies in descending order were *willingness to learn, having a positive attitude, being motivated, having good communication skills and possessing the ability to work independently*.

The result from *tracer study* done by UBAYA’s faculty of accounting in 2012 shown that the core competencies needed in the business world is *soft skill competency* and 70% respondents said that *communication skill* and *foreign*

language skill are the priorities in the business world today. While the result of *tracer study* done by the faculty of management in 2013 also show graduates are demanded to master science (*knowledge*) and the most important skill needed in the working world are *language skill, computer skill, teamwork skill, communication skill* and *leadership skill*. Whereas *attitude* demanded are hardwork and discipline. All the facts and phenomena stated above shows that the education system must be adjusted to market needs, as proposed by Serdenciuc (2012) "*dealing with a new perspective of knowledge management in global economy, education systems must evolve focusing on rethinking the teaching-learning process in order to prepare better individuals for meeting the changing social and economic demands*". By looking at the portrait of graduates desired competencies, improvement in competency of Faculty of Economics and Business graduates need to be improved in an integrated manner, the elements of *knowledge, ability, skill* and *attitude*.

Furthermore, by knowing the 4 elements of competency, therefore participation from the business community is required to help map the competency needed from the graduates in their areas of marketing, finance, operational or production (both for tourism and business networks) and human resources. Through competency mapping it will produce a guide or a job guideline positions that are useful for the business world to decide which competency is needed by the person who fill a certain managerial position. The need for a competency – based curriculum that prepares economic scholars in Surabaya in order to occupy strategic position available in the labor market. Therefore, the establishment of a graduate profile that has the desired characteristics of the working world is essential, especially if they want to occupy managerial positions in the organization. Result from an interview with the *stakeholder* shows that the characteristics needed in the working world is that graduates need to have *strong leadership, humanism* and *professionalism*.

The consequence of this is the need to know exactly the competency profile needed in different sectors of the industry, so that opportunities for graduates from faculty of economics and business obtain a managerial position in the growing business world. Identification of the competency profile should not only be implemented in one or two sectors, but various sectors must be included in order to obtain a complete map of the competences in various industrial sectors. Therefore this research is to map the competence profile needed in 16 sectors that are the most strategic sectors in the industry: (1) Aviation, (2) Travel agents, (3) Restaurant and fast food, (4) Department Store, (5) Insurance, (6) Supermarket, (7) Automotive (Car), (8) Automotive (motorcycle), (9) Banking, (10) Textiles and Garments, (11) Pharmacy, (12) Cosmetics and Toiletries, (13) Cigarettes, (14) Food and Beverage, (15) Property and Real Estate, (16) Telecommunication.

Furthermore, it is not sufficient if the curriculum only prepare students to enter the workforce in the common field (generic) and only at the entry level. Orientation in the field that they are interested in as well as their future career should receive adequate attention in the development of competency profile. For that, in every managerial position, mapping competency profile need to be covering functional areas (marketing, finance, operation dan human resources). From the background above, research problems that can be found are follow: "How to do the competency mapping for four functional managerial industries in East Java?" The purpose of the study is to identify, analyze and map the competencies profile for four functional managerial positions in the industries in East Java. While the benefits of this research is to input profile competency data which help universities in Indonesia to prepare their graduates through the development of competency – based curriculum. As for

the company, this can be used to choose people with the right competence according to the functional managerial position. This will support the company to find the right human resources for every managerial position. Competence analysis also helps to map the tendency of competence pattern for a particular position field so that companies can set up a training program in accordance with the development of a managerial competence.

1.1. Competency

Spencer and Spencer (1993:9) stated that *a competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation*. From this definition they understood that competency is the basic characteristics, the part where is deep and sustained from a person's characteristic that can predict their behavior in various situations and office duties. Thus these characteristics are considered to have relationship with the performance of the person concerned in the position or a particular situation. It is emphasized that performance is measured by a certain criteria or standard in accordance with the position or situation. Furthermore, Armstrong and Murlis (1999:300) stated that competence refers to a person's capacity to meet the demand of their role, either now or in the future. Thus, competence does not only relate to current performance, but also predict future's performance. This is because competence is believed to have certain traits that are permanent. Although there is no universal meaning of the definition of competence, but experts provide sufficient varieties. According to Hay Group Dictionary (2008), *“competency is any observable and/or measureable knowledge, skill, ability or behavior that contributes to successful performance in a given role.* “(www.haygroup.com). Bartram, et, al (2002), Woodruffe (1992) in Vathanophas and Thaingam 2007, show competence as *“ a set of behavior patterns that an incumbent needs to bring to a position in order to perform its tasks and functions in the delivery of desired results or outcomes. ”* While Schuler and Jackson (2006:180) stated that *“a competency is a measureable pattern of knowledge, skill, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.”*

Conclusions from different definitions and description above are competence is a set of inherent characteristic of a person and can be measured to predict the performance of a person in a particular position. In other words, competence is a pattern that can be measured to predict someone's success in carrying out their role in a certain position. Thus, competence can be used as a requirement for someone to occupy a position. So comprehensively it can be concluded that Human Resources' competence consists of four variables: knowledge, ability, skill and attitude. In detail, Robbins (2011: 36) defines the ability as an individual's capacity to perform various tasks in a job, whether it is intellectual ability or physical ability. Skill is defined by Schermerhorn (2013 : 21 – 22) as expertise to turn knowledge into action which produces the desired performance. Luthans (2010 : 224) defines *attitude* as a tendency to feel and behave continuously in a certain way against some objects. Kaur and Kumar (2013) defines *knowledge* as *“understanding acquired through learning. This refers to a body of information relevant to job performance. It is what people have to know to be able to perform a job”* while Spencer (1993) defines *knowledge* as accumulation of information on a specific area of expertise such as accounting.

In order to analyze the competence, Armstrong and Murlis (1999: 304-306) divided competence into *organizational core competences, generic competences* and *specific competences*. Organizational core competence includes what need to be done

by the organization and the people in it to succeed. According Prahalad and Hamel, as stated by Armstrong and Murlis (1999:305), core competence should be done by a company to achieve competitive advantage by consolidating various company technologies and production skills that empower companies to be able to adapt quickly to the opportunities change. Generic competence is a general competence for employees such as manager, team leaders, engineers, branch managers, personnel specialists, accountant, machine operator, sales or secretaries. Specific competencies are competencies that relate to a specific task for a person or a small group with a particular role that has not been covered in generic competency profile for the role in question.

1.2. Competency Model

According to Schuler and Jackson (2006:180-181) *competency modelling* is an attempt to describe a wide range of skills, knowledge, abilities, values, interests, and personality of a successful employee. Ideally, a competency model describes a set of competencies required for the post of a successful performance and provide a wide range of behavioral indicators that can be used to assess individual mastery over each competency. In *Behavioural Competency Dictionary* (2005) submitted by Hay Group, *job competency model /profile is a set of predefined key competencies and proficiency levels required to perform successfully in a specific job*. The definition above shows that the competency model is a standard set of key competencies and level of skills needed to do a particular job successfully. Kaur and Kumar (2013) defined competency model as “*a process of identifying key competencies for a company or institution and the jobs and functions within it*”. Competency model would be very useful if an organization develop a career path and experience development or training that allows employees to improve along the career path.

1.3. Conceptual Framework

The conceptual framework in developing job competency profiles are presented in Picture 1.1. On the picture it appears that the competence of a position profile will appear in two dimensions, namely the type of competence and level of competence. To obtain the necessary competency profile job analysis with the help of a dictionary competence and taking into account the specific findings if any. Attributes of the office itself will be strongly influenced by the industrial sector, functional areas, and the managerial level where the job is located.

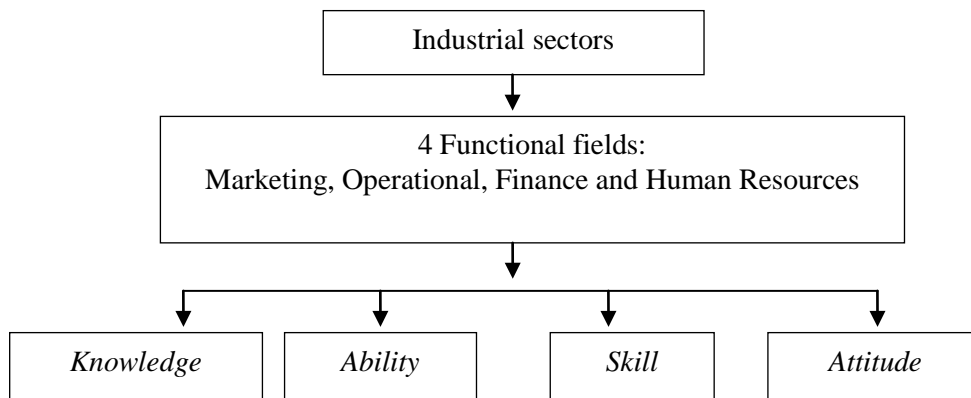


Figure 1.1. Conceptual Framework Development Competency Profile for Job Position

2. Research Methods

This research uses descriptive analysis model transformation, process raw data into an easy to understand and easy to interpret form. Descriptive data will be processed to produce a comprehensive map of competence and can be utilized to identify the profile of the various levels of managerial competence in industries in East Java. In this research, only one construct that is the competence of the four variables are identified, namely the competence of *knowledge*, *ability*, *skill*, and *attitude*. Thus competencies became a single variable in this research. Each of these characteristics of competency will be measured by a questionnaire that reflects the characteristics defined in accordance with the functional managerial respondents.

This research uses primary data, *categorical*, in a sense that it can be broken down to many categories. As for the target population is the holder of managerial position in marketing, finance, operation, human resources, in companies which are 5 best companies in their respective sectors in 16 industrial sectors in East Java, has occupied the positions for at least two years. Population in this research cannot be identified so they use a *non – probability* sampling technique. Quota sampling technique is used, where each group of positions that are classified by their industrial sectors and their managerial levels, will set the number of samples to be taken, which most of all are from industrial sectors in East Java, it is expected to reach 80 samples (5 companies in each sector) from 16 industrial sectors.

The questionnaire uses a checklist format combined with open-ended questions. Checklist format used to identify the type and level of competency for certain positions. Open-ended questions are used to identify specific behaviors that can describe how competence is associated with the position. Then, it is also expected to identify specific findings that are specific to the position and context of the particular situation that can enrich the competency model to be developed. Data obtained from this research are descriptions regarding different types and levels of competence together with examples of behavior which then transformed into a form more informative form of competency mapping according to respective managerial levels and functional areas. These data were measured using a nominal scale with more than two categories. In order to illustrate more clearly the managerial competence mapping per field so they used a descriptive analysis but they don't do inference.

3. Result and Discussion

Samples of functional managerial obtained were 234 respondents which consist of 56 Finance manager, 59 marketing manager, 57 human resources manager, operation manger and 60 production, and the discussion will be separated into 4 functional position and analyzed based on 4 basic elements, *attitude*, *knowledge*, *ability* and *skill*. In order to facilitate understanding and minimizing ambiguous perception, each competency dimension (*knowledge*, *ability*, *skill* and *attitude*) categorized in 3 (three) levels, which are (1) *Ultimate*, (2) *Standard* and (3) *Supported*. *Ultimate* is a mandatory competency dimension and must be owned by anyone who served as Functional Manager. While *Standard* is a *should know* knowledge that is done continuously when carrying out activities as Functional Manager. *Supported* is a complementary competencies and is required as well as its appearance depend on the worst situation or condition in the company.

3.1. Financial Management

The importance of having a financial manager managing the company's finance require *knowledge* in carrying certain activities with subordinates, peers and superiors. Correct and materialized knowledge of decision-making or financial

policies so the company's objectives, namely to maximize shareholder wealth can be achieved.

The level of managerial competence in the field of financial management show a different score for each dimension of competence and each level of competence and can be seen in the following table:

Table 1. Attitude Required for Finance Manager Position

ULTIMATE ATTITUDE		
Attitude	Average score	Description
<i>Honesty</i>	3,92	An attitude that prioritize truth, avoid irregularities, or manipulation, monitor and inspect matter relating to corporate finance.
<i>Assertiveness</i>	3,92	An attitude that is required to take decision in finance or react to pressure or influence from other individuals in carrying out the work.
<i>Fairness</i>	3,67	An attitude that shows willingness to consider carefully based on the principle of the benefit, act fairly based on the parameter or the correct finance indicator.
STANDARD ATTITUDE		
<i>Objectives</i>	3,60	An attitude that prioritize and maintain truth, far from subjectivity in taking or making financial policy which are based on the right and accountable information.
Ethical	3,48	An attitude when working and interacting with other individual in accordance with the social norms prevailing in Indonesia and regulations or code of ethic established by the company.
Proactive	3,33	An attitude of initiative to start something new and being active according their capacity and ability.
SUPPORTED ATTITUDE		
Sympathetic	3,28	An attitude that shows politeness and kindness when interacting with other individual.
Care	3,27	An attitude of awareness and willingness in caring for the problems or other individual related to the work.
<i>Openness</i>	2,98	An attitude to be open in sharing finance information with you colleagues, subordinates and superiors, have the desire to act honestly and responsible attitude.
<i>Empathy</i>	2,85	An attitude of understanding what other people feel with experience, ability and feelings.

Source: Research, processing.

Table 2. Knowledge Needed for Finance Manager Position

ULTIMATE KNOWLEDGE		
Type of knowledge	Average Score	Description
Financial reporting	3,77	Knowledge of how to compose and read financial reports such as balance sheet, income statement, cash flows, changes in capital.
Management of capital structure (debt and equity)	3,76	Knowledge about managing debt and equity structure, most optimal for the company's capital structure so that the funding requirements and investment can be achieved, as well as avoid the risk of bankruptcy
Calculation of financial assets	3,63	Knowledge of financial assets based on the formula calculation assessment of financial assets
STANDARD KNOWLEDGE		
Calculation of cost of capitals	3,59	Knowledge of short-term costs incurred by the company for the company's operations
Financial assets investment management	3,58	Knowledge of managing funds for investment in financial assets optimally so as to returns and reduce risk
Capital budgeting and method of calculation	3,57	Knowledge of capital budgeting appropriately to a wide choice of investment in fixed assets, so that long-term decisions are taken is not wrong
Fixed asset management	3,54	Knowledge of the management of fixed assets that continue to be useful for the survival of the company
SUPPORTED KNOWLEDGE		
Enterprise value calculation	3,38	Knowledge of appropriate methods of assessment of the company so that the value of the company is not undervalued or overvalued for consideration financial decisions in the future
Management of non – fixed assets	3,36	Knowledge about the management of the assets are not fixed to support the financial companies
Solving cases of corporate finance and capital markets	3,31	Knowledge to solve cases of corporate finance and capital markets so as to solve the case of the corporate finance case
Mergers and acquisitions	3,03	Knowledge of the merger and acquisition of a company so that the company's decision when it will do the right thing and increase the value of the company

Source: Research, processing.

Table 3. Ability Needed for the Financial Manager position

ULTIMATE ABILITY		
Types of ability	Average Score	Description
Analysis of the proportion of debt and equity	3,61	Ability to make decisions precisely determine the proportion of debt and equity in the capital of the company so as to increase the value of the company
Cost of Capital Analysis	3,56	The ability to analyze the company's capital financing with external capital so as to minimize the cost of capital to be issued by the company when using external capital
STANDARD ABILITY		
Analysis and prediction of financial reporting	3,51	The ability to analyze the balance sheet, income statement, cash flows, and the change of capital so as to pinpoint the company's financial condition and is able to make predictions on the future
NPV Analysis, IRR, Payback, dan Profitability Index	3,51	The ability to do an analysis of long-term investment so as to obtain the expected return and minimize risk
Analysis of the value of assets as fixed and variable	3,44	The ability to do analysis on fixed and non-fixed assets owned by the company that is able to take decisions and financial policy of the company in the future
SUPPORTED ABILITY		
Company assessment	3,30	The ability to check and conduct an analysis of the company's value appropriately so that the right to know the financial condition of the company
Assessment intrinsic value of financial assets	3,29	The ability to analyze and predict the intrinsic value of the financial assets owned by the company so that the expected return can be achieved and the risks can be minimized

Source: Research, processing.

Table 4. Required Skills for the Position of Financial Manager

ULTIMATE SKILL		
Types of skill	Average score	Description
Interpersonal	3,48	Good skill of interpersonal with colleagues, subordinates and superiors, also other <i>stakeholders</i> .
Teamwork	3,48	Good skill of working as a team with colleagues, subordinates, superiors and also other <i>stakeholders</i> .
Use of company's financial soft wares	3,45	Good skill of using company's financial software, quick in decision making in company's finance.
STANDARD SKILL		
Software preparation of financial statement	3,44	Have the skills to use software to prepare financial statements that can be faster, more accurate, and on time.
Business communication	3,28	Have the skills of business communication with the <i>stakeholders</i> .
Leadership	3,26	Have the skill in being a good leader with the other colleagues, subordinates and superiors.
SUPPORTED SKILL		
Negotiation	3,22	Have the skill to negotiate in <i>financing</i> and <i>investing</i> with the <i>stakeholders</i> .
Foreign Language	3,09	Have the skill in foreign language when working together with <i>stakeholders</i> from abroad in <i>financing</i> and <i>investing</i> .
Capital market software	2,73	Have the skill to use capital market's software which helps when making a decision in <i>financing</i> and <i>investing</i> in the capital market, precise, accurate and on time.

Source: Research, processing.

3.2. Marketing Management

Research show that competence required by the marketing manager are as listed below:

Table 5. Attitude Required for Marketing Manager

ULTIMATE ATTITUDE		
Types of attitude	Average Score	Description
Sympathetic	3,83	An attitude that shows friendly and polite behavior when interacting with customers and performing daily work.
Proactive	3,74	An attitude that show insiative and note reactive while doing daily work.
Care	3,64	An attitude of self-awareness and willingness and seriousness to give attention to the problems experienced by customers.
STANDARD ATTITUDE		
Objective	3,61	An attitude that prioritize truth, far from subjectivity or self – interest.
Honesty	3,51	An attitude that prioritizes and provide real information, does not cover adverse information when interacting with customers and in doing daily work.
Ethic	3,46	An attitude of self-according to the social norms prevailing in Indonesia and the code of business ethics.
SUPPORTED ATTITUDE		
Fairness	3,39	An attitude that shows a willingness to act objectively based on job performance.
Empathy	3,31	An attitude that shows a willingness to feel what other feels and can put themselves in the situation faced by other individuals.
Decisive	3,28	An attitude that shows they can form their own opinion and not just following other people's opinions and can express their own consent.
Openness	3,19	An attitude which shows actual behavior, willingness to adjust to the changes.

Source: Research, processed.

Table 6. Knowledge Required for Marketing Manager.

ULTIMATE KNOWLEDGE		
Type of knowledge	Average Score	Description
Process of designing marketing strategy	3,70	A knowledge to arrange marketing strategy including <i>business plan</i> which are market mapping, analyze competitor, arrange marketing, <i>sales forecast, financial planning, action plan</i> and <i>performance measurement</i> .
Selling process	3,68	A knowledge associated with <i>prospecting, sales presentation, handling objection, closing</i> and <i>after sales service</i> .
The process of designing the marketing mix	3,58	A knowledge of strategy and tactics of the product / product development, pricing and price adjustment, the establishment of distribution channels and integrating marketing communications mix covering <i>advertising, sales promotion, personal selling, public relation</i> and <i>direct marketing</i> .
STANDARD KNOWLEDGE		
The process of designing a marketing research for decision making	3,50	A knowledge of marketing research process includes defining the problem or opportunity, to develop approaches, formulating research design, data collection, analysis of the results of research and present information that is timely and accurate for marketing decision making.
The process of designing the advertising activities	3,39	A knowledge that knows the stages in developing advertising activities that include goal setting, budgeting, developing advertising campaigns and measuring the effectiveness of advertising activities.
Process sales force management	3,33	A knowledge related to sales force recruitment, training, motivation and supervision of the sales force.
SUPPORTED KNOWLEDGE		
The process of using e – marketing in global business.	3,29	A knowledge of marketing and business practices associated with the interaction of digital technology / internet, the strategic marketing activities, including STP , marketing mix and relationship with customers as well as e-marketing plan.
The process of retail business activities	3,23	A knowledge of marketing and business practices related to merchandise planning, consumer behavior and the formation of store image and store management.
The process of manufacturing business activity / services	3,22	A knowledge for the analysis of business opportunities and manage the business in a manufacturing or service and giving the business the way toward a manufacturing or service effectively and efficiently.

Source: Research, processed.

Table 7. Ability Required for Marketing Manager

ULTIMATE ABILITY		
Type of ability	Average Score	Description
Design marketing plan	3,74	Ability to analyze external factors and internal companies, establish marketing strategies and marketing tactics into a single integrated planning.
Forming the sales team and design tactics to sell	3,69	Ability to coordinate and motivate sales people to reach the quota set by the company.
STANDARD ABILITY		
Design marketing research for the benefit of the marketing strategy	3,60	An ability to design research problem identification (market potential, market share, sales, etc.) and research problem solving (segmentation and marketing mix) as information for the preparation of market growth strategy, brand strategy and so on.
Analyze business opportunities and managing the retail business	3,49	Ability to analyze the macro environment to see the opportunities that exist and to be able to prepare themselves in managing retail stores
SUPPORTED ABILITY		
Analyze effective advertising program	3,37	An ability to evaluate on an advertising campaign to measure its success in achieving the purpose of advertising, both quantitatively and qualitatively.
Analyze business opportunities and manage the business of manufacturing / services	3,30	An ability to analyze the opportunities and manage the business of manufacturing or services effectively and efficiently.
Design E-marketing strategies in global business	3,24	A capability in strategic e-marketing associated with a marketing strategy that includes marketing knowledge, consumer behavior, targeting market segments and communities, differentiation and positioning strategy, marketing mix and Customer Relationship Marketing

Source: Research, Processed

Table 8.Skill Required for Marketing Manager

ULTIMATE SKILL		
Type of skill	Average Score	Description
Business communication	3,81	A skill that is owned in verbal and non – verbal way.
Teamwork	3,77	A skill to work together with other individuals as a team.
STANDARD SKILL		
Negotiation	3,66	A skill to communicate in a persuasive way
Leadership	3,62	A skill to give positive example to you subordinates
SUPPORTED SKILL		
Interpersonal	3,57	A skill in relationships with <i>stakeholders</i> as an effort to create good relationships and long-term
Usage of marketing research software	2,97	A skill to use, the software in the input and process data related to the analysis stage of marketing research information. Statistical software such as Stastical Package for Social Sciences, Minitab etc.

Source : Research, processed

3.3. Human Resource Management

Research show that competency required by Human Resources Manager are as follow:

Table 9. Attitude Required for Human Resources Manager

ULTIMATE SKILL		
Type of skill	Average score	Description
Objective	3,71	An attitude that promotes and maintains the truth, in the decision or making of HRM policies, are always based on correct and accountable information.
Ethical	3,67	An attitude when working and interacting with other individuals in accordance with the social norms prevailing in Indonesia and company regulations that have been assigned or the code of ethics in the company
Care	3,61	An attitude of self-impressive or visible lack of awareness and the will and seriousness to give attention to issues or other individuals related to the employment problem.
STANDARD SKILL		
Sympathize	3,59	An attitude that shows behavior that is friendly and polite when interacting with other people and doing the daily work
Assertiveness	3,57	An attitude that arises when having to make decisions or to react to pressure or influence from other individuals in carrying out the work
Fairness	3,53	An attitude that shows a willingness to consider carefully based on the principle of the benefit given act fairly does not mean acting "equal" but rather was based on the correct parameters.
SUPPORTED SKILL		
Honesty	3,52	An attitude to dare to speak and act properly without any intention to deceive in implementing all decisions, policies, HRM activity within the organization. This attitude is supported by the habit to speak and act based on facts that do not trigger the emergence of the destructive conflicts.
Openness	3,23	An attitude to speak and act with respect for each other whether it be the opinion and thoughts of others who delivered without the intention to cover or hide something that could lead to the emergence of mistrust.
Proactive	3,22	An attitude to always think ahead and act full of initiative to all the duties and responsibilities that must be implemented. Including the attitude in identifying and anticipating events or obstacles that may occur from an activity to be performed.
Empathy	3,18	A sincere attitude of what employees or work colleagues feel so that mutual understanding can be established for being able to understand others with different characters in performing their daily work.

Source: Research and processed

Table 10. Knowledge Required for Human Resources Manager

ULTIMATE KNOWLEDGE		
Type of knowledge	Average Score	Description
Decision-making processes, policies and HRM programs	3,68	A knowledge that must be owned and associated with the process, technical applicable, the testing in making decisions, policies and HRM programs adapted to the character and development of the organization so that its implementation can trigger or boost the human resources within the organization to produce maximum performance and the creation of a dynamic organization and conducive.
Labor Law and Recruitment and Selection Process	3,65	Is a must-have knowledge related to the content and interpretation of the Labor Law and its implementation in the company so that HR issues that arise can be searched for the best solution according to the Labor Law in force. There was also an understanding knowledge of the recruitment and selection process that includes approach, method, type of test and interviews were used to obtain the relevant human resources positions in accordance with the required specifications of the organization and meet the principle of "the right man in the right place".
Performance Assessment Process	3,59	A knowledge that must be owned and associated with the performance appraisal process that includes the determination of dimensions and descriptors of performance, evaluation methods, a solution in case of rejection of the results of the assessment so that it can create performance assessment process that is objective and fair, and will ultimately spur the spirit of human resources to work better.
The techniques of HR performance, process orientation and placement of HR	3,58	Is a must-have knowledge and techniques related to human performance through motivation boost employment, raise morale, job satisfaction both intrinsic and extrinsic so HR can still be willing to work optimally. It is also the knowledge of what and how to implement an effective orientation program especially for new HR work or got a new assignment. Similarly, knowledge about the various parameters to be considered for placing or give assignments to HR so that HR performance can be maximized and be able to demonstrate an increase in performance that is progressive.
HR empowerment	3,57	A knowledge that must be owned and associated with the determination of the needs of human resource development, empowerment method, program implementation human resource development and evaluasi the success of a program of human resource development is done through training, education and through empowerment programs other HR, so HR competencies better so as to increase performance.
HR planning process	3,54	Is a must-have and the knowledge associated with the fulfillment of the needs and the availability of human resources so that the number of HR in the organization does not become surplus or deficit as well as the need in line with the development and growth of the organization. It also includes knowledge about a range of solutions that should be done when the availability of human resources in the organization to have a surplus or a deficit of human resources.

Table 10. (Continued)

STANDARD KNOWLEDGE		
HRM Administrative Process	3,53	Is the knowledge associated with the administration of the activity-aktifas HRM in organization and human resources as employees, such as archiving and storage of employee data, data processing presence, the data turnover and so forth, which raises the regularity and ease of use of data on the employment when the time required both for decisions or policies of HRM.
Process of position analysis and position design	3,49	Is the knowledge associated with the administration of the activities of HRM in organization and human resources as employees, such as archiving and storage of employee data, data processing presence, the data turnover and so forth, which raises the regularity and ease of use of data on the employment when the time required both for decisions or policies of HRM.
The existence of Unions	3,47	A knowledge that is associated with the presence of trade unions in the organization, including the establishment, development and rights and obligations of institutional Workers Union in cooperation with the management and efforts nuanced industrial relations and carried out in relation to fighting for the rights of workers.
Compensation systems	3,46	A knowledge that is complex and associated with the making of a compensation system that includes the determination of the components of compensation, the purpose of compensation, the procedures for calculating the open, the establishment of incentives and financial determinants of compensation, the compensation policy the company and know how to manufacture the structure of the salary that reflects not forgetting the aspect of justice.
Development of the concept and theory of HRM	3,43	Knowledge related to the development concepts and theories of HRM at this time and its relevance to the needs and development of the organization. This knowledge relates to new findings in the form of a concept or theory that is based on the paradigm change as a result of the development of the world and the business that is dynamic and focused on the role of HR as a capital resource companies.
Occupational Safety and Health Program	3,39	Knowledge related to the existence and implementation of health and safety of employees as a form of concern and responsibility of the company to its employees in order to avoid / reduce the level of occupational accidents and improve employee productivity
Making Process HR Strategy and Planning Career	3,35	Is the knowledge possessed by the HR manager in making HR strategy that is relevant to the organization's strategy in maintaining the existence of entities and anticipate the development of the organization and more a function of HRM strategy that must be created. In addition knowledge related to policy-making on career planning for employees so that every employee is able to assign himself a career plan in the future.
HRIS (Human Resources Information System)	3,34	A knowledge that is associated with the manufacture and use of human resources information systems accurate, practical and applicable in managing information HRM engaged in the organization and can be used to conduct an internal analysis and decision-making and policy-based HRM information.

Table 10. (Continued)

SUPPORTED KNOWLEDGE		
Organizational culture	3,33	Knowledge that is related to the existence of organizational culture, ranging from the creation of a strong organizational culture, determining values (Core Values), the selection of appropriate methods of socialization and how to maintain the culture of the organization
Counselling process	3,29	A knowledge that is associated with the presence and importance of counseling process to help employees overcome the problems associated with the work so as not to interfere in achieving performance and can achieve higher labor productivity
Quality of working life	3,27	A knowledge that is associated with the effort to create and maintain the quality of work life dynamic, innovative and conducive to create the figure of human resources prepared for all the changes and challenges and gain employee satisfaction, which in turn can strengthen employee loyalty to the organization.
HRM Audit	3,20	A knowledge that is associated with HR focused audit process to assess the influence and impact on decision-making or policy activities of HRM HRM in running the organization. Including the establishment of methods, approaches and ways of analysis used to make the audit report HRM
Change management	3,13	Knowledge that is associated with program changes to be made within the organization in order to run effectively and efficiently. Including knowledge to find the best way to socialize change, facing rejection techniques and the provision of facilities and the infra-structure needed to be done when changes
HR Scorecard	2,96	A knowledge that is associated with the manufacture and implementation of HR Scorecard in the organization as a form transformation process of strategic HRM business entities on activities within the organization. Also includes knowledge about the determination of leading indicators and performance indicators as well as the design template manufacture HR Scorecard on all activities of HRM in the organization.

Source: Research, processed.

Table 11. Ability Required for Human Resources Manager

ULTIMATE ABILITY		
Types of ability	Average score	Description
Creating a conducive working conditions	3,68	An ability that is associated with the creation of physical and non-physical working environment that is pleasant to work. Including the creation of the quality of the relationship that is created between employees and the work environment as a whole and include the dimensions of human, technical, and economic.
Critical thinking in solving the problems of HR	3,62	Is the ability to collect a variety of information, analyzing problems, critical thinking-logical and creative in solving the problems of employment and HR.
Predicting human resources needs	3,51	An ability to analyze and identify the needs and the availability of human resources in accordance with the development and targets that have been set by the organization.
HR strategy formulation	3,42	An ability in the preparation of guidelines and the direction of HR policy will be addressed, which required the ability to determine the scope of HRM strategic plan that is integrated with the enterprise strategic plan.
Analyzing the external and internal human resource maps	3,41	Is the ability to systematically review the map of human resources within the organization to ensure HR needs a certain amount with qualifying skill, knowledge, ability, and attitude needs and external requirements that include labor force, society, labor unions, shareholders, competition, customer, technology, economy and legal consideration.
STANDARD ABILITY		
Analyzing HR performance reports	3,36	An ability to analyze the performance evaluation results, knowing the strengths and weaknesses of the organization's human resources in order to provide advice / consultative concerning other HRM activities such as career management, human resource development, compensation policies, etc.
Coordinate the implementation of surveys of HR (salary job satisfaction, motivation, etc.)	3,34	An ability to coordinate the implementation of human resource surveys, which consists of the process of identifying the problem, define the problem, set the method of research, select and use tools appropriate research, interpretation of results, actions, and evaluate the action.
Analyze the implementation of HRIS and HR survey results for decision-making and policy-making HR	3,30	An ability to analyze the implementation of the system used to acquire, store, manage, clicking analyzes, retrieve, distribute and download important information regarding human resources in the organization, as well as the results of a survey of human resources for decision-making and policy-making HR
SUPPORTED ABILITY		
Formulate and implement HR Scorecard	3,22	An ability to develop a mission and strategy of the business unit related to the size of the human resource issues, such as employee turnover, absenteeism, etc.
Analyzing the results of the audit of HR	3,21	An ability to analyze the results of the audit of HR which includes compliance with HR strategy, scope of functions and activities and decisions made by the HR department, the scope of managerial and employee job satisfaction
Become a trainer	3,11	Has the ability to become a trainer, which is capable of stimulating the trainees and the training process becomes more dynamic and characterized by cost effectiveness, interest of the participants of the content of the training program, planning and organizing training and also how to effectively assess the success of a training.

Source: Research, processed

Table 12. Skill Required for Human Resources Manager

ULTIMATE SKILL		
Type of skills	Average score	Description
Leadership	3,67	A skills provide inspiration and encouragement to subordinates as well as coordinate and give assignments to subordinates as well as the leader who is able to find solutions and partner synergy for subordinates who experience employment problems
Interpersonal communication both with internal and external parties	3,61	A skill to establish and maintain relationships and interpersonal relationships with fellow employees in the organization and the parties eksternal associated with the work that is based on the principle of professional work and not for personal gain
STANDARD SKILL		
Teamwork	3,57	A skill themselves to interact with other individuals in building teamwork to achieve predetermined goals together
Negotiation	3,31	Is a skill in communicating and negotiating with employees as a management representative for the company's interests in reaching a mutual agreement in order then to create a good relationship between the industrialization of management and employees
SUPPORTED SKILL		
Foreign Language	3,13	A skill in communicating by using language that is accepted internationally
Use of HRM software	2,70	A skills in using software that is lawyer-aplikasian HRM functions such as payroll, performance assessment, HRIS and HR audits, etc.

Source: Research, processed

3.4. Operation Management

The research result regarding competence required for operation management are as follow:

Table 13. Attitude Required for Operation Management.

ULTIMATE ATTITUDE		
Types of attitude	Average score	Description
Assertiveness	3,73	An attitude that arises when having to make decisions or to react to pressure or influence of the employee in performing the job as operations manager.
Objective	3,63	An attitude that practice and defend the truth, much of the element of subjectivity in making decisions or making policy Operational Management are always based on correct information and be accountable
Honesty	3,60	An attitude that is the embodiment of the operational manager "only words with deeds". The attitude of honesty operations manager himself and employees.
STANDARD ATTITUDE		
Proactive	3,53	Is the attitude of the operational managers to act anticipatory / far forward in the company's operational issues and insight into the future.
Ethical	3,43	An operations manager's attitude when working and interacting with employees / other parties associated with the operations in accordance with the social norms prevailing in Indonesia and company regulations that have been established or code of ethics within the company
Fairness	3,43	An attitude of operational managers who demonstrate a willingness to consider operational issues carefully based on the principle of the benefit given act fairly does not mean acting "equal" but rather was based on the correct parameters in accordance with the regulations.
SUPPORTED ATTITUDE		
Care	3.32	An attitude that shows a sincere desire to encourage the process and development of others with needs analysis and other efforts accordingly. Make an effort to put the focus on the needs of others rather than on meeting the needs of themselves.
Sympathize	3.22	An attitude that shows behavior that is friendly and polite when interacting with other people and doing the daily work
Openness	3.17	An attitude of willingness to share ideas and information freely.
Empathy	3.12	An attitude to understand others. Attitudes appropriate to listen and understand non-verbal communication, feelings and pay attention sesame. Attitudes to feel like what is perceived by others.

Table 14. Knowledge Required for Operation Management

ULTIMATE KNOWLEDGE		
Type of knowledge	Average score	Description
Product quality control	3,72	Understanding of the methods pengendalian the production process, in order to keep the process in accordance with the procedures so that the standards expected of a process that will be able to produce products according to predetermined specifications. For instance with the SPC method, Design of Experiments, etc.
quality assurance	3,59	Understanding of the programs will be selected to be applied to provide assurances to consumers on the quality of the products that will be produced. For example, by program ISO, HACCP, TQM, etc..
production scheduling	3,59	Understanding of the methods of scheduling the production process in order to obtain the regularity of each activity to be done on an ongoing basis or simultaneously. Schedule orderly process that will be able to increase work productivity and optimize the use of existing capacity.
Warehousing	3,54	Understanding of the methods of storage of raw materials (materials), semi-finished goods (Work In-process WIP) and finished goods (Finish Good). Proper storage methods will support the smooth production process and the quality of the resulting product.
STANDARD KNOWLEDGE		
Supply chain management	3,31	Understanding of the relationship between the production chain where there is a flow of materials and information from suppliers, manufacturers, distributors, retailers to the end consumer. The relationship of each chain is a business network must be managed with the principles of mutual benefit. Business network that can work just as well be able to work together to produce a quality product and be able to have a competitive advantage.
Export-import and trade	3,28	Understanding of procedures for conducting export-import. This understanding is required particularly in companies entering the global market. Because governance for cross-border trade has rules that need to be understood, so that the flow of goods into and out of the country can smoothly with minimal cost.
Distribution of goods or services	3,23	Understanding the method of distributing goods from producers to consumers. In the distribution of goods need to consider the route, the number of items distributed, and the mode of transport used. Goods distribution strategy should be in accordance with the marketing strategy, which needs to be appropriate in providing the goods in place and the required number of consumers

Table 14. (Continued)

Combined transport systems	3,22	Understanding the various modes of transportation options that can be used to deliver the goods, including land, sea, air, rail and pipeline. Each mode of transport has advantages and disadvantages and risks need to be considered, so the decision to use a combination of transport modes can support smooth in the delivery of goods
Procurement	3,20	Understanding the process of purchase of goods as one of the inputs in the production process. Each entity is usually the budget in the process of purchasing goods had the greatest percentage compared to the others. So that the process of purchasing the goods need to be managed with strategic decisions. In addition to determining the type of purchased goods, quantity, quality, time, payment processing, it is also necessary to decide the exact source of purchase. Purchasing functions associated with each functions within the enterprise because it facilitates the fulfillment of the needs of each function, is also associated with external parties, namely the suppliers.
SUPPORTED KNOWLEDGE		
Information technology business networking	3,14	Understanding of the application of information technology to support the business network performance. Each link in the network business requires intensive communication and the information is accurate. The application of information technology to support the smooth flow of information for decision support
National transportation system	3,08	Understanding of the different characteristics of each mode of transportation that will be used in the delivery of goods. National transportation problems can also affect the delivery of goods, such as lack of integration and inter intramoda, the high cost of maintenance and repair of transportation facilities, environmental pollution, limited facilities and infrastructure etc. Operational managers need to understand the various issues of national transport in order to create a contingency plan in the face of existing problems.

Resource: Research, processed

Table 15. Ability Required for Operational Management

ULTIMATE ABILITY		
Type of ability	Average score	Description
Evaluating production scheduling	3,67	The ability to organize and analyze the associated production schedules with the needs of raw materials in the production process.
Check inventory planning	3,63	The ability to schedule the availability of raw materials / semi-finished and finished material so obtained regularity of each activity to be done on an ongoing basis or simultaneously. Schedule inventory neat to be able to increase work productivity and optimize the use of existing capacity
Checking production planning	3,62	The ability to schedule production processes in order to obtain the regularity of each activity to be done on an ongoing basis or simultaneously. Schedule orderly process that will be able to increase work productivity and optimize the use of existing capacity.
evaluating the performance of production	3,58	The ability to measure and analyze the performance of production through the measurement of productivity, utility, efficiency of a production process to comply with the procedures and the expected target in order to produce products according to predetermined specifications.
Determine the method of controlling the quality of products / services	3,57	The ability to use the programs to be selected and applied in the process of controlling the quality of products / services that will be generated.
STANDARD ABILITY		
Systematic and analytical thinking	3,51	The ability to think sequentially, efficient and effective in solving a problem and the ability to recognize the causes and effects of these problems.
Controlling the supply of goods inventory	3,51	Ability determine the optimal amount of inventory (material, WIP, finished good) and determines the frequency of booking and the number of bookings for any material required.
Controlling the supply of goods inventory	3,43	The ability to select, select and determine the supplier in accordance with the needs and desires of the company.
Right negotiation	3,39	Ability to carry out the process of negotiating with the other party to produce a win-win decision.

Table 15. (Continued)

SUPPORTED ABILITY		
Pursuing a strategy of partnership	3,28	The ability to conduct cooperation with various parties related to the company in order to achieve company goals
Interact and build relationships with vendors / suppliers	3,24	The ability to communicate well with suppliers and build relationships through the creation of activities or container to jointly interact
Regulate each flow of goods in the supply chain	3,24	The ability to make connections between the production chain where there is a flow of materials and information from suppliers, manufacturers, distributors, retailers to the end consumer. The relationship of each chain is a business network must be managed with the principles of mutual benefit. Business network that can work just as well be able to work together to produce a quality product and be able to have a competitive advantage.
Evaluating the mechanisms of procurement of goods / services	3,21	The ability to organize and analyze the procurement process as one of the inputs in the production process. Each entity is usually the budget in the procurement process has the greatest percentage compared to the others. So that the procurement process needs to be managed with strategic decisions. In addition to determining the type of purchased goods, quantity, quality, time, payment processing, it is also necessary to decide the exact source of purchase. Purchasing functions associated with each functions within the enterprise because it facilitates the fulfillment of the needs of each function, is also associated with external parties, namely the suppliers.
Evaluating the performance of suppliers	3,19	The ability to organize and analyze the work of the supplier in accordance with the needs and desires of the company.
Assessing risks in transporting goods	3,16	The ability to assess the risks in various modes of transportation that can be used to deliver the goods, including land, sea, air, rail and pipeline. Each mode of transportation has risks need to be considered, so the decision to use a combination of transport modes can support smooth in the delivery of goods.
Determine the appropriate mode of transport for the delivery of goods	3,15	The ability to choose the mode of transport that can be used to deliver the goods, including land, sea, air, rail and pipeline. Each mode of transport has advantages and disadvantages and risks need to be considered, so the decision to use a combination of transport modes can support smooth in the delivery of goods.
Choosing a business networking information systems	3,11	The ability to determine the application of information technology to support the business network performance in detail so as to determine the information system according to the needs and desires of the company. Each link in the network business requires intensive communication and the information is accurate. The application of information technology to support the smooth flow of information for decision support
Determining the appropriate vehicle for delivery of goods	3,09	Determining the ability of ground transportation in accordance with the condition of the goods to be delivered. On each vehicle will have advantages and disadvantages and risks need to be considered, so that decisions can support the smooth use of the vehicle in the delivery of goods.

Source: research, processed

Table 16. Skill Required for Operational

ULTIMATE SKILL		
Types of skill	Average score	Description
Teamwork	3,61	Skills to collaborate cooperatively with employees, suppliers and be part of the group.
Leadership	3,57	Operations manager skills to take on the role as the leader of a group.
STANDARD SKILL		
Business communication	3,39	Skills to express ideas into good shape so that messages can be received in accordance with the intent and purpose of the message. Where the message is related to problems in operational / production company.
Interpersonal	3,29	Skills for expression / mean and innate self an operational managers to employees / suppliers are well
Negotiation	3,24	Skills to unify disagreements with employees / suppliers so that they can reach an agreement that is a win-win solution.
SUPPORTED SKILL		
Using the software in the areas of operation	3,03	Skills operate software used in operational / production
Foreign language	2,99	Communication skills active / passive foreign language to suppliers / employees of companies related to the field of operational / production.

Source: Research, Processed

Overall results showed differences in the competencies required both by sector managerial and all levels (primary, standards and support) primarily associated with three elements, namely the competence of knowledge, skill and ability. But for elements attitudes there are similarities that for each managerial require the same attitude that is being honest, assertive, fairness, ethical, objective, proactive, concerned, open and empathetic.

4. Conclusion

From the research results, it can be concluded as follow:

- a. There are differences in the competencies required for each field of managerial and level
- b. to the attitude elements there are similarities to each field of managerial and levels are honest, assertive, fairness, ethical, objective, proactive, concerned, open and empathetic.

As for some of the limitations of this study include: (1) the limited number of samples representing the 16 industrial sectors in Indonesia so that the mapping results industry does not look explicitly, (2) limitations in the number of positions examined that competency mapping was not in detail, (3) the lack of research in Indonesia related to the topic of competencies for managerial positions so difficult discussion and comparison with previous empirical research, (4) competencies is a

variable degree of variation is very high, continues to grow and is highly dependent on the position and industry studied so it is difficult to compare with previous empirical research. While the recommendation that can be given is (1) to the organization should do several things in the recruitment and selection process should do a psychological test to test the honesty of prospective employees, because the honest attitude becomes demand principal for every manager, trainings periodically to improve job knowledge of managers and to prevent expiration of knowledge of the job, because it is a key demand for managers, and the company should also undertake the training periodically to improve leadership and teamwork skills because it is a key demand for managers in managing subordinates. (2) To colleges should conduct a thorough curriculum (content, teaching methods, evaluation system, learning achievements, etc.) as well as providing specific training to improve the competence of the students in accordance with the needs of the working world.

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