



## ANALYSIS OF CORE COMPETENCY STRATEGIES IN HUMAN RESOURCES TO IMPROVE COMPANY PERFORMANCE AT PT WASKITA BETON PRECAST TBK

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DOI: <https://doi.org/10.62567/micjo.v2i3.1142>

Article info:

Submitted: 22/07/25

Accepted: 31/07/25

Published: 31/07/25

### Abstract

This study aims to analyze the role of core competency strategies in human resources (HR) in improving company performance, with a case study at PT Waskita Beton Precast Tbk. The research focuses on three main aspects: identifying and analyzing the core competencies required in HR, strategies for managing core competencies in HR, and analyzing the relationship between core competencies in HR and company performance. The research method used is a descriptive qualitative approach with data collection techniques through in-depth interviews and direct observation. The research results indicate that the development of core HR competencies, such as leadership, technological mastery, and results orientation, plays a significant role in improving company performance and operational efficiency. Management strategies encompassing continuous training, performance evaluation systems, and strengthening a collaborative work culture are key to reinforcing core HR competencies. The findings also indicate a strong correlation between effective management of core HR competencies and overall improvements in company performance, which contributes to achieving long-term competitive advantage.

**Keywords:** Core Competencies, Human Resources, Performance.

### Abstrak

Penelitian ini bertujuan untuk menganalisis peran strategi kompetensi inti sumber daya manusia (SDM) dalam meningkatkan kinerja perusahaan, dengan studi kasus pada PT Waskita Beton Precast Tbk. Fokus penelitian diarahkan pada tiga aspek utama, yaitu identifikasi dan analisis kompetensi inti SDM yang diperlukan, strategi pengelolaan kompetensi inti SDM, serta analisis hubungan antara kompetensi inti SDM dan kinerja perusahaan. Metode penelitian yang digunakan adalah pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam dan observasi langsung. Hasil penelitian menunjukkan bahwa dengan pengembangan kompetensi inti SDM, seperti kepemimpinan, penguasaan teknologi dan orientasi pada hasil, berperan signifikan dalam peningkatan kinerja perusahaan dan



efisiensi operasional. Strategi pengelolaan yang mencakup pelatihan berkelanjutan, sistem evaluasi kinerja, dan penguatan budaya kerja kolaboratif menjadi kunci dalam memperkuat kompetensi inti SDM. Temuan juga mengindikasikan bahwa terdapat hubungan erat antara pengelolaan kompetensi inti SDM yang efektif dan peningkatan kinerja perusahaan secara keseluruhan, yang berdampak pada pencapaian keunggulan kompetitif jangka panjang.

**Kata Kunci:** Kinerja, Kompetensi Inti, Sumber Daya Manusia.

## 1. INTRODUCTION

Human resources (HR) are a strategic asset in an organization that plays a vital role in determining the long-term success of a company. In the face of globalization and digitalization, which are characterized by intense competition and dynamic change, organizations are required to rely not only on physical resources or financial capital but also on the competencies, creativity, and human excellence they possess. In this context, the development and management of core HR competencies form the foundation for creating sustainable competitive advantage.

Core competencies encompass the knowledge, skills, and attitudes inherent in individuals and organizational collectives, which strategically support the achievement of the company's vision and mission. Core competencies are not only technical in nature but also encompass emotional intelligence, adaptability to change, collaborative abilities, and the capacity to solve problems innovatively. Effective management of core competencies can bridge the gap between organizational strategy and on-the-ground reality, particularly in addressing challenges related to efficiency, productivity, and digital transformation.

PT Waskita Beton Precast Tbk (WSBP), as one of the largest concrete manufacturing companies in Indonesia, faces significant challenges in maintaining business performance amid fluctuations in national construction projects and pressure to improve operational cost efficiency. Particularly in the Readymix & Quarry Division, these challenges are further complicated by varying project demands, reliance on material supply, and high technical and managerial requirements, with much of the production potential remaining underutilized. This is not only due to external factors such as market conditions and projects but also internal limitations, particularly in terms of the core competencies of the workforce.

Previous studies (Agha, 2022; Dziubaniuk & Nyholm, 2020) have confirmed that companies that successfully manage core HR competencies systematically will have advantages in terms of productivity, efficiency, innovation, and quality of work. Core competencies cannot be created overnight; they require a long-term strategy, starting from proper human resource selection, continuous training, strengthening organizational culture, to measurable reward systems and performance evaluations.



The development of core competencies is often stuck in an administrative or technical approach. Not many organizations have made core competencies part of their integrated corporate strategy. In fact, in the operational context of WSBP, which is highly dependent on the efficiency of concrete production and distribution processes, the role of human resources cannot be separated from the achievement of production targets and the company's financial performance.

This study focuses on understanding how core human resource competency management strategies are implemented at PT Waskita Beton Precast Tbk, particularly in the Readymix & Quarry Division, and how these competencies impact the company's performance improvement. Through a qualitative approach involving in-depth interviews with key management and observations of work processes, it is hoped that a more contextual understanding of the challenges and opportunities in developing core human resource competencies in the concrete manufacturing sector can be obtained.

With this research, the author aims to contribute to strengthening the literature in the field of strategic human resource management and provide practical recommendations for companies in designing human resource development policies based on core competencies. It is hoped that PT Waskita Beton Precast Tbk will be able to strengthen its position in the national construction industry through the optimization of its human resource potential.

## 2. RESEARCH METHOD

This study uses a descriptive qualitative approach that aims to gain an in-depth understanding of core human resource (HR) competency management strategies and their impact on company performance. This approach was chosen because it is suitable for examining contextual and complex phenomena, such as the dynamics of HR management in large organizations such as PT Waskita Beton Precast Tbk. With this approach, researchers can explore the perceptions, experiences, and strategies applied by management in improving the efficiency and productivity of the workforce.

Informants in this study were selected purposively, namely those who were directly involved in the process of human resource management and administration in the Readymix & Quarry Division. The selection of informants was based on the consideration that they had direct understanding and responsibility in the formulation and implementation of core competency strategies in their work environment.

Data collection techniques were conducted through in-depth interviews using a structured format to gather information flexibly yet systematically. These interviews were conducted directly at the workplace, lasting 45–60 minutes per informant. Additionally, the



researcher conducted direct observations of operational activities at the batching plant and production units to capture the actual dynamics of work and the application of core competencies.

The data obtained were analyzed using thematic analysis techniques, which began with the transcription of interview results, followed by initial coding to identify key themes, such as technical, behavioral, and social aspects of HR competencies. These themes were then categorized and interpreted by linking them to core competency and performance theories used in the literature review. Data validity was ensured through source triangulation techniques, which involved comparing data from various informants, as well as member checking, which involved confirming the interpretation results with the informants to ensure the accuracy and validity of the data.

The reliability of this research is ensured through systematic documentation of the process and detailed recording of all research stages. This is done to ensure the research process is accountable and, if necessary, reproducible. With this methodological design, the research is expected to yield in-depth, relevant, and applicable findings in the context of improving company performance through core human resource competency strategies.

### 3. RESULTS AND DISCUSSION

This study reveals that PT Waskita Beton Precast Tbk, particularly its Readymix & Quarry Division, has identified a number of core human resource competencies that are considered crucial in supporting operational performance improvement. These core competencies are divided into three main categories, namely technical, managerial, and behavioral and social competencies. Technical competencies include mastery of concrete production processes, operation of batching plant equipment, and understanding of concrete mix design formulations. On the managerial side, required competencies include production planning, cost control, resource management, and efficient logistics distribution. Meanwhile, from a behavioral and social perspective, the company emphasizes the importance of effective communication skills, field leadership, discipline, and team collaboration as integral parts of work performance.

The company's core competency management strategy includes regular technical training, improving standard operating procedures (SOPs), individual and team performance evaluation systems, and fostering a collaborative work culture. Training programs are conducted both internally through divisions and externally through professional training collaborations. However, interview results indicate that the implementation of this strategy is still uneven across production units. New project units tend to experience gaps in basic skills, adaptation to technology, and understanding of performance targets.



This fact confirms that units with strong core competency strategy implementation demonstrate higher performance, while units that are not supported by adequate human resource competencies tend to stagnate. This gap shows that the effectiveness of core competency strategies is crucial to the operational success of a company and needs to be addressed systematically.

## Discussion

The findings of the study indicate that strategically managed core competencies of human resources can have a significant impact on a company's operational performance. Units that achieve high performance share common characteristics in terms of competency strategy implementation, such as consistent training, standardized work systems, and adaptive human resource management.

This aligns with the theory proposed by Dziubaniuk & Nyholm (2020), which states that organizational success is influenced by the technical, behavioral, and social competencies possessed by human resources. In the context of WSBP, technical competencies in operating batching plants and mixing concrete quality with high efficiency are key elements, while behavioral competencies such as team collaboration and discipline support the smooth operation of daily activities.

Furthermore, the findings also reinforce Boyatzis' (2016) competency model, which emphasizes the importance of emotional, social, and cognitive intelligence in shaping consistent performance. In high-performing units, local initiatives by managers were found in forming solid teams, setting direct examples on-site, and promoting continuous improvement. Conversely, underperforming units tend to be passive, less responsive to change, and face cross-functional communication barriers.

Therefore, this discussion emphasizes the importance of integrating core competencies into a more integrated corporate strategy. It is not enough to merely provide training; it must also be accompanied by a competency monitoring system, the involvement of field leaders in human resource development, and individual competency mapping linked to work targets and unit performance.

## 4. CONCLUSION

This study shows that human resource (HR) core competency management strategies play a very important role in improving a company's operational performance, particularly at PT Waskita Beton Precast Tbk's Readymix & Quarry Division. Core competencies, which include technical, managerial, behavioral, and social skills, have proven to be the main foundation for



driving production process efficiency, distribution accuracy, and quality and cost control. The implementation of competency development strategies through training, standard operating procedure (SOP) development, and performance evaluation systems has yielded positive outcomes for units that consistently adhere to these practices.

However, the effectiveness of these strategies has not been uniformly applied across all units, as evidenced by disparities in achievement between production capacity and actual realization across various production units. Units that consistently apply core competencies are able to meet or even exceed production targets, while units with weaknesses in human resource management experience stagnant performance. This underscores that the success of improving company performance depends heavily on how well core human resource competencies are managed and developed strategically and sustainably.

Therefore, the management of core HR competencies should not only be part of routine training programs but also integrated into the company's strategic policies. Core competencies are not merely individual attributes but organizational assets that must be developed, maintained, and enhanced to create long-term competitive advantage.

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