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Managerial Skills Required Company to Manage Diverse Human Resources

Rakei Yunardhani[1*], Budi Eko Soetjipto[2]

[1]Department of Management Science, Faculty of Economics and Business, Universitas Negeri Malang, Indonesia

* Corresponding author: rakei.yunardhani.2404139@students.um.ac.id

Abstract

The purpose of this study is to identify and analyze the managerial skills needed in the management of Human Resources in companies, explore how HR management competencies can contribute to improved organizational performance, and discuss the challenges companies face in HR management and provide relevant solutions. This research utilizes a qualitative approach chosen to explore the managerial skills needed by companies in managing diverse human resources. Data for this study was collected from secondary sources, including peer-reviewed journal articles, government reports, organizational publications, and published policy documents (Snyder, 2019). In a multicultural work environment, interpersonal dynamics and diverse cultures play an important role in interactions between employees. Human resources are considered a strategic asset that contributes directly to the achievement of corporate goals. Managerial skills in HRM cover various aspects, from recruitment and selection, training and development, to performance management.

Keywords: Human Resources, Managerial Competence, Skills, Training & Development.

INTRODUCTION

Human Resource Management (HR) in the scope of the company is one of the main pillars in achieving organizational success. In the era of globalization and rapid technological advances, companies are faced with complex challenges, such as changes in market needs, intense competition, and demands to increase productivity and

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innovation. Therefore, skills and competencies in HR management are very important to ensure that the company can compete effectively. According to Mabey (1998: 112), Strategic HR management is the process of managing an organization's human resources from the strategic side of the organization that links HR management with organizational strategy. Furthermore, Dessler (2000: 123) explains that strategic human resource management links human resource management functions with strategic roles. The goal is to improve business performance, shape a positive corporate culture, and encourage innovation and flexibility. In this context, human resources are seen as strategic assets that contribute directly to achieving corporate goals. According to a report by the World Economic Forum, it is estimated that around 85 million jobs worldwide will be lost by 2020 due to automation. Therefore, it is important to create an inclusive work environment for everyone, regardless of their background. This approach not only increases employee satisfaction and loyalty but also contributes to a positive image of the company in the eyes of the public.

The quality of the individuals working in it will greatly affect overall performance. Therefore, companies need to develop managerial skills that include the ability to recruit, train, and retain quality employees. HR managers must have good communication skills, as well as skills in building positive interpersonal relationships to motivate employees. In the context of a company, effective HR management will contribute to improving the overall performance of the organization. By creating a positive corporate culture, supporting individual development, and implementing fair management practices, companies will be able to attract and retain their best talent. This will have a direct impact on the company's ability to adapt to market changes and meet customer demand.

Managerial skills in HR management cover various aspects, from recruitment and selection, training and development, to management performance. A real example of the implementation of effective HR management can be seen in technology companies such as Google. Google is known for its innovative work culture and supports employee creativity. The company implements a comprehensive training program and gives employees the freedom to develop their own projects. As a result, Google has succeeded in creating a productive and attractive work environment, thus being able to retain the best talent in the technology industry. In addition, competency in HR management also includes a deep understanding of employment laws and company policies. For example, Starbucks has implemented the principles of fairness and inclusion in its HR management. Starbucks provides health and education benefits for employees, and

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creates an inclusive work environment for all individuals, regardless of their background. This approach not only increases employee satisfaction and loyalty, but also contributes

The development of appropriate competencies can provide benefits and can make changes to the innovation environment more effective to achieve competitive advantage so that it can improve performance. These competencies include knowledge, skills, and attitudes that are relevant to achieving better performance with the basic characteristics possessed by a person (Mcelland in Daniarsyah, 2017). To build the quality of competitive human resources is a must for a developing and civilized country that wants to be able to compete with other countries, build qualified and competitive human resources, character, hard work, able to collaborate and have noble morals that can compete with human resources that come from outside, of course it is very necessary to emphasize for the progress of a nation, because from this the social problems that exist in a country will be reduced such as poverty, criminal acts, and unemployment.

LITERATURE REVIEW

Human Resource Theory

This theory argues that investment in human resources is not just a cost, but rather an investment that will provide long-term results. Companies that focus on developing employee skills and competencies tend to have higher levels of productivity. This is in line with the view that well-trained and skilled employees will be better able to adapt to change, innovate, and make greater contributions to the company's vision and mission. For example, technology companies like Google apply the principles of this theory by providing comprehensive training and development for their employees. They provide employees with access to various education and skills development programs. As a result, Google has not only succeeded in attracting the best talent, but also creating an innovative and productive work environment.

Human Capital Theory

Human capital theory plays a very important role in human resource management. This theory emphasizes that individual skills, knowledge, and experience are assets that can be invested in to increase productivity. To face the ever-changing demands of work, companies today need to invest in the training and development of their employees, so that employees have the right skills and are always ready to face challenges.. For example, companies like IBM have implemented continuous training programs that allow their employees to develop new skills, especially in technology and innovation. In doing

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so, companies not only improve the skills of their HR but also ensure that they remain relevant in the competitive market.

Organizational Behavior Theory

Organizational Behavior Theory also provides an important perspective in HR management. This theory examines how individuals and groups behave in organizations, and how factors such as organizational culture and leadership influence that behavior. In the context of HR management, understanding employee behavior can help managers design more effective strategies to increase employee motivation and engagement. For example, companies that develop inclusive and supportive cultures tend to enjoy higher levels of employee engagement. Employees who feel valued and involved in the decision-making process typically demonstrate better productivity and higher loyalty to the company. This can be seen in companies like Starbucks, which is known for its commitment to inclusion and diversity. They create a supportive work environment, so that employees feel more motivated to give their best.

Human Resources

According to Manmohan Joshi, human resources in an organization include all services, skills, and abilities of individuals working in it. Joshi explains that the function of human resource management includes various important aspects such as employee selection and recruitment, training and development, job evaluation, work practices, and implementation of disciplinary procedures. In addition, HR management also includes motivation, provision of communication channels, implementation of safety policies, and planning for impact and personnel turnover.

Darmadi (2022) emphasizes that humans are the most important element in every organization, which greatly influences the success of the organization in achieving its goals and its ability to face various challenges, both internal and external. The competitive advantage of an individual lies in his or her ability to achieve better performance compared to other organizations or educational institutions in the same industry or market, which is achieved through the characteristics and resources it has. Eri Susan (2019) defines human resource management (HRM) as the process of implementing recruitment, training, development, compensation, and various aspects related to personnel that aim to create productive employees. Meanwhile, according to Samsuni (2017), there are seven motivating factors that can improve employee performance,

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namely achievement, recognition, challenge, interest, responsibility, promotion, and salary and benefits.

The main objective of human resource management is to increase company productivity through various efforts carried out strategically and regularly. Human resource development aims to improve the skills and attitudes of organizational members, so that they can work more effectively and efficiently in achieving organizational goals (Martoyo, 1992).

RESEARCH METHOD

This study uses a qualitative approach to explore the management skills required by organizations in managing diverse human resources. With this approach, researchers can investigate the experiences, perspectives, and challenges faced by managers in a multicultural work environment. This study uses a case study design that focuses on several companies that have good diversity strategies. Through case studies, researchers can directly observe the managerial practices applied and how certain skills contribute to managing diverse human resources.

FINDINGS & DISCUSSION

According to Manmohan Joshi, human resources are the potential possessed by an organization, which includes all efforts, skills, and abilities of each individual working in it. Joshi explains that the function of human resource management includes various aspects, such as employee selection, recruitment, training and development, job evaluation, work practices, organizational structure, implementation of disciplinary procedures, motivation, provision of communication channels, implementation of safety policies, and planning for impact and personnel turnover. From research by Darmadi (2022) and Eri Susan (2019), human resource management (HRM) is defined as a process that includes recruitment, training, development, compensation, and various actions related to personnel in an effort to encourage employee productivity. Meanwhile, Samsuni (2017) added that there are seven important factors, or motivators, that can improve employee performance, namely achievement, recognition, challenge, significance, responsibility, promotion, and salary and benefits. Overall, the goal of human resource management is to increase company productivity through various approaches, while still assuming responsibility in a strategic and orderly manner.

Managerial skills and competencies are key elements that support a manager's effectiveness in managing human resources and achieving organizational goals. They

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encompass a range of abilities required to lead teams, make decisions and adapt to a changing environment. Managerial skills and competencies are critical to a manager's success in managing human resources and achieving organizational goals. By developing these skills, managers can increase their effectiveness, build strong teams, and create a productive work environment. Investment in managerial skills development is not only beneficial to the individual, but also to the whole. Leadership skills are a form of managerial ability where this ability to influence and motivate individuals or groups to achieve a common goal. An effective leader not only directs but also inspires people to actively participate in achieving the organization's vision. Leaders must be able to formulate a clear and strategic vision. They must be able to convey this vision in a way that the team can understand and accept. Leaders must be good role models for employees. Their attitudes and behaviors can influence the work culture and motivation of the human resources in the Company. Furthermore, communication skills include the ability to convey information clearly and effectively, both orally and in writing. It also involves the ability to listen actively and understand others' perspectives. Providing constructive feedback is essential to help employees understand areas for improvement. Good communication skills help in building strong and trusting relationships between managers and team members. Coupled with Decision-making skills is the ability to analyze a situation, consider various alternatives, and make an informed decision based on available information. As a leader must be able to divulge data and information to understand the context and impact of the decision taken. Understanding the risks associated with each option and being able to manage those risks well. dab Sometimes involving time in the decision-making process can increase acceptance and commitment to the decision taken.

Another managerial skill is problem-solving, which includes the ability to identify problems, analyze causes, and find effective solutions. A manager must be able to see problems that may not be immediately apparent and understand their impact. Using techniques such as cause-and-effect diagrams to find the root cause of the problem at hand. Once a solution is found, the manager must have the skills to implement the solution effectively. Analytical skills are the ability to transmit information and data to draw logical conclusions and make decisions that are supported by facts. A manager should be able to analyze reports and performance data to understand trends and patterns. Use statistical tools and analysis software to assist in data-driven decision-making. Be able to absorb information and construct logical arguments to support decisions. And also, time management skills, the ability to plan and organize time efficiently to achieve desired

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goals. A manager must be able to identify the most important and urgent tasks, and set appropriate priorities. Using tools such as calendars, task lists, and project management software to manage time effectively. Able to delegate tasks to team members according to their abilities and expertise. Interpersonal skills include the ability to interact with others effectively and build good relationships. Understand the feelings and perspectives of others, and show concern for their well-being. ability to reach favorable agreements when there are differences of opinion. Able to identify and resolve conflicts in time in a constructive way, and Adaptation skills, the ability to adapt to changes and new situations that arise in the work environment. A manager must be able to adjust their strategies and approaches according to changing situations. Seek opportunities to learn and develop, and be open to new ideas. The ability to remain calm and focused in the face of challenges and pressures.

Managerial skills in human resource management, there are various managerial skills that are very important to have. Skills become fundamental leadership, as a manager must be able to motivate and inspire the team to achieve common goals. In addition, effective communication skills are needed to convey information clearly and build good relationships between managers and employees. Decision-making skills are also crucial, as managers are expected to analyze situations and choose the best option based on available data. Problem-solving, analytical, time management and interpersonal skills also contribute to success in managing HR, while adaptability skills enable managers to deal with rapid changes in the work environment.

In addition to the necessary leadership skills, it is important to improve human resource development in the company through training and continuing education. Training is an action planned by the company to facilitate employees in acquiring competencies, knowledge, skills, and attitudes related to their work. The goal is for employees to master the knowledge, skills, and behaviors taught during training, and to be able to apply them in their daily lives (Noe, 2020). According to Jackson and colleagues (2018), the main purpose of training is to improve employee performance through the development of their skills. This is a planned process that aims to change attitudes, knowledge, and behavior by combining expertise and experience so that employees can achieve effective performance. Training also contributes to the development of skills both individually and organizationally. Dessler (2020) emphasizes that training is a process of developing the skills needed by employees to carry out their work duties. Through this training, employees not only gain practical knowledge but are also able to apply it in a corporate context to increase work productivity and achieve the

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desired company goals. As stated by Gomes (2003) in Jumawan and Mora (2018), training consists of any action aimed at improving employee performance in specific tasks that are the responsibility of the organization. Thus, the purpose of training is to improve employee performance, while development is more formal and aims to prepare individual skills and abilities to meet future position requirements.

The next step in this process is development. According to Noe and colleagues (2011), development refers to efforts to acquire knowledge, skills, and behaviors that will strengthen employees' abilities to deal with various tasks, both new and existing, including meeting customer demands related to their work. Development programs are usually aimed at preparing employees to take on leadership roles. One way to increase company productivity is by utilizing technology. Along with the rapid development of technology in the digital era, additional training and education on the use of this technology can help employees adapt to the changes that occur. Increased productivity can also be achieved when employees delve into their jobs and find new ways to carry out routine tasks more effectively and efficiently.

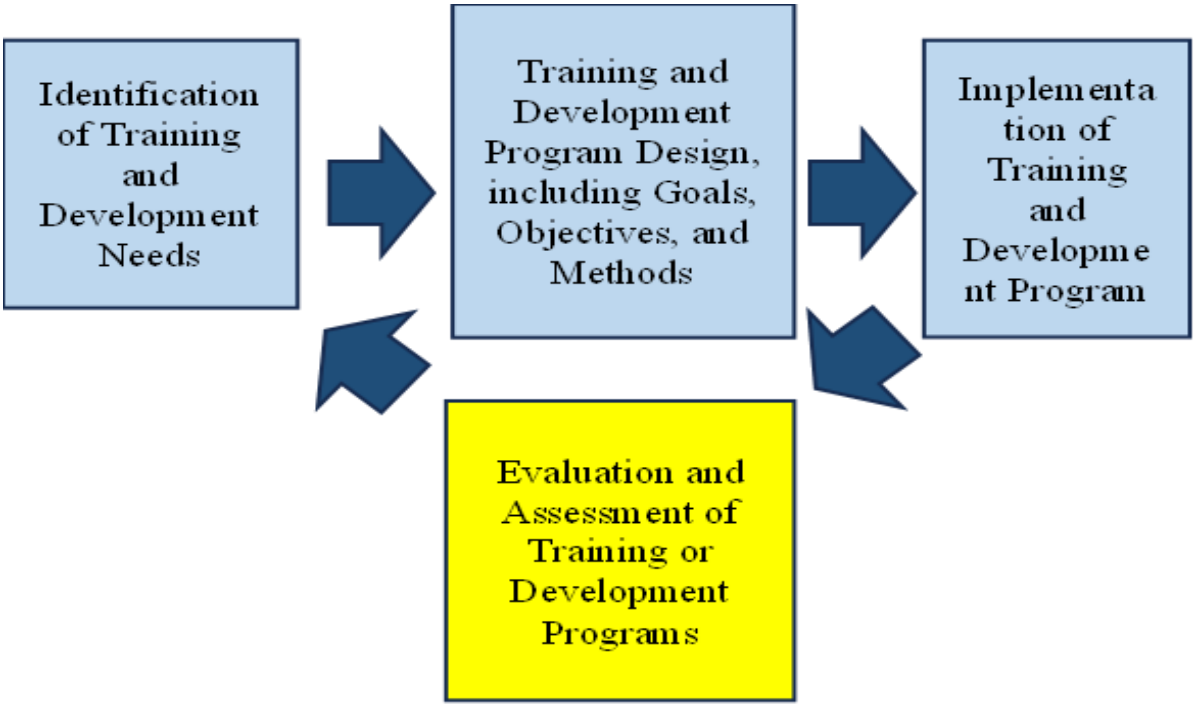


Figure 1. Conceptual Framework Training and Development
Source: Data processed, 2025

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With the implementation of training and development on a regular basis, it can help increase the ability of employees to complete their work. The faster employees can learn new things, it is a bonus for the company so that it can be at the forefront of its business competition. And by conducting employee training and development is better and saves budget than training and developing new employees because employee training and development can make employees more confident and feel that the company really cares about these employees by paying attention to their skills at work. Furthermore, the effect of HR management competencies on Company performance Where Human resource management competencies have a significant impact on overall organizational performance. Competent HR managers can create a productive work environment, which not only improves individual performance, but also contributes to time efficiency. By managing employee relations well, these competencies also help increase loyalty and reduce turnover, which in turn saves recruitment costs. In addition, managers who are able to build employee engagement often see increased motivation, which drives better work outcomes. Satisfied and engaged employees tend to provide better service to customers, thus contributing to customer satisfaction and company reputation.

The Company's strategy to adjust HR to face global challenges is to conduct regular analysis of the skills required in the industry and ensure that employees have access to relevant training. Flexibility in the organizational structure is also important, so that the company can adapt quickly to changes. In addition, the application of new technologies in HR management processes, such as cloud-based systems, can improve efficiency and effectiveness. Regular updates of HR policies to reflect changes in regulations and industry best practices should also be made to keep the company relevant in a competitive market. Regularly analyze the skills required to cope with technological and market changes, as well as identify skills that need to be developed, and implement training programs that are responsive to industry trends and technological developments, to keep employees relevant.

The challenges companies face in managing their human resources and the solutions are certainly not easy because managing human resources is not free from various challenges, which must be faced with the right strategy. One of the main challenges is rapid technological change, which can be addressed by providing adequate training to help employees adapt. Regulatory compliance is also a challenge, making it important for companies to conduct regular training on labor laws and update policies according to the latest regulations. Employee engagement is another challenge, which can be improved through feedback programs and recognition of their contributions. In

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addition, companies should develop attractive recruitment strategies to attract top talent and ensure high retention. Finally, supporting diversity and inclusion in the workplace requires active efforts, such as cultural awareness training and policies that support an inclusive work environment.

CONSLUSION

High management in the context of Personal Management is indeed not an easy task. As a competent leader, you must be able to motivate and inspire the team to achieve common goals. In addition, human resource management skills play a major role in company performance. Training is usually directed at improving employee performance in certain positions by increasing their competencies. The purpose of training is to improve employee performance compared to previous tasks. Training is a planned process that aims to change attitudes, knowledge, and behavior, which combines skills and experience to achieve effective results. This is a responsibility in individual and organizational development. Regular training and development will help improve employee productivity. Employees who can learn quickly will be better prepared to compete in the market. Provide training that is in accordance with current developments in capabilities and market trends. A competent human resource manager can do his job well and productively, without having to worry because there are no unreliable individuals in the job. Employee management that aims to maintain loyalty and reduce fluctuations also contributes to reducing recruitment costs. Therefore, as a respected manager, involvement in employee development is important, because high motivation often correlates with good work results. Satisfied and engaged employees tend to provide better service to customers, which in turn supports customer satisfaction and the company's reputation.

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