

Competency Trend in Human Resource (HR) Development: A Scoping Review

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Abstract. The increasingly fierce competition between companies has created the urgency for management to pay more attention to one of the most important resources within the company, namely the human resources. Competency is considered by experts as a variable that can be improved by employees in order to achieve the desired performance by their company. Several researchers have conducted research on how to improve competence. However, there has been no research conducted using the systematic literature review (SLR) method that allows researchers to summaries their research in the form of intervention which in this research is proposed to assist employees to improve their competence. This study aims to see the trend in competencies required by the human resource (HR) department within a profitable company using SLR, specifically the scoping review method. The result of this research is able to provide a broad overview of the required competencies when managing the human resource. Additionally, the result of this research also found that competencies related to green human resource development, organisational development, and technology-based development are the most discussed topics amongst researchers other than the human resource development function in general.

Keywords: competency, human resource, human resource development, human resource management, scoping review

Tren Kompetensi dalam Pengembangan Sumber Daya Manusia: *Scoping Review*

Abstrak. Persaingan antar perusahaan yang semakin ketat membuat adanya urgensi bagi manajemen untuk lebih memperhatikan salah satu sumber daya terpenting dalam perusahaan yaitu sumber daya manusia. Kompetensi dianggap oleh para ahli sebagai variabel yang dapat ditingkatkan oleh karyawan guna mencapai kinerja yang diinginkan oleh perusahaannya. Beberapa peneliti telah melakukan penelitian tentang cara meningkatkan kompetensi. Namun belum ada penelitian yang dilakukan dengan metode *Systematic Literatur Review* (SLR) yang memungkinkan peneliti merangkum penelitiannya dalam bentuk intervensi yang dalam penelitian ini diusulkan untuk membantu pegawai dalam meningkatkan kompetensinya. Penelitian ini bertujuan untuk melihat tren kompetensi yang dibutuhkan oleh departemen Sumber Daya Manusia (SDM) pada perusahaan yang menguntungkan dengan menggunakan SLR, khususnya metode *scoping review*. Hasil penelitian ini mampu memberikan gambaran luas mengenai kompetensi yang dibutuhkan dalam mengelola sumber daya manusia. Selain itu, hasil penelitian ini juga menemukan bahwa kompetensi terkait pengembangan sumber daya manusia yang ramah lingkungan, pengembangan organisasi, dan pengembangan berbasis teknologi menjadi topik yang paling banyak dibicarakan para peneliti selain fungsi pengembangan sumber daya manusia pada umumnya.

Kata Kunci: kompetensi, manajemen sumber daya manusia, pengembangan sumber daya manusia, *scoping review*, sumber daya manusia

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The need for research in the field of Industrial and Organisational Psychology (I/O) whose output is constantly needed by practitioners, especially those who work in human resource development, human resource management, human capital, assessment centre, and organisational development, has been increasing in urgency. Organization needs to identify every competency that needed to boost their employee work performance that leads to organization performance (Mitrani et al, 1992).

Competence is a multi-faceted concept. It is generally known that competence is behavior that can be observed (Hoffmann, 1999). Usually, within a decade, the competency trend will continue to develop. Emotional, social, and cognitive intelligence competencies were needed to support leadership and managerial roles around 2000 (Boyatzis, 2008). In the 2010s, there was a tendency for human resource development to be often related to automation, so it required competency development that focused on social, personal, technical, and methodological competencies (Hecklau et al, 2016). So, it is necessary to look at the overall competencies needed after the Covid-19 pandemic hit.

In addition, its urgency has also been driven by various changes in work patterns, developments caused by the COVID-19 pandemic, and the fourth industrial revolution (4IR), respectively. The 4IR, in particular, has affected the human resource development field

so that it is now being forced to grow and adapt alongside it. Flores et al. (2020) proposed “Human Capital 4.0” as an umbrella term for a set of future-proofing attributes that workers should possess to cope with various innovations and novelties that come with the 4IR. Those attributes mentioned consisted of four main aspects: competence, education, well-being, and innovation. It is also mentioned that various benefits and changes targeted by the 4IR can be achieved by recognising and acknowledging those attributes.

Continuous change caused by the COVID-19 pandemic and the 4IR has also played a part in the increasingly fierce competition between companies. Organizations are recognizing the critical need to update the skill sets of their employees through re-skilling and re-training (Przytuła et al., 2020). This is crucial for adapting to the changing work environments and evolving job roles influenced by the pandemic. Additionally, there is a growing reliance on advanced technology to enhance recruitment and selection processes. Incorporating modern technology helps identify the best candidates efficiently and equitably, ensuring that the workforce is well-equipped to face new challenges and that the company remains resilient and competitive. Human Resource Management (HRM) should pivot towards enhancing employee skills post-pandemic through targeted training, consultation, and coaching initiatives (Austin-Egole, 2021). This further strengthens the gap

regarding information regarding what human resource competencies are needed after the pandemic.

In order to face it, management ought to pay more attention to all resources that exist within the company, especially to one of the most important, which is the human resource. One way for management to pay more attention to their human resource is to continuously improve their competence. Competence is described as a combination of attributes, skills, knowledge, and experiences that a person has and needs to be able to fulfil their role in work or in real life (Meyer et al., 2015). Competence can also be defined in three alternative ways according to (Hoffmann, 1999). First, is competence as an observable performance. This definition of competence focuses on whether a person's performance is as competent as described in the current standard and the ability for their competence to improve their performance. Second, is competence as a standard or quality of outcome. If competency is viewed as a standard, it can refer to a minimum acceptable level of performance, higher level of acceptable performance compared to what had existed previously, or what can be used to manage change. Last, if competence is referred to as the underlying attributes of a person such as their knowledge, abilities, or skill, it can be considered as a means to achieve the desired performance and can also be improved accordingly (Boyatzis, 1982; Burgoyne, 1993; Hoffmann, 1999).

Competence is a word that can be used in many different contexts such as education, politics, management, and psychology which in this particular research refers to various human resource management (HRM) practices. When practising HRM, competence can be seen as a concept for technical matters that can be implemented strategically in the process of recruitment, placement, training, assessment, promotion, remuneration, and manpower planning (Burgoyne, 1993). Within the field of I/O itself, competence is also included as a part of tacit knowledge (Nonaka, 1994; Polanyi, 1962, 1967), skills and competency model (Ali Ababneh et al., 2021), and attributes and behaviour model (Russo, 2016). Competence as a part of tacit knowledge refers to knowledge that has been acquired by an individual through their own personal experience. It is deeply rooted in action, commitment, and involvement in a specific context (Nonaka, 1994). In organisational context, tacit knowledge is not only being used when an individual is asked to self-study, but also when an individual is asked to interact as well as communicate with other individuals (Nonaka, 1994). Next, competence as a part of skills and competency model is described as a set of abilities that is being learned specifically by employees through formal training. Competence referred in this model was said to be something that can be easily adjusted in accordance to what was needed at the time. Factors that may influence skills and competencies include financial means

and one's personal characteristics (Ali Ababneh et al, 2021). Lastly, Russo (2016) explained in their attributes and behaviour model that competence is considered as another form of behaviour, culture, norm, and value.

This study aims to know the direction of research surrounding the trend in competencies that must be possessed by a practitioner in the field of human resource management (HRM). This research was conducted due to the lack of research that discusses the latest research in competencies for practitioners in the HRM field despite development that may have occurred due to COVID-19 pandemic and the 4IR. Based on the explanation written above, researchers have come up with several research questions which include:

Q1: What is the direction and focus of research related to the latest trend in competencies for HR practitioners?

Q2: What can be considered as human resource competencies at present time?

Q3: What insight can be generated from information that has been collected through various articles surrounding the topic of the latest trend in competencies for HR practitioners?

Method

This study used scoping review method, which is a method used by experts to summarise current research for a specific topic. This method is defined as an exploratory research project that systematically maps the literature

on a topic by finding and identifying key concepts, theories, and sources of evidence that give a depiction of what is like in real life (Kiling-Bunga et al, 2020). This technique requires researchers to extract information from all literature related to a particular topic regardless of the study design and quality (Arksey & O'Malley, 2005). With the need to look at the latest research and trends in human resource competencies, this method is most suitable for answering research questions.

Scoping review consists of the following steps: specify the purpose of the review - identifying research questions - identify relevant studies - select the studies - extract, map, and chart the data - summaries, synthesis, and organise data that have been collected throughout the review process (Arksey & O'Malley, 2005). The process of selecting the studies in particular was carried out using an inclusion and exclusion criteria. The inclusion criteria includes articles that are based on empirical studies, articles that are set in a profitable company or organisation, and articles that discusses a trend in competencies in HRM practices whereas the exclusion criteria includes review articles, articles that are set in a non profitable company or organisation (NGO), proceeding articles, book chapter, unpublished thesis or dissertation, and articles that were not published within the year of 2020-2022. As this study was carried out using the scoping review method, this study has no hypothesis (Higgins et al, 2019).

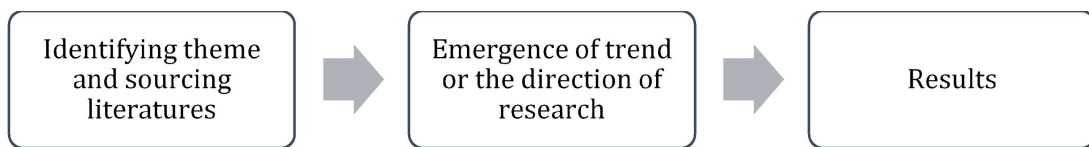
This study was conducted to collect and summarise previous research that discusses competency trends of HRM practitioners within various fields, such as recruitment, training, organisational development (OD), employer branding, and human resource information system (HRIS).

The design of this research can be seen from Figure 1. Prior to the data collection, researchers have determined several themes related to the topic that will be narrowed down.

Before being narrowed down, researchers had tried to explore as much literature as possible which discussed the competencies of an HR. After data from those literatures have been collected and narrowed down, a trend or a direction of research started to emerge. Then, the trend and direction will be summarised and reported into a scoping table that can be used not only by researchers, but also HR practitioners as a reference for academic and practical purposes.

Figure 1

Research Procedure



In accordance with what has been stated above, this research will mainly be focusing on the trend in competencies that is considered as a must-have for HRM practitioners. However, to further expand the findings of this research, researchers then settle on five other smaller themes or sub-themes that are often found in research that discusses the HR field in general. These sub-themes include human resource development competencies, current trend on human resource development, research development on human resource development, human resource department's challenges, human resource development in the 21st century.

Database literature search stage

The scoping review was conducted using literature that can be accessed through the ezproxy database that belongs to a university and several other websites that can be accessed by the researchers for free. The literature that can be accessed through university's database include literature that belong in Emerald Journals, JSTOR, Nature, SAGE Publications, Science Direct, Springer, ProQuest, Taylor & Francis, and Wiley, whereas other literatures will be accessed through other websites which include Frontiers, PsycNet, as well as PsycInfo. Researchers in this stage used keywords to start a search in the selected database. Keywords are determined according to other small themes

that correlate to the five main themes that have already been mentioned above. These small themes include recruitment, training, organisational development (OD), employer branding, and human resource information system (HRIS). Keywords used in the article search can be seen in Table 1.

Following the article search, researchers found that journals that can be accessed

through university database, namely ProQuest, Taylor & Francis, Science Direct, Emerald Journals, SAGE Journals, and Wiley, manage to produce articles that matched the inclusion criteria whereas other websites, specifically those that can be accessed for free, did not. The search results then were inputted into Microsoft Excel so that it can be easier to organise.

Table 1

Search Keywords

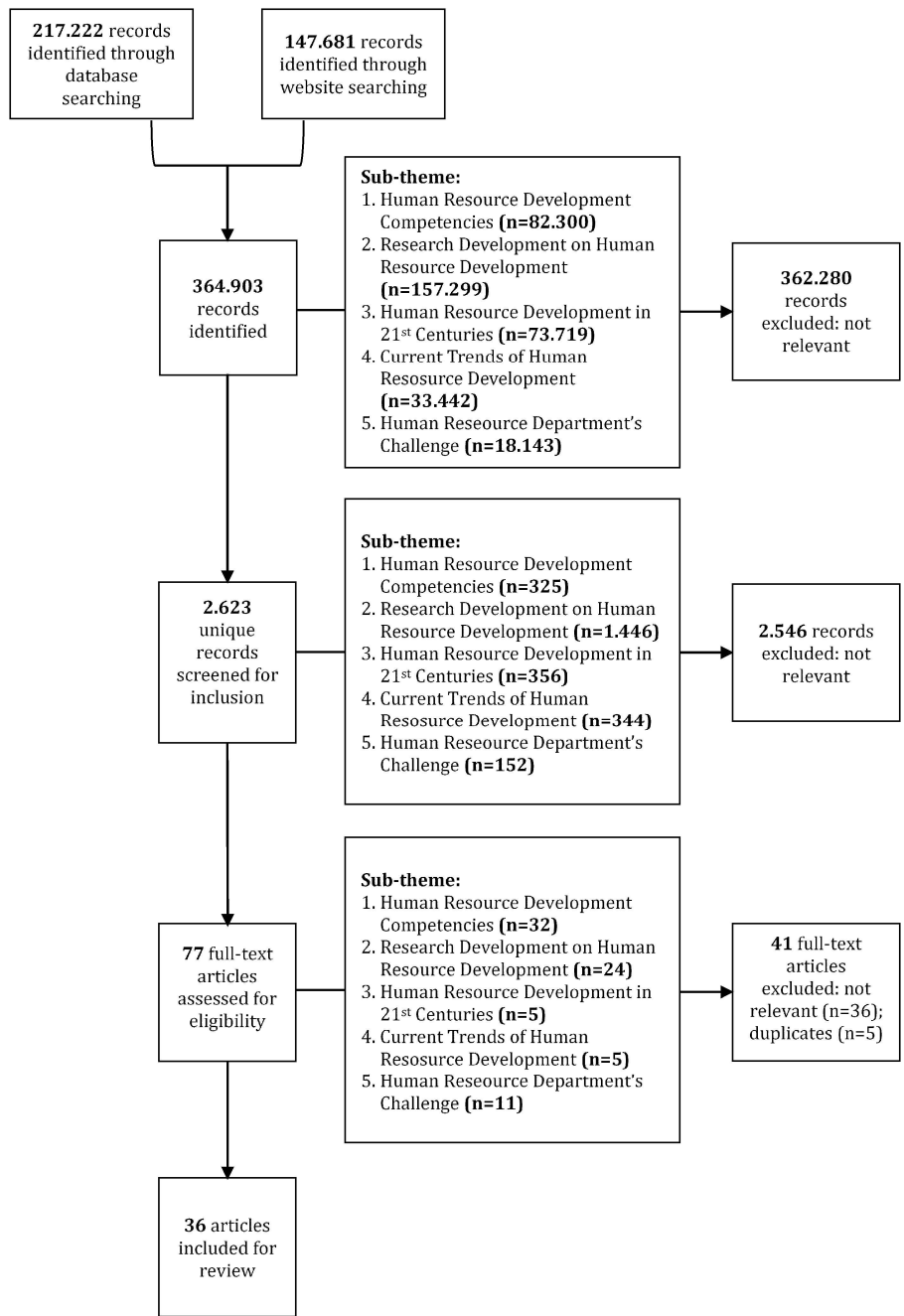
Database	Theme	Keyword
ProQuest, Taylor & Francis, Science Direct, Emerald Journals, SAGE Journals, & Wiley	Human Resource Development Competencies	Human resource development competencies AND recruitment AND training AND employer branding AND human resource information system AND organisational development
	Research Development on Human Resource Development	Research Development on Human Resource Development AND Recruitment AND Training AND Organisational Development AND Employer Branding AND human resource information system
	Current Trends of Human Resource Development	Current trends of human resource development AND recruitment AND training AND employer branding AND human resource information system AND organisational development
	Human Resource Development's Challenge	Human Resource Development Challenge AND recruitment AND training AND employer branding AND human resource information system AND organisational development
	Human Resource Development in 21 st Century	Human Resource Development in 21 st Century AND recruitment AND training AND employer branding AND human resource information system AND organisational development

Following the article search from each database, researchers then tried to select and identify each article starting from its title, abstract, and content to be selected. Researchers found around 364,903 articles during the first initial search. From those articles, researchers found several articles which are irrelevant. These irrelevant articles were all articles mentioned in the exclusion criteria (unpublished thesis and dissertation, review articles, book chapter, articles that are not published within the year of 2020-2022). Next, researchers tried to narrow down the search using title and abstract screening to see if the article matches the focus of the research, each respective sub-theme, and inclusion criteria. Around 2,623 articles passed the title and abstract screening processes.

Then, researchers moved on to the full-text screening process. This process was done

by reading the content of the article. Articles that passed through this process were then selected as articles that will be reviewed using the scoping method. In total, around 77 articles passed the full-text screening process. However, after a discussion, it was decided that only 36 articles were included in the final version of the review. In detail, there were 21 articles, 8 articles, 4 articles, 1 article, and 2 articles that matched the human resource development competencies, research development in human resource development, human resource development in the 21st century, current trend in human resource development, and human resource development's challenges sub-themes respectively in the final version of the review. A detailed description of the database literature search text can be seen in Figure 2. Articles that are inaccessible were not included in this study.

Figure 2
PRISMA Flow Chart of The Database Literature Search Stage



Articles that are included in the final version of the review originated from several different regions, namely Romania, Slovakia, Hungary, Turkey, Russia, United Kingdom, Poland, France, Portugal, Ireland, China, Indonesia, India, Pakistan, Taiwan, Bangladesh,

Spain, Jordan, Lebanon, Malaysia, South Korea, Kyrgyzstan, Egypt, Ghana, Nigeria, and Tunisia. Other than that, articles that are included in the review are based on several different industrial settings such as tourism, manufacturing, service, agriculture, banking,

retail, hospitality, automobile, mining, oil and gas, information technology (IT), and consultancy. These settings also include various forms of businesses starting from small and medium enterprises (SMEs) to

multinational companies (MNC). General characteristics of articles selected in the final version of the review and the result of the scoping review can be seen in Table 3 and Table 4 respectively.

Table 3

General Characteristic of Articles within The Scoping Review Study

Characteristics	<i>n</i>	%
Year of Publication		
2020	5	14%
2021	15	42%
2022	16	44%
Research Design		
Quantitative	27	75%
Qualitative	7	19%
Mix-Method	2	6%
Industry		
Tourism	1	3%
Manufacturing	5	14%
Agriculture	1	3%
Small and Medium Enterprises	3	8%
Banking	3	8%
Multinational Corporation	2	6%
Hospitality	9	25%
Automobile	2	6%
Oil and gas	1	3%
Skunkworks	1	3%
General HR	3	8%
IT	2	6%
Confidential	2	6%
Retail	1	3%

Results

Table 4

The Final Result of The Scoping Review

a. Human Resources Development Competencies

No	Authors	Title	Objective	Research Design	Industry	Competencies	Category
1	Oncioiu et al. (2022)	The Influence of Social Networks on the Digital Recruitment of Human Resources: An Empirical Study in the Tourism Sector	To identify the impact of social networks on the effectiveness of digital human resources recruitment strategies in tourism	Quantitative	Tourism	Social networks & digital transformation	Employer Branding & Recruitment
2	Tej et al. (2021)	Examining HRM Practices in Relation to the Retention and Commitment of Talented Employees	To identify the HRM practices which most significantly affect the retention and commitment of talented employees	Quantitative	Manufacturing	Information sharing, employee training and development, performance evaluation system, internal recruitment, conditional assurance, & cooperation	Training & Recruitment
3	Karacsony (2022)	Analysis of the Attitude of Hungarian HR Professional to Artificial Intelligence	To examines the attitudes that AI evokes among practicing HR professionals and assess the potential for the practical application of these technologies	Quantitative	Industry, agriculture, & service	AI to support HRM; Digital skills, data analysis and interpretation, creative thinking and innovate	HRIS & Training

<p>4 Hernita et al. (2021)</p>	<p>Economic Business Sustainability and strengthening Human Resource Capacity Based on Increasing the Productivity of Small and Medium Enterprise (SMEs) in Makassar City, Indonesia</p>	<p>To analyse strengthening the capacity of human resource of small and medium enterprises to work as a determinant of increasing the productivity of small and medium enterprises and labour absorption; the effect of strengthening the capacity or human resource, business productivity, technology utilization, and business diversification on the sustainability of small and medium enterprises (SMEs); and optimizing the role of government in supporting business development, increasing productivity, business stability, and sustainability of small and medium enterprises</p>	<p>Quantitative- Qualitative</p>	<p>Small and Medium Enterprises (SMEs)</p>	<p>The provision of business mentoring in the form of training and workshops for SME workers; providing opportunities for liaison with university resources, in this case, utilizing the results of higher education research to improve resource utilization and technological mastery; skill and managerial development through technology strengthening cooperation; and training in business management based on strengthening the organizational capacity and leadership of SMEs</p>	<p>Training</p>
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5	Kisi (2022)	Exploratory Research on the use of Blockchain Technology in Recruitment	Exploratory research has been conducted through a combination of a comprehensive literature review and a structured interview with experts in the field of human resource management (HRM) and blockchain	Quantitative	Confidential	Blockchain-based Recruitment System	Training Recruitment
6	Saad et al. (2021)	Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt	To develop an in-depth understanding of the concepts of HRM practices and their impact on employee engagement, and the moderating role of strategy implementation	Quantitative	Banking	Selection and hiring, job design	Recruitment & OD
7	Muisyo and Qin (2021)	Enhancing the FIRM's green performance through green HRM: The moderating role of green innovation culture	To examine the effects of green human resource practices and green innovation culture on firm green performance; to model the extent to which green innovation culture moderates the relationship between green human resource management and manufacturing firms' green performance in China	Quantitative	Manufacturing	Green HRM practices & green innovation culture	OD & Employer Branding

8	Itam and Swetha (2022)	Examining the structural relationship between employee branding, TQHRM, and sustainable employability outcome in Indian organized retail	To examined the structural relationships of employee branding (EB), TQHRM, and sustainable employability outcome variables (employee performance, satisfaction, and loyalty) by identifying the suitable measurement scale which captures the service employee perception in selected Indian organized lifestyle retail store	Quantitative	Retail	Total Quality Human Resource Management	OD		
9	Mujtaba and Mubarik (2022)	Talent management and organizational sustainability: role of sustainable behavior (2022)	To examine the role of talent management (TM) in improving organizational sustainability (OS)	Quantitative	Manufacturing	Talent Management	OD		
10	Latukha et al. (2022)	Gender, talent management, and firm performance: MNCs' female-focused talent management practices in Russia	To investigates the relationships between female-focused TM and firm performance with the aim of demonstrating the importance of gender diversity in firms	Quantitative	Multinational corporation	Female-focused Talent Management	OD		
11	Muisyo et al. (2022)	Implications of GHRM on organisational citizenship behaviour: the mediating role of enablers of green culture	To examine how firms can build collective organisational citizenship behaviour towards the environment (OCBE) from green human resource management (GHRM) practices	Quantitative	Manufacturing	Green human resource management practices: green abilities, green motivation, and green opportunities	OD & Employer Branding		

12	Liu and Darbandi (2022)	Assessing the impact of cloudbased services on the talent management of employees	To analyze the determinants of the acceptance of cloud computing in medium-sized organization	Quantitative	Confidential	Cloud computing adaption drivers	HRIS
13	Sultana and Khandakar (2022)	Do human resource anagement practices boost up employees' impersonal trust? Evidence from the banking sector of Bangladesh	To identify the relationship between human resource management (HRM) practices and impersonal	Quantitative	Banking	HRM practices: training, fair rewards and promotion opportunity, employment security and performance appraisals	Training, OD
14	Giousmpasoglu u et al. (2021)	Hospitality managers in turbulent times: the COVID-19	To explore the role of General Managers (GMs) play in mitigating the effects of the unprecedented COVID-19 pandemic	Qualitative	Hospitality	Contingency planning and crisis management, resilience	OD
15	Gouda and Tiwari (2022)	Talent agility, innovation adoption, and sustainable business performance: empirical evidences from Indian Automobile Industry	To develop a conceptual framework on innovation adoption, thus creating a sustainable business performance in the Indian	Quantitative	Automobile	Knowledge management, climate for innovation, learning agility, and internal corporate communication positively affect innovation adoption	Training, Employer Branding
16	Afium et al. (2021)	Internal environmental management and green human resource management: significant catalyst for improved corporate reputation and performance	To investigates the combined effect of internal environmental management (IEM) and green human resource management (GRM) on corporate reputation (CR), environment performance (EP), and financial performance (FP)	Quantitative	Oil and gas, mining, agro-processing	Internal environmental management (IEM)	Employer Branding

17	Lee et al. (2021)	Multilevel linking service innovation service sweet hearing, and brand association: the moderation role of sustainable human resource	Investigated the effects of incremental service innovation on customer brand association and further explored the multilevel mediating and moderating variables underlying this link										
18	Bahuguna et al. (2023)	Talent management and its impact on organizational commitment: an empirical investigation of Indian Hospitality	To fill the important gap when analysing the relationship between TM strategies and organizational commitment	Quantitative- Qualitative	Hospitality	Talent management	Service Innovation						OD
19	Úbeda-García et al. (2022)	Green ambidexterity and environmental performance: the role of green human resources	To investigate the interrelationship between green high performance work system (GPWS) and environmental performance through the mediation of green	Quantitative	Hospitality	Green high performance work (GPWS)	Employer Branding						
20	Ali Ababneh et al. (2021)	The association between green human resources practices and employee engagement with environmental initiatives in hotels: The moderation effect of perceived transformation leadership	To empirically investigate the nuanced relationships between green HRM practices, transformational leadership, and employee engagement with environmental initiatives	Quantitative	Hospitality	Transformational leadership behaviours and green HRM practices	OD						
21	Kara and Edinsel (2023)	The mediating role of green product innovation (GPI) between green human resources management (GHRM) and green supply chain management (GSCM): evidence from automotive industry companies in Turkey	The first aim is to determine whether the green human resources management (GHRM) of companies operating in the automotive industry has a direct impact green supply chain management (GSCM). The second aim is to determine whether green product innovation (GPI) has a mediating effect in the relation GHRM and GSCM	Quantitative	Automotive	Green human resources management (GHRM) and green product innovation	OD, Employer Branding						

b. Research Development on Human Resource Development

No	Authors (Date of Publications)	Title	Objective	Research Design	Industry	Competencies	Category
1	Ibelgbu and Abanyam (2022)	Human resource management: impact of employees relations and training practices of listed deposit money banks LDMB performance in Adamawa State	To ensure the impact of employees relations and training practices of Listed Deposit Money Bank (LDMBs) performance in Adamawa State, Nigeria	Quantitative	Bank	Employees relations and training practices	Training
2	Kalinska-Kula and Stanieć (2021)	Employer branding and organizational attractiveness: Current employees' perspective	To examine the relationships between employer branding and employer attractiveness as seen by currently employed employees	Quantitative	Service Company	Employer branding and employer attractiveness	Employer Branding
3	Bannairuoy et al. (2022)	The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation's component factors: evidence form Thailand's new S-curve Industries	To study the roles of knowledge-oriented leadership and human resource development on a sustainable competitive advantage of an organization using data from employees in the high technology and innovation organizations of Thailand	Quantitative	Industries	Leadership	OD
4	Moussa and El Arbi (2020)	The impact of Human Resources Information Systems on Individual innovation capability in Tunisian companies: The moderating role of affective commitment	To study the impact of the HRIS use in human resources department on individual innovation capability	Quantitative	Service Industry	HRIS	HRIS

5	Maamari and Osta (2021)	The effect of HRIS implantation success on job involvement, job satisfaction, and work engagement in SMEs	To highlight the effect of human resources information system (HRISs) implementation success on the job involvement, job satisfaction, and work engagement of the employees in small and medium enterprises	Quantitative	Small and Medium Enterprises	HRIS Implementation on Job	HRIS		
6	Yusoff et al. (2020)	Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry	To examine how green HRM practices will enhance the environmental performance in the hotel industry	Quantitative	Hospitality	Environmental Performance	Employer Branding		
7	Kim and Legendre (2023)	The effects of employer branding on value congruence and brand love	To examine the effect of employer brand on employees' brand love by applying value congruence theory	Quantitative	Hospitality	Employer brand on employee's brand love	Employer Branding		
8	Oltra et al. (2022)	Facilitating radical innovation through secret technology-oriented skunkworks projects: implication for human resource practices	To reveal how relevant HR related dynamics operate in the context of a secret technology-oriented skunkworks project	Qualitative	Skunkworks	Technology Oriented	HRIS		

c. Human Resource Development in 21st Century

No	Authors (Date of Publications)	Title	Objective	Research Design	Industry	Competencies	Category
1	Makhmadshoev and Laaser (2021)	Breaking away or holding on to the past? Exploring HRM systems of export-oriented SMEs in a highly uncertain context: insights from a transition economy in the periphery	To provide a more nuanced understanding of HRM in SMEs in general and how the environment, specifically that with high levels of uncertainty, impacts the HRM in SMEs	Qualitative	Small-Medium Enterprise	HRM in SMEs	OD
2	Waight and Greer (2021)	Adaptive performance and human resource development practitioners: Insight from success and failures	Identify behaviours that contribute to adaptive performance (AP) among human resource development practitioners	Qualitative	General HR	Identifying behaviour on performance	OD
3	Junça Silva and Dias (2023)	The relationship between employer branding, corporate reputation, and intention to apply to a job offer	Employer branding (EB) is considered to be one of many factors that may play part in attracting talent. Thus, this study aims to analyse the relationship between EB, corporate reputation, and the intention to apply for a job	Quantitative	General HR	Retention	Employer Branding
4	McCartney et al. (2021)	21 st century HR: A competency model for the emerging role of HR analysts Ireland	Exploring the knowledge, skills, abilities, and other characteristics (KSAOs) required by the emerging role of human resource (HR) analysts and develop a competency model	Qualitative	General HR	Developing competency model	OD

d. Current Trends in Human Resource Development

No	Authors (Date of Publications)	Title	Objective	Research Design	Industry	Competencies	Category
1	Ajgaonkar et al. (2022)	Drivers of workforce agility: a dynamic capability perspective	To represent an exploration of drivers of workforce agility under the lens of dynamic capabilities to advance the existing workforce literature on agility and strategic human resource management	Qualitative	IT	HRM, Workforce Agility, Strategic Management	OD

e. Human Resource Development Challenge

No	Authors (Date of Publications)	Title	Objective	Research Design	Industry	Competencies	Category
1	Kucherov et al. (2022)	Employer branding orientation: effects on recruitment performance under COVID-19	Examined the impact of employer branding orientation (EBO) on recruitment performance	Quantitative	IT and consulting firms	Employer branding orientation & flexible	Recruitment & Employer Branding
2	Shahriar et al. (2022)	Remote work and changes in organizational HR Practices During Corona Pandemic: a study from Bangladesh	To offer insightful knowledge on organizational members' real-life experience of working in a new normal environment and explores changes in organizational HR practices and the future of work culture during this pandemic	Qualitative	Bank, non-bank financial organization, IT firms, fast-moving consumer goods (FMCGs) and ready-made garments	Flexibility	OD

Discussion

This study aims to know the direction of research surrounding the trend in competencies that must be possessed by a practitioner in the field of human resource management (HRM). The following is a discussion of the competencies.

What is the direction and focus of research related to the latest trend in competencies for HR practitioners?

The results have shown that there are researches that explain the trend in competency, especially for an HR practitioner, that have been published since 2020. Findings were also able to show the direction of research within the I/O field, specifically that related to HRM, as well as the HR department current and future needs. Articles that were included in this review come from different regions in Asia, Europe, Africa, and the United States. This finding suggested that the discussion around the topic of current trends in competencies needed by an HR has also penetrated into HRM practices in different parts of the world. The discussion has also indicated that knowledge related to HRM practices in different parts of the world has developed positively in accordance with what is needed by the market.

The results of this study have also succeeded in revealing the trend in competencies needed by HR in a profitable company. This reveal has also led researchers to some variables related to the type of work that is usually performed by an HR which

include recruitment, training, OD, HRIS, and employer branding.

Within recruitment, an HR is required to have the abilities to operate a social media account and abilities to adapt through digitalisation. An HR in recruitment is also required to have the abilities to see opportunities and also operate a blockchain-based recruitment system. In particular, the knowledge to operate a blockchain-based recruitment system is a highly demanded skill for an HR in recruitment. Certainly, basic recruitment and selection skills are still considered as a basic must-have for an HR in recruitment (Kişi, 2022; Saad et al., 2021; Tej et al., 2021). Other than possessing a variety of technical skills, an HR in recruitment is demanded to be more flexible when it comes to recruiting employees, especially after the pandemic hits (Kucherov et al., 2022).

Within training, an HR is required to master digital skills and the ability to be a mentor to all employees (Hernita et al., 2021; Karacsony, 2022). Furthermore, an HR must also be able to provide equal training opportunities for all employees. Knowledge management alongside service innovation related to sustainable human resources also serves as an important skill for a trainer (Gouda & Tiwari, 2022; Lee et al., 2021; Tej et al., 2021). Within HR, a trainer is crucial as they are the one that is responsible for creating a training program for employees to develop their hard

skills and trust (Ibelegbu & Abanyam, 2022; Sultana & Khandakar, 2022).

An HR competency in developing their organisations is the most discussed topic in various articles that have been selected for this study. This was due to the fact that the HR department is more inclined to be regarded by the higher ups as a strategic partner that can be utilised to develop their business or organisation (Saad et al, 2021). Abilities such as job design and total quality human resource management have become one of the “must-have” competencies for and HR working as an organisation developer (Itam & Swetha, 2022; Saad et al, 2021). Additionally, having the ability of creating a system of talent management, not only in general, but also female-focused, are also considered as a core competency of an HR practitioner in organisation development (Latukha et al, 2022). It must also be noted that currently, there is a growing trend in creating a more sustainable and environmentally friendly practice within the HRM field (Muisyo et al, 2022; Muisyo & Qin, 2021). This trend has given rise to a new competency within the HR industry, namely an expert in green human resource management (Muisyo & Qin, 2021). The OD category has also experienced some changes due to the COVID-19 pandemic.

The pandemic has created an urgency for HR, especially within the OD department, to possess the ability for contingency planning, crisis management, as well as the ability to stay resilient in times of crisis (Giousmpasoglou et

al, 2021). As businesses have the tendency to change rapidly, it is necessary for an HR in a leadership position to adopt a more transformational leadership style (Ali Ababneh et al, 2021). Currently, an HR is also required to have the necessary skill to be able to practise HRM in small and medium sized enterprises (SMEs) as the emergence of new SMEs requires a more advanced HRM practices (Makhmadshoev & Laaser, 2021). The HR practitioners are also required to have the ability to develop new competency models and give a standardised appraisal to employees based on their performance (Sultana & Khandakar, 2022). HR practitioners are also encouraged to have the ability to make employees have more agility (Aijaonkar et al, 2022). Being flexible is also one of the most important within OD because of the existence of various work-demands and expectations that must be fulfilled by an HR practitioner (Shahriar et al, 2022).

In employer branding, an HR is required to maximise the use of social media and have the ability to withstand and adapt through digitalisation. It is also noted that the implementation of green human resource practice will give the company a more positive image in the eyes of many prospective employees (Kara & Edinsel, 2023; Muisyo et al, 2022; Muisyo & Qin, 2021; Úbeda García et al, 2022; Yusoff et al, 2020). A good internal management and good internal communication between employees will also create a very good

impression in the eyes of prospective employees (Afum et al, 2021; Gouda & Tiwari, 2022). It is also believed that the process of attracting prospective employees through branding can also be acquired through work testimonies from current employees (Kalińska-Kula & Stanieć, 2021). The ability to attract prospective employees has been considered as a must-have competency within the HR department (Junça Silva & Dias, 2023). Besides that, an HR must also have the necessary skills to be able to retain employees who have joined the company (Junça Silva & Dias, 2023).

Lastly, within the HRIS category, an HR is encouraged to use artificial intelligence (AI) and to learn more about cloud computing to better manage their human resource (Karacsony, 2022; Liu & Darbandi, 2022). HRIS in particular is considered to be a new field within the HR department. Therefore, research that centred around the topic HRIS within HR is still scarce. However, recently, many expect that in the near future, HRIS will be more commonly used, especially within the service industry (Moussa & El Arbi, 2020; Karacsony, 2022; Maamari & Osta, 2021; Oltra et al, 2022)

What can be considered as human resource competencies at present time?

Based on the results, we can group the types of competencies needed at this time into the holistic competencies approach stated by Hecklau et al. (2016). The personal competencies currently needed by human resource development are flexibility, talent

management focusing on women, sustainability and environmental friendliness, and openness to learning something new. Knowledge management skills are an obligation in the social competencies required by human resources; one of the most important is transferring knowledge. They must also provide equal opportunities for employees who want to develop. Human resources currently act as strategic partners who must have a sense of belonging to all business processes in the company. Especially after Covid, they must have resilience in times of crisis. Human resources are also required to predict the need for new competencies and develop existing ones. Leadership, communication, and management abilities within the company are also mandatory for human resources today. In the methodological capability group, a human resource is required to provide a sound system for employees. This system can be used for recruitment, training, and performance appraisal and is suitable for each employee. From technical capabilities, there are several needs currently required by human resources, namely social media capabilities and the ability to process a blockchain-based recruitment system.

What insight can be generated from information that has been collected through various articles surrounding the topic of the latest trend in competencies for HR practitioners?

We found that in recruitment, human resources are required to be competent in usual

competency and block-chain recruitment. Apart from that, human resources are also required to become social media specialists. The demands in HRIS will tend to make the work of human resources even more burdensome. This also confirms previous research, which states that digitalisation has an impact on human resources, where human resources are required to update their capabilities according to the needs of digital technology (Škrinjarić, 2022).

Conclusions

This study aims to see the trend in competencies required by the human resource (HR) department within a profitable company. It is undeniable that work-demand has made employees have to continuously improve their competence. Additionally, the appearance of a new position within the HR department, namely green human resource development has raised the need for a new competency. Furthermore, this study also noted that there is a shift in how the HR function in general. Initially, the HR is intended to be administrative. Nowadays, HR must have competencies, such as: recruitment, training, OD, HRIS, and employer branding. However, within the past decade, it has developed to be more of a strategic partner in business. This research also noted that being technologically literate is considered as a core competency within HR as its implementation has been widely used for many HRM related processes.

It must be noted that this study is unable to fully depict the development of competencies within the HR department around the globe due to the unequal distribution of journals. Also, this study mostly focuses on research articles that are published right after the COVID-19 pandemic hits considering that there will be some challenges that may cause a change in the competencies needed within the HR department.

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