# Effective Strategies for Developing Employee Competence in the Digital Era at Al Syukro Universal Islamic University

**Azka Zakiah[)]; Eri Murniasih[2)]; Maulida Dwi Cahyani[3)]; Krisna Pramada[5)]; Yayan Sudaryana[6)]; and Hadi Supratikta[7)]**

*Pamulang University, Indonesia*

E-mail: azkazakiah94@gmail.com
[b)]emurniasih201001@gmail.com [c)]maulidacahyani39@gmail.com
[d)]krisnapramada@gmail.com [e)]dosen00497@unpam.ac.id [f)]
dosen00469@unpam.ac.id

**Abstract:** The rapid development of digital technology demands that companies and institutions adapt quickly to various changes. One of the key ways to achieve this is through the development of employee competence. Employee competencies that are relevant to the needs of digitalization are key to a company's success in competing in the global market. This study aims to identify various effective strategies for developing employee competence in the digital era at Al Syukro Universal Islamic University. The approach used is descriptive qualitative, meaning the research aims to understand the phenomena experienced by the research subjects. The stages of qualitative data processing techniques include reducing data by summarizing interview results with employees, observation, presenting data in narrative text, and drawing conclusions from the data obtained. The research subjects for the interviews are all employees, especially the HRD division, which includes 1 head of the HRD division and 10 employees from 10 other divisions.

This study finds that technology-based training, soft skills development, and empowering an organizational culture that adapts to digital changes are key factors in employee competence development. The results of this study can serve as a reference for companies and institutions in designing more effective human resource development strategies in the digital era.

**Keywords:** Employee Competence, Digital Era, Development Strategies, Technology, Human Resources

## INTRODUCTION

The development of digital technologies, such as automation, big data, artificial intelligence (AI), and the internet of things (IoT), has transformed how work is done and the competencies required in the workforce. Digitalization presents both challenges and new opportunities for companies in managing human resources (HR). Companies are now expected to not only maintain traditional skills but also develop new ones that support digital transformation. In this context, the development of employee competencies is crucial to maintaining a company's competitiveness. These competencies include technical knowledge, digital skills, and the ability to adapt to ongoing changes. Therefore, it is important for companies to formulate effective strategies for developing employee competencies. This study aims to identify and analyze effective strategies for developing employee competencies in the digital era at Al Syukro Universal Islamic University. This is important so that companies or institutions can maximize their human resources' potential to achieve success in facing the challenges of digitalization.

## LITERATURE REVIEW AND HYPOTHESIS

### Employee Competency Development

Employee competency development is the process of improving employees' skills and knowledge to meet job demands and align with the company's vision. In the context of digitalization, employee competencies must include both technical and non-technical skills, such as digital literacy, data analysis skills, and the ability to adapt to new technologies.

According to several studies, the competencies needed in the digital era include:

1. Improvement of Digital Literacy: Digital literacy is a basic competency in the digital era. According to Tony Wagner, an education expert, 21st-century skills such as critical thinking, creativity, and technological literacy are essential. Organizations need to provide training to strengthen these skills in employees. Providing basic to advanced technology training programs, such as software proficiency, data analytics, and AI.

2. Technology Skills: The ability to understand and use digital technologies relevant to the job. The implementation of technology-based learning, according to Josh Bersin, a human resources and learning consultant, technologies such as e-learning, gamification, and online learning platforms enable companies to offer more flexible and personalized training. By using LMS (Learning Management System) platforms, webinars, or MOOCs (Massive Open Online Courses) that can be accessed anytime, it makes it easier for employees to engage in learning.

3. Soft Skills: The ability to adapt, work in teams, and possess communication and leadership skills. Development of Soft Skill Competencies, researchers like Daniel Goleman emphasize the importance of soft skills such as leadership, collaboration, and emotional intelligence, especially in digital work environments that prioritize cross-cultural teamwork. Company strategies can include organizing workshops, mentoring, and coaching to enhance soft skills.

4.   Problem Solving and Creativity: The ability to identify problems and find innovative solutions in an increasingly complex work environment.

5. Sustainable Learning Culture: According to Peter Senge, in his book The Fifth Discipline, he states that organizations that learn continuously are more adaptive to change. This learning culture is relevant in the digital era. In this case, the company can create a work environment that supports exploration, innovation, and open knowledge sharing.

## METHODS

**Research Location:** Based on the title of the research that the author made and obtained data, the author conducted research at Al Syukro Universal Islamic University.

**Type of Research:** The type of research used by the author is associative type. Associative research is research that aims to determine the relationship between two or more variables. Sugiyono, (2009: 11) In more detail, this associative research uses a causal form or sees the effect of the independent variable (free) on the dependent variable (bound).

**Types of data and data sources:** For the purpose of more complete, adequate, and accurate data analysis, it is necessary in this study to use the following types of data and data sources:

**Primary Data:** Primary data or main data is data obtained directly from respondents through observation (observation), and interviews (interviews), to respondents.

**Secondary Data**: Secondary data or supporting data is data obtained through library research carried out by reading literature books, and Operational Guidelines related to writing which is used as a basis for discussing the problems studied.

## Data Collection Technique

This research uses several forms of data collection techniques. The techniques are as follows:

**Observation technique**: Observation is the systematic observation and recording of the symptoms studied on the object of this research to obtain more accurate data information about the matter under study. These observations and records are made and written simply and clearly

**Interview:** Interview or interview is a way of collecting data by conducting interviews and questions directly to people who are expected to provide answers regarding the information needed and can be guaranteed the truth. The author communicates directly with respondents or employees at Al Syukro Islamic School University in order to obtain or complete parts of the questionnaire that have not been filled in or to strengthen the statements given by respondents.

**Literature Study:** Literature study is a procedure for collecting relevant data or information carried out by researchers by reading, analysing, studying documents, books, journals, literature, and records, as well as various reports related to the problem to be solved that are related to this research.

**Documentation:** Documentation means data and information obtained from the institution under study in the form of written data.

## Data Analysis Technique

This study uses a qualitative approach with a case study method, which involves observing the phenomena experienced by the research subjects, collecting data through interviews with division heads and employees who have implemented technology-based competency development. The population for this study consists of 200 employees at Al Syukro Universal Islamic University. The sample includes 11 individuals: 1 head of the HRD division, 1 head of the finance division, 1 head of the General Affairs division, 1 head of PPDB (New Student Admissions), 1 head of the maintenance division, 3 school principals from elementary, junior high, and senior high school, and 3 teacher representatives from each unit. The stages of qualitative data processing include data reduction by summarizing interview results with employees, conducting field observations, presenting data in narrative text, and drawing conclusions from the obtained data.

## RESULT AND DISCUSSION

Based on the research results, several effective strategies can be applied to develop employee competencies in the digital era, including:

1. Technology-Based Training

   Al Syukro Universal Islamic University utilizes digital technology to enhance employee competencies. By using web-based technology, the institution can provide more flexible and affordable training for staff and teachers. This training program includes the use of learning management systems or specialized platforms for teachers to support digital teaching and learning, thereby improving employees' digital skills in managing learning materials and educational administration.

2. Enhancing Soft Skills

   In addition to technical training, developing soft skills is also important, especially in teaching and interacting with students. At Al Syukro Universal Islamic University, this approach emphasizes integrating Islamic values into communication, leadership, and ethics in the digital world. Training focused on leadership, problem-solving, and collaboration in digital spaces can help staff adapt more effectively to technological changes while maintaining quality, value-based education.

3. Utilizing Big Data and Information Systems

   As digital technology evolves, Al Syukro Universal Islamic University leverages information systems and big data to improve human resource management. By utilizing collected data, the institution can analyze and plan employee competency development more effectively, ensuring that each individual receives training aligned with their needs and potential.

4. Integrating Technology in Work Processes

   Al Syukro Universal Islamic University also integrates technology into work processes to improve administrative quality, teaching, and learning. Technologies such as applications connected to maintenance systems for electronic equipment, virtual classrooms, application-based learning tools, and digital resources accessible online are used. This enhances the competence of staff and teachers in performing their duties.

5. A Culture of Continuous Learning

   To support employee competency development in the digital era, Al Syukro Universal Islamic University provides career development programs for staff and teachers. These programs include support for pursuing higher education and continuous training related to professional development, the latest technologies, and research.

**CONCLUSIONS**

Al Syukro Universal Islamic University has implemented several strategies for developing employee competencies to address the challenges of digitalization, such as technology-based training, enhancing soft skills, integrating technology into work processes, and using information systems and big data. By adopting a holistic and continuous approach, the institution ensures that its employees are ready to adapt to the changes brought by digital technologies while maintaining the integrity and quality of education based on Islamic values. Companies that can implement these strategies well will be better positioned to improve competitiveness and face the challenges of digitalization more effectively.

**ACKNOWLEDGEMENT**

From the discussion of the research results and conclusions above, the suggestions that the authors can give are as follows: 1) Al Syukro Universal Islamic University in improving the development of Human Resources must be better at making education programmes and training programmes; 2) Al Syukro Universal Islamic University needs to carry out a better employee performance supervision and evaluation function, so that with the implementation of tasks through education and training, the expected goals can be achieved optimally; 3) Al Syukro Universal Islamic University needs to improve its work discipline and obey all regulations, as well as efforts made by the leadership of Al Syukro Universal Islamic University to provide work enthusiasm.

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