

# DEVELOPING A HUMAN CAPITAL EXCELLENCE STRATEGY: AN HR PERSPECTIVE ON IBU KOTA NEGARA DEVELOPMENT PROJECTS

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## Abstract

Since the construction of the National Capital City (IKN) is a national strategic project that requires excellent human resources (HR), this research will investigate human capital excellence (HCE) strategies that can be applied to the IKN construction project. This research utilizes both types of research: literature study and case study. The literature study investigates HCE ideas and their influencing factors, and the case study investigates HCE strategies applied to several infrastructure development projects in Indonesia. The results show that HCE strategies can be used for ICT development projects, such as: Talent development is an effort to improve the skills and capabilities of human resources through continuous learning, career development, and training programs. Work culture improvement, which means creating a positive and productive work culture. Technology implementation, which means using technology to improve efficiency and productivity in the workplace. This research found that the right HCE strategy can help IKN development projects succeed. The HCE strategy should be designed comprehensively and integrated with the overall IKN development strategy.

**Keywords:** Human Capital Excellence, National Capital Development, Strategy.

## INTRODUCTION

The construction of a national capital is often a symbol of a country's progress. Such projects require skilled, trained and competent human resources to ensure success. Studies by Tambunan (2020) emphasize that the development of quality human capital is crucial in ensuring the effectiveness of large development projects such as these. Without adequate human resources, such projects are vulnerable to various risks and obstacles that can hinder development progress. Human capital excellence strategies are at the core of successful development projects. According to Sparrow et al. (2021), effective human capital management can increase productivity, reduce costs, and optimize project outcomes. In the context of national capital development, where projects involve multiple disciplines and complex technical demands, human capital management strategies must be well integrated with overall development goals and plans.

A number of factors influence human capital development strategies in national capital construction projects. First of all, demographic factors play an important role in shaping the diversity of the workforce involved in such projects (Jackson et al., 2020). An inclusive and diverse approach to human capital management can help capitalize on the strengths of the different backgrounds of the individuals involved. In addition, technological developments and changes in government policies also influence human capital development strategies (Schuler & Jackson, 2020). Especially with the rapid development of technology, a workforce skilled in technology is becoming increasingly important in modern development projects.

This research aims to analyze best practices in the development of human capital excellence strategies in national capital construction projects. We will look at various approaches that have been used by leading organizations in managing human capital in the context of similar development projects. By understanding these best practices, it is hoped to provide useful guidance for human resource practitioners in dealing with the complex challenges in national capital development projects.

### **Theoretical foundation**

1. **Human Resource Management (HRM) Theory:** HRM theory provides a framework for understanding how human resource management can be strategic in achieving organizational goals. According to Jackson, Schuler, & Jiang (2020), an HRM approach that is integrated with business objectives can assist in the development of human capital excellence strategies.
2. **Human Capital Development Theory:** This theory highlights the importance of investing in the development of employee skills, knowledge, and capabilities. Schuler & Jackson (2020) suggest that human capital development is a key factor in improving organizational productivity and competitiveness.
3. **Leadership and Motivation Theory:** This theory pays attention to the role of leaders in mobilizing and motivating team members to achieve organizational goals. According to Armstrong & Taylor (2020), effective leadership can influence employee performance and build commitment to the organization.
4. **Employee Engagement Theory:** This theory emphasizes the importance of employees feeling engaged and committed to work and the organization. Guest & Conway (2020) state that engaged employees tend to be more productive, creative, and loyal to the company.
5. **Competency Development Theory:** This theory focuses on developing the skills and knowledge required by individuals to achieve superior performance. Brewster & Mayrhofer (2020) highlight the importance of identifying and developing key competencies in achieving human capital excellence.

## **METHODOLOGY**

### **Quasi Qualitative Research Methods**

The quasi qualitative research method is an approach that combines qualitative and quantitative elements in the process of data collection and analysis. This approach allows researchers to explore in-depth understanding of the phenomenon under study while still maintaining elements of objectivity and generalizability of data.

### Research Method Steps:

1. **Formulating the Research Question:** The first step in the research method is to formulate a clear and focused research question. This research question will guide the entire research process. For example, "How can human capital advantage strategies be developed in national capital development projects?"
2. **Research Design:** A quasi qualitative research design combines qualitative data collection techniques such as in-depth interviews, observation, and document analysis with quantitative approaches such as surveys or statistical analysis. This design allows researchers to gain a comprehensive understanding of the research subject. For example, researchers can use in-depth interviews to gain insights directly from HR practitioners involved in national capital building projects, while surveys can be used to gather data more broadly from a range of organizations involved in similar projects.
3. **Data Collection:** Data collection methods in quasi qualitative research involve the use of various data collection techniques to gain a deep understanding of the phenomenon under study. This could include interviews, participatory observation, document analysis, and surveys. Qualitative data collection will provide deep and contextualized insights into the issues related to developing a human capital excellence strategy.
4. **Data Analysis:** The process of data analysis in quasi qualitative research involves using qualitative analysis approaches to understand the meaning and patterns that emerge from qualitative data, while also utilizing statistical techniques to analyze quantitative data. This data analysis will assist in identifying key findings and emerging patterns in the relationships between the various variables under study.
5. **Interpretation and Conclusion:** The final step in the quasi qualitative research method is interpretation of findings and drawing conclusions. This involves comparing and integrating findings from various data sources to come up with a holistic understanding of the phenomenon under study. The conclusions of this study will provide valuable insights for HR practitioners in developing human capital excellence strategies in national capital construction projects.

In this study, the authors analyzed the practice of developing human capital excellence strategies in national capital construction projects from a human resources (HR) perspective. The following are the key findings identified:

**The Importance of HR's Role in Developing Human Capital Excellence Strategies:** The results show that HR's role in developing human capital excellence strategies is significant. HR practitioners play a role in designing, implementing, and evaluating various human capital development policies and programs that support the success of national capital development projects. **Workforce Diversification and Complexity Management:** Another finding is the importance of complexity management in dealing with workforce diversification in projects of this nature. With a workforce that comes from various backgrounds, skills, and experiences, HR practitioners must be able to effectively manage such diversity to achieve the desired

development goals. Use of Technology in Human Capital Development: The results show that technology plays an increasingly important role in human capital development in national capital projects. Various digital platforms and technology solutions can be used to improve the accessibility, efficiency, and effectiveness of employee training and development programs. Partnerships with External Parties: Another finding is the importance of partnerships with external parties in developing a human capital excellence strategy. Cooperation with educational institutions, industry players, and non-profit organizations can improve accessibility to qualified human resources relevant to the needs of the national capital development projects.

## DISCUSSION

The findings of this study have important implications for HR practitioners and other stakeholders in national capital construction projects. The importance of HR's role in designing and implementing human capital excellence strategies cannot be doubted. HR practitioners must understand the complexities and challenges associated with managing human capital in such projects, and be able to develop innovative and sustainable solutions. Workforce diversification demands an inclusive and diverse approach to human capital management. HR practitioners must be able to manage such diversity wisely, promote inclusion, and reduce the risk of conflict or tension that may arise. The use of technology is key in improving the efficiency and effectiveness of human capital development in national capital development projects. The use of digital platforms, online training, and other technological solutions can help overcome geographical constraints, reduce costs, and increase accessibility to training and development. External partnerships are an important strategy in overcoming internal limitations in human capital development. Collaboration with educational institutions, industry, and non-profit organizations can help identify the specific needs of national capital development projects and provide qualified and relevant human resources.

## CONCLUSION

This research reveals that the development of human capital excellence strategies in national capital construction projects plays a very important role. From the analysis conducted, several findings and conclusions can be drawn that have important implications for human resource (HR) practitioners and other stakeholders:

1. **HR's Key Role:** HR's role in designing, implementing, and evaluating human capital excellence strategies in national capital construction projects is crucial. They are not only responsible for managing the workforce, but also catalyzing an inclusive, diverse, and innovative work environment.
2. **Complexity Management:** In the face of the diverse workforce involved in such projects, complexity management becomes essential. HR practitioners must be able to manage intercultural dynamics, resolve conflicts, and promote cross-team cooperation to achieve common goals.

3. **Technology Utilization:** The use of technology, such as digital platforms and e-learning solutions, can improve the accessibility, efficiency, and effectiveness of human capital development programs in national capital construction projects. HR practitioners need to optimally utilize technology to support employee learning and development.
4. **External Partnerships:** Collaboration with external parties, including educational institutions, industry players, and non-profit organizations, can help identify the specific needs of national capital development projects and provide qualified and relevant human resources.

## RECOMMENDATIONS

Based on the findings and discussion in this study, the following are some recommendations that can be implemented by HR practitioners and other stakeholders in national capital development projects:

1. **Strengthen HR's Role in Strategic Decision Making:** HR practitioners should be encouraged to be actively involved in strategic decision-making related to human capital development in national capital development projects. This allows HR to play a more strategic role in designing and implementing policies that support long-term development goals.
2. **Enhancing HR Managerial Skills:** Training and development of HR managerial skills should be prioritized to ensure that HR practitioners have the necessary capabilities to manage the complexities and challenges in the nation's capital development projects. This includes skills in diversity management, use of technology, and partnerships with external parties.
3. **Encourage Innovation in Human Capital Development:** HR practitioners should be encouraged to adopt innovative approaches to human capital development, including the use of new technologies, creative training program design, and collaborative approaches in addressing complex challenges.
4. **Strengthening External Partnerships:** Collaboration with educational institutions, industry players, and non-profit organizations should be strengthened to ensure accessibility to qualified human resources relevant to the needs of the country's capital development projects. These partnerships can also help in identifying new trends and opportunities in human capital development.
5. **Monitor and Evaluate Human Capital Development Performance:** An effective monitoring and evaluation system should be put in place to monitor and evaluate human capital development performance in national capital development projects. This enables continuous improvement in the strategies and programs implemented.

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