

## Analysis of Competency Development at PT Unilever Indonesia Tbk from 2020 to 2023

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### ABSTRACT

*This research analyses competency development at PT Unilever Indonesia during the period 2020-2023. The data used comes from the Sustainability Report of PT Unilever Indonesia from 2020 to 2023. The variables analysed in this study are the development and management of human resources in terms of competency development which is held periodically from 2020 to 2023. This research uses a qualitative method by taking a descriptive approach to identify competency development programs, the number of employees who participate in these programs, and their impact on employee performance. The sample in this study is Sustainability Report PT Unilever Indonesia between 2020 - 2023. Researchers used data based on documents related to the research. The results show that PT Unilever Indonesia has not maximally improved career development which can be seen from the number of managers participating in workshops, a decrease in employees accessing degrees, a decrease in the average learning hours at the entry level and senior level. In terms of training programs, there is a decrease in terms of technical competencies and professional skills. However, PT Unilever also made improvements in terms of certification and soft skills. In addition, PT Unilever participates in improving the quality of young employees who have joined PT Unilever with the Management Trainee path called U-Fresh. PT. Unilever Indonesia needs to increase enthusiasm in improving career development because career development is useful for companies to maximize employee quality.*

**Keywords:** Competency development, PT Unilever Indonesia, Sustainability Report 2020-2023

### INTRODUCTION

One valuable asset that a company possesses is its human resources (HR). Effective management and development of human resources (HR) contribute significantly to achieving a company's goals. Human Resources can be defined as all humans involved in an organization in seeking the realization of the organization's goals (Hasibuan & Malayu, 2020). Organizational goals cannot be achieved optimally if human resources cannot collaborate effectively with each other and are not equipped with competent skills to fulfill their responsibilities (Abubakar, 2018). What is the situation of human resources in Indonesia?

Indonesia's current condition regarding human resources using the Human Development Index (HDI) can still be said to be unfavorable, because it is still at 73.55, far below the average HDI of other countries which is above the value of 80 (News, 2024). Indonesia is still faced with a fundamental problem, namely the stagnant improvement in the quality of Indonesian human resources in recent years (Risza, 2023). In order to improve the quality of human resources, one of them is by increasing competence.

Human resources based on competency will enhance capabilities and build the character of the respective individuals. In a broad sense, these competencies can include aspects of employee knowledge, skills, attitudes and behavior. In a broad sense, this competency will be related to organizational strategy and this notion of competency can



be combined with soft skills, hard skills, social skills, and mental skills (Damingun, 2017). The benefits of competence are increasing productivity, increasing work effectiveness, streamlining coordination and communication, developing skills and skills (Admin, 2023). One of the companies that participates in improving the competence of their employees is PT Unilever Indonesia.

Unilever was founded on December 5, 1933, under the initial name Lever's Zeepfabrieken N.V. Subsequently, in 1980, it changed its name to PT Unilever Indonesia, and officially became PT Unilever Indonesia Tbk on June 30, 1997, after conducting its initial public offering to the public in 1982 (Unilever, 2024). This company encompasses Home & Personal Care and Foods & Refreshment products that have become essential daily needs for the Indonesian community. As a company that has been operating for 90 years, it understands the importance of developing human resources (HR) by continually encouraging employees to enhance their competencies, enabling them to adapt to future changes and demands.

Researchers conducted research on competencies based on previous research conducted by other researchers with companies outside PT. Unilever Indonesia as a basis for researchers to find out that there are similarities in the competencies of PT. Unilever with other companies. Research conducted by (Riyanti & Diwanti, 2023) regarding the competence of PT. Bank Perkreditan Rakyat Syariah (BPRS) Bangun Drajat Warga and the results obtained those skills, and attitudes are able to improve the performance of employees of PT. Bank Perkreditan Rakyat Syariah (BPRS) Bangun Drajat Warga. These results become the basis of reference that the provision of training from within the agency or from outside the agency can be done to improve skills, knowledge about work, and other trainings so that employee competence becomes better and improve performance for employees.

Research conducted by (Sukmayadi, 2020) states different things about Employee Competence at Trans Studio Bandung and the results obtained that the competence of Trans Studio Bandung employees is quite good, for knowledge and understanding must be added again seen from the achievement of targets that are still lacking. And for solutions in dealing with obstacles, employees have been able to overcome them well to achieve work in accordance with expectations, and companies need to re-enforce appreciation or initiative to employees who have good competence.

Research conducted by (Sumendap et al., 2015) on Civil Servants in the General and Financial Bureau of Sam Ratulangi University Manado, the results show that employee performance is still in the "medium" category tends to be "low". Work competence from the aspect of formal education, it seems that formal education is not too important in encouraging the improvement of apparatus performance, while the aspects of education and training and work experience are quite important in encouraging the improvement of employee performance and finance at the General Bureau of Sam Ratulangi University Manado.

Based on previous research, researchers have not found research on PT Unilever Indonesia using qualitative methods with variables analyzed by competence, there are differences in competency results from one company to another. In addition, researchers also explore the competency variables carried out by PT Unilever Indonesia. So that researchers made an analysis with the title Analysis of Competency Development at PT Unilever Indonesia Tbk from 2020 to 2023.

## **THEORITICAL REVIEW**

### **Competency**

According to Abubakar (2018), employee competency is a blend of knowledge, skills, attitudes, and other personal characteristics necessary to achieve success in a job, which can be measured using agreed-upon standards and improved through training and development. Competency is an individual's ability to master or perform a job and to analyze work or work regulations (Hadari Nawawi, 2011). Competency is defined as the capacity within an individual that enables them to fulfill the requirements of a job within an organization, thereby enabling the organization to achieve expected outcomes (Hutapea & Nuriana, 2008).

From these three definitions, it can be concluded that competency encompasses an individual's capacity in terms of knowledge, skills, attitudes, and characteristics, as well as their proficiency in executing and analyzing tasks required by the company, thereby contributing to achieving organizational goals.

### **Competency development**

The success of employee development in an organization is greatly influenced by the competencies possessed by the employees (Hasibuan, 2019). The ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job (Wibowo, 2016). Therefore, organizations should provide ample opportunities for each employee to enhance their competencies in facing the dynamics of work and competition, which demand skilled, knowledgeable, and proactive employees. Based on this statement, competency development for each individual is crucial to enhance their abilities in navigating work dynamics and achieving the company's objectives.

Competency development is needed in terms of fulfilling gaps, it is hoped that with competency development there will be a balance according to the standards possessed by each employee. Competency development can be done by conducting training, competency certification, assignments, and job shadowing (Ruddiana Lukvinda & Agatha Debby Reiza Macella, 2022).

Competency development as measured by the level and specialization of education, functional technical training and work experience (Yunila et al., 2021)

Competency development is an important tool in human resource management to achieve an organization's strategic goals. Competencies help the HR system to focus on developing employee behavior, and work quality that supports the mission, values, and strategic goals (Wulandari, 2018)

## **METHOD**

This research employs a qualitative descriptive method to identify competency development programs, the number of employees participating in these programs, and their impact on employee performance. Qualitative research methods are research methods based on philosophy, which are used to research on scientific conditions (experiments) where the researcher is an instrument, data collection techniques and qualitative analysis emphasize more on meaning (Sugiyono, 2020). The sample in this study uses data from the sustainability report of PT Unilever Indonesia from 2020 to 2023. Data collection in this study used documents. According to (Sugiyono, 2020), there are generally 4 (four) kinds of data collection techniques, namely observation, interviews, documentation and combination/triangulation. researchers use data collection techniques using documents that have been published by PT Unilever Indonesia.

## RESULTS AND DISCUSSION

### Competency Development in 2020 – Continuous Learning

Aware of the challenges of future work and aiming to create an agile organization, PT Unilever Indonesia Tbk implements training and development programs. These programs cover various competencies such as soft skills, technical skills, professional skills, leadership, and certifications, aiming to equip employees with knowledge, skills, and confidence to support business growth. The implementation involves inviting top consultants in their fields, including participation in overseas training programs. Despite the COVID-19 pandemic, training has shifted online, leading to an increase in Training Competency while Technical Competency has decreased due to the inability to conduct face-to-face sessions. Table 1 presents the number of employees participating in training and development programs.

Table 1. Training Programs PT Unilever Indonesia Year 2020

| Training and Development                        |                   |                   |               |
|-------------------------------------------------|-------------------|-------------------|---------------|
| Description                                     | 2020              | 2019              | 2018          |
| Total Manager participating in purpose Workshop | 14 from 374(WL2+) | 43 from 375(WL2+) | 779 form 1437 |
| Total employees accessing degreed               | 1.783             | 1.433             | 2.265         |
| Total average of modules learned in every month | 3.895             | n/a               | n/a           |
| Total learning hours                            | 33.802,67         | 57.105,2          | 33.485        |
| Average learning hours (male)                   | 3,18              | 11,05             | n/a           |
| Average learning hours (female)                 | 21,72             | 40,10             | n/a           |
| Training Program                                |                   |                   |               |
| Certification                                   | 562               | 83                | 5             |
| Soft Competency                                 | 9.030             | 1.717             | 2.002         |
| Technical Competency                            | 1.661             | 13.819            | 15.506        |
| Professional Skill                              | 2.961             | 745               | 1.306         |

Source: Sustainability Report PT Unilever Indonesia (Unilever, 2020)

Based on the table, in 2020, 14 managers participated in the Purpose Workshop out of 374, 1,783 employees accessed Degreed, with an average of 3,895 modules studied per month, totaling 33,802 learning hours. The average learning hours were 3.18 hours for males and 21.72 hours for females. Furthermore, based on the training programs, 562 employees pursued certification, 9,030 in soft competency, 1,661 in technical competency, and 2,961 in professional skills.

### Competency Development in 2021

The main employee training and development program is to develop leadership intuition. The competency training and development system is implemented by providing learning opportunities to all employees through specific training within their function or overall. This process can be conducted online or offline, depending on the learning media provided by the company/instructor.

To face rapid changes in the business environment, all employees are required to continuously enhance their competency standards. The company identifies competencies and designs a sustainable human resources development program that meets the needs of the business processes.

In preparing future-fit leaders, the company emphasizes competencies and leadership. Training programs include soft skills, technical skills, professional development, leadership, and certification to equip employees with knowledge, skills, and confidence to support business growth. Additionally, the company has a

development plan to understand each employee's purpose, enabling customization of leadership standards and skills that need to be built and developed.

PT Unilever Indonesia Tbk hosts the Unilever Business Academy, a collaboration between Unilever Indonesia and the University of Melbourne. This initiative aims to provide best and relevant training and practices that can be applied, enabling Unilever Indonesia to evolve "from good to great." The programs offered include Marketing, Sales, and Train of the Trainer (ToT) under the Unilever Business Academy. As of 2021, approximately 243 employees have participated in these programs, with favorable feedback. Based on the competencies determined in 2021, the following results were obtained:

Table 2. Training and Development PT Unilever Indonesia year 2021

| Training and Development                        |                   |                   |                   |
|-------------------------------------------------|-------------------|-------------------|-------------------|
| Description                                     | 2021              | 2020              | 2019              |
| Total Manager participating in purpose Workshop | 17 from 408(WL2+) | 14 from 374(WL2+) | 43 from 375(WL2+) |
| Total employees accessing degreed               | 2.047             | 1.783             | 1.433             |
| Total average of modules learned in every month | 4.498             | 3.895             | n/a               |
| Total learning hours                            | 26.698,97         | 33.802,67         | 57.105,2          |
| Average learning hours (male)                   | 5,92              | 3,18              | 11,05             |
| Average learning hours (female)                 | 5,52              | 21,72             | 40,10             |
| Training Program                                |                   |                   |                   |
| Certification                                   | 113               | 562               | 83                |
| Soft Competency                                 | 6.572             | 9.030             | 1.717             |
| Technical Competency                            | 1.219             | 1.661             | 13.819            |
| Professional Skill                              | 3.523             | 2.961             | 745               |

Source: Sustainability Report PT Unilever Indonesia (Unilever, 2021)

Based on the table, in 2021, 17 managers participated in the Purpose Workshop out of 408 with 2,047 employees accessed Degreed. Average of 4,498 modules studied per month, totaling 26,699 learning hours. The average learning hours were 5.92 hours for males and 5.52 hours for females. Furthermore, based on the training programs, 113 employees pursued certification, 6,572 in soft competency, 1,219 in technical competency, and 3,523 in professional skills.

#### Competencies carried out by PT Unilever in 2022 (Unilever, 2022) as follows:

- **Competency in 2022.** PT Unilever Indonesia Tbk continues to encourage employees to enhance their skills and knowledge. Training can be accessed through self-learning platforms provided by the company or through online and offline classes facilitated by instructors.
- **Employee development based on the 70-20-10 principle.** The training program focuses on enhancing general skills, functional skills, and leadership skills. The 70-20-10 principle emphasizes on-the-job training, mentoring, and traditional training to provide learning experiences.
- **Leadership Program.** Every employee and line manager creates a long-term development plan that includes soft skills, technical skills, professional skills, certification training, individual development plans to prepare each employee for future leadership roles
- **Degree.** Degreed is a digital platform that has been in use since 2017, which can be utilized to create a Future Fit Plan to guide employees' career paths and assist in identifying and developing skills.
- **Reskilling & upskilling with digital and analytical capabilities.** PT Unilever Indonesia Tbk is committed to building skills aligned with the future by reskilling and

upskilling employees in digital and analytical capabilities. In 2022, approximately 40.30% of employees have participated in these programs

- **Unilever Business Academy.** The Unilever Business Academy develops talents, particularly in the marketing and customer development divisions, aiming to bridge knowledge gaps among talents by enhancing functional skills. By 2022, a total of 512 employees have participated in the program.
- **Inspirational Learning Program (PIJAR).** The Inspirational Learning Program (PIJAR) encompasses learning sessions aimed at enhancing employees' skills in communication, analytical thinking, creativity, and teamwork. Additionally, there is a Change Management for Future of Work program that includes a comprehensive PIJAR initiative. This initiative is designed to mitigate the negative impacts of restructuring on employees by communicating changes, training employees ahead of changes, providing opportunities to acquire new skills, offering alternative job positions, and providing entrepreneurship training for resigning employees.
- **U-FRESH.** U-Fresh is a training program for sales personnel designed to help develop careers in customer development by placing them in Unilever depots across Indonesia for 12 months, aiming to build a talent pipeline to fill vacant positions. In 2022, a total of 36,257 individuals have participated in the program.

Based on the competencies determined in 2022, the following results were obtained:

Table 3. Training and Development PT Unilever Indonesia Year 2022

| Training and Development                                                |                     |                      |                      |
|-------------------------------------------------------------------------|---------------------|----------------------|----------------------|
| Description                                                             | 2022                | 2021                 | 2020                 |
| Total Manager participating in purpose Workshop                         | 5 from<br>428(WL2+) | 17 from<br>408(WL2+) | 14 from<br>374(WL2+) |
| Total employees accessing degreed                                       | 1.870               | 2.047                | 1.783                |
| Total average of modules learned in every month                         | 594                 | 4.498                | 3.895                |
| Total learning hours                                                    | 32.790,25           | 26.698,97            | 33.802,67            |
| Average learning hours (male)                                           | 7,12                | 5,92                 | 3,18                 |
| Average learning hours (female)                                         | 2,34                | 5,52                 | 21,72                |
| Avarage learning and skill development hours for entry level employees  | 7,36                | -                    | -                    |
| Avarage learning and skill development hours for middle level employees | 2,25                | -                    | -                    |
| Avarage learning and skill development hours for senior level employees | 6                   | -                    | -                    |
| Training Program                                                        |                     |                      |                      |
| Certification                                                           | 302                 | 113                  | 562                  |
| Soft Competency                                                         | 9.847               | 6.572                | 9.030                |
| Technical Competency                                                    | 4.939               | 1.219                | 1.661                |
| Professional Skill                                                      | 10.077              | 3.523                | 2.961                |

Source: Sustainability Report PT Unilever Indonesia (Unilever, 2022)

Based on the table, in 2022, 5 managers participated in the Purpose Workshop, with 1,870 employees accessing Degreed. The average number of modules studied per month was 594, totaling 32,790 learning hours. The average learning hours were 7.12 hours for males and 2.34 hours for females. Additionally, the average training hours for skill development were 7.36 for entry-level employees, 2.25 for middle-level employees, and 6 for senior-level employees. Furthermore, based on the training programs, 302 employees pursued certification, 9,847 in soft competency, 4,939 in technical competency, and 10,077 in professional skills.

**Competencies carried out by PT Unilever in 2023 (Unilever, 2023) as follows:**

- Competency in 2023. As done in 2022, competency development programs are implemented through several training programs.
- **Employee development based on the 70-20-10 principle.** The 70-20-10 principle emphasizes on-the-job training, mentoring, and traditional training to provide learning experiences. This aims to nurture talent and build a skilled workforce capable of contributing to the long-term success of the company
- **Leadership Program.** Every employee and line manager creates a long-term development plan that includes: soft skill, technical skills, professional skills, certification training, Individual development plans to prepare each employee for future leadership roles.
- **Creating a Future-Fit Plan through Degreed.** Degreed is a digital platform that has been in use since 2017, utilized for creating Future Fit Plans to guide employees' career paths and assist in identifying and developing skills. This platform promotes collaborative learning processes that enhance employees' skills and knowledge.
- **Building Future-Fit Skills with Digital and Analytical Capabilities.** The HR division focuses on developing a skills dictionary for digital and analytical competencies. Each function within the company will have its own dictionary for digital and analytical skills, and key roles are monitored to assess employees' digital skills.
- **Unilever Business Academy.** The Unilever Business Academy develops talents, particularly in the marketing and customer development divisions, aiming to bridge knowledge gaps among talents by enhancing functional skills. As of 2023, a total of 634 employees have participated in the program and given positive feedback
- **Inspirational Learning Program (PIJAR).** The Inspirational Learning Program (PIJAR) includes learning sessions aimed at enhancing employees' skills in communication, analytical thinking, creativity, and teamwork. Additionally, there is a Change Management for Future of Work program that encompasses a comprehensive PIJAR initiative. This initiative is designed to mitigate the negative impacts of restructuring on employees by communicating changes, training employees before changes occur, providing opportunities to acquire new skills, offering alternative job positions, and providing entrepreneurship training for resigning employee
- **U-FRESH.** U-Fresh is a sales force training program designed to help develop careers in customer development by placing participants in Unilever depots across Indonesia for 12 months, aiming to build a talent pipeline to fill vacant positions. By 2023, a total of 44,000 individuals have participated in the program.

Based on the competencies determined in 2023, the following results were obtained:

**Table 4. Training and Development PT Unilever Indonesia Year 2023**

| <b>Training and Development</b>                                         |                   |                  |                   |
|-------------------------------------------------------------------------|-------------------|------------------|-------------------|
| Description                                                             | 2023              | 2022             | 2021              |
| Total Manager participating in purpose Workshop                         | 1 dari 446 (WL2+) | 5 from 428(WL2+) | 17 from 408(WL2+) |
| Total employees accessing degreed                                       | 1.698             | 1.870            | 2.047             |
| Total average of modules learned in every month                         | 1.982             | 594              | 4.498             |
| Total learning hours                                                    | 56.917,64         | 32.790,25        | 26.698,97         |
| Average learning hours (male)                                           | 1,79              | 7,12             | 5,92              |
| Average learning hours (female)                                         | 4,79              | 2,34             | 5,52              |
| Avarage learning and skill development hours for entery level employees | 2,98              | 7,36             | -                 |
| Avarage learning and skill development hours for middle level employees | 8,78              | 2,25             | -                 |

|                                                                         |        |        |       |
|-------------------------------------------------------------------------|--------|--------|-------|
| Avarage learning and skill development hours for senior level employees | 4,5    | 6      | -     |
| <b>Training Program</b>                                                 |        |        |       |
| Certification                                                           | 404    | 302    | 113   |
| Soft Competency                                                         | 26.625 | 9.847  | 6.572 |
| Technical Competency                                                    | 3.821  | 4.939  | 1.219 |
| Professional Skill                                                      | 184    | 10.077 | 3.523 |

Source: Sustainability Report PT Unilever Indonesia (Unilever, 2023)

Based on the table, in 2023, 1 manager participated in the Purpose Workshop out of 446 (315 already did), 1,698 employees accessed Degreed, with an average of 1,982 modules studied per month, totaling 56,918 learning hours. The average learning hours were 1.79 hours for males and 4.79 hours for females. Additionally, the average training hours for skill development were 2.98 for entry-level employees, 8.78 for middle-level employees, and 4.5 for senior-level employees. Furthermore, based on the training programs, 404 employees pursued certification, 26,625 in soft competency, 3,821 in technical competency, and 184 in professional skills.

### Analysis Results

Based on the data obtained from 2020 - 2023, the researchers conducted a comparison and obtained the following results:

| Table 4. The results of the training and development from 2020 - 2023           |                    |                    |                               |                               |
|---------------------------------------------------------------------------------|--------------------|--------------------|-------------------------------|-------------------------------|
| Description                                                                     | 2020               | 2021               | 2022                          | 2023                          |
| <b>Training and Development</b>                                                 |                    |                    |                               |                               |
| Total Manager participating in purpose Workshop                                 | 14 dari 374 (WL2+) | 17 dari 408 (WL2+) | 5 (292 sudah) dari 428 (WL2+) | 1 (315 sudah) dari 446 (WL2+) |
| Total employees accessing Degreed                                               | 1.783              | 2.047              | 1.870                         | 1.698                         |
| Total average of modules learned in every month                                 | 3.895              | 4.498              | 594                           | 1.982                         |
| Total learning hours                                                            | 33.802             | 26.699             | 32.790                        | 56.918                        |
| Average learning hours (male)                                                   | 3.18               | 5,92               | 7,12                          | 1.79                          |
| Average learning hours (female)                                                 | 21.72              | 5,52               | 2,34                          | 4.79                          |
| Avarage learning and skill development hours for enterly level employees        | -                  | -                  | 7,36                          | 2.98                          |
| Avarage learning and skill development hours for middle level employees         | -                  | -                  | 2,25                          | 8.78                          |
| Avarage learning and skill development hours for senior level employees         | -                  | -                  | 6                             | 4.5                           |
| <b>Training Program</b>                                                         |                    |                    |                               |                               |
| Certification                                                                   | 562                | 113                | 302                           | 404                           |
| Soft Competency                                                                 | 9.030              | 6.572              | 9.847                         | 26.625                        |
| Technical competency                                                            | 1.661              | 1.219              | 4.939                         | 3.821                         |
| Professional Skill                                                              | 2.961              | 3.523              | 10.077                        | 184                           |
| <b>Other Program</b>                                                            |                    |                    |                               |                               |
| Number of employees who participated in the University Business Academy program | -                  | -                  | 512                           | 634                           |
| PIJAR                                                                           | -                  | -                  | ✓                             | ✓                             |
| U-Fresh                                                                         | -                  | -                  | 36.257                        | 44.000                        |
| Digital and Analytical Skills                                                   | -                  | -                  | 40,30 %                       | ✓                             |
| Employee development with the 70-20-10 principle                                | -                  | -                  | ✓                             | ✓                             |

Source: Sustainability Report PT Unilever Indonesia (Unilever, 2023)

Based on table 5, the results show that:

- The number of managers participating in goal workshops decreased each year. Workshops are also commonly referred to as workshops. The decrease in managers participating in workshops means that there is less interest in managers participating in developing training skills.
- There has been a decrease in employees accessing Degreed. Degreed is a platform provided by PT Unilever that can be used by all employees. The purpose of the platform is to create a future fit plan to guide employees' careers, identify problems and develop skills. Which means that there is a decrease in employee interest in accessing Degreed for career development.
- The average number of modules studied each month has increased. However, if it is drawn from 2020, it turns out that the year 2023 of 1,982 is smaller than 2020 of 3,895.
- In 2022, Unilever divided the average learning hours by level. The middle level has increased and the entry and senior levels have decreased. This means that employees who are eager to develop their careers are only those at the middle level.
- For training programs, certification and soft competencies have increased until 2023, but technical competencies and professional skills have decreased. Professional skills are career competencies and abilities that are essential in the work environment, applicable to various types of work (Swita, 2023) which include communication skills, public speaking, teamwork, time management, leadership, problem solving, stress-management, and people skills. Meanwhile, technical competence is a collection of knowledge, skills, and practical skills needed to carry out certain tasks in a field or profession. This ability includes a deep understanding of relevant concepts, methods, tools, or technology in a field (Proxisis\_HR, 2023). From these data, employees lack interest in technical competency and professional skill training programs even though these programs are useful for skill development in the future.
- Increase in employees who participated in the Business Academy university program
- Increase in U-Fresh. U-Fresh is MT or commonly referred to as management trainee. U-FRESH is a Sales Trainee Program to develop your career in Customer Development (Sales). Which means that there are many prospective new employees who are talented for career development in sales.

The above research can be concluded that the reduced interest of employees to conduct training, especially technical competencies and career skills. Even though the two training programs are the most important talent development in career advancement. This is in accordance with research conducted by Sukmayadi (2020) and (Sumendap et al., 2015) where the employee is less in achieving the target. This is due to the lack of training capabilities including technical competencies. A lack of interest in improving training skills, including the technical aspects of competency, in employees can have an impact on productivity and overall team capability. When employees do not prioritize or are not given the opportunity to develop their technical skills, this can result in a decrease in the quality of work produced. Therefore, it is important for companies to encourage interest and provide sufficient support for the development of employees' technical skills, both through internal and external training programs, so that they can continue to develop and make maximum contributions.

## **CONCLUSION**

PT Unilever Indonesia has not maximally improved career development which can be seen from the number of managers participating in workshops, a decrease in employees accessing degrees, a decrease in the average learning hours at the entry level and senior level. In terms of training programs, there is a decrease in terms of technical

competencies and professional skills. However, PT Unilever also made improvements in terms of certification and soft skills. In addition, PT Unilever participates in improving the quality of young employees who have joined PT Unilever with the Management Trainee path called U-Fresh.

PT. Unilever Indonesia needs to increase enthusiasm in improving career development because career development is useful for companies to maximize employee quality.

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