

Competency Analysis of Prima Karya Ngujang Livestock Management in Business Unit Management

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ABSTRACT

The development of livestock-based business units requires highly competent human resources to ensure sustainability and operational effectiveness. This study aims to describe the competency of managers in managing the Prima Karya Ngujang Livestock business unit and to identify the most prominent aspects as well as those requiring improvement. This research employed a quantitative descriptive approach. The population and sample consisted of 12 managers selected through total sampling. Data were collected using a closed-ended questionnaire with a five-point Likert scale based on cognitive, skill, and attitude dimensions, and were analyzed using descriptive statistics. The results indicate that the overall competency of the managers falls into the good category. Leadership and teamwork dimensions are the most prominent, reflected in strong collaboration skills, the ability to build harmonious relationships, and positive influence on members. Communication and coordination are also well implemented. However, the performance orientation and self-development dimensions require significant improvement, particularly in terms of individual initiative, proactive problem-solving, and continuous self-improvement. It can be concluded that strengthening a performance-oriented culture and delegating authority are crucial steps to transform passive compliance into proactive managerial competence.

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INTRODUCTION

The development of livestock-based business units plays a strategic role in supporting local economic growth, particularly in rural areas. The livestock sector is an integral part of the agribusiness system, contributing to the supply of animal-based food,

fulfilling protein needs, and creating employment opportunities for the community (Haloho & Saragih, 2021). Along with population growth and changes in consumption patterns, the demand for livestock products continues to increase, making smallholder livestock businesses highly promising economically (Trisman, Munandar, & Sulistyati, 2022).

Livestock business units function not only as production facilities but also as platforms for community empowerment through sustainable and institution-based resource management. The success of managing such business units is strongly influenced by the quality of human resources (HR) involved. From an organizational management perspective, human resources are considered the most vital asset, as they act as planners, implementers, and controllers in achieving organizational goals (Salman et al., 2020).

Prima Karya Ngujang Livestock is one of the livestock business units managed by administrators responsible for planning, implementation, and development. Based on preliminary observations, operational activities have been running; however, managerial competencies are not evenly distributed across all aspects of management. Some managers demonstrate strong technical skills, yet limitations are still found in strategic planning, development initiative, and the ability to respond to uncertainty.

Previous studies have mainly focused on causal relationships between competency and performance or on training program evaluations. Research that specifically maps the empirical competency profile of smallholder livestock business managers remains limited. Therefore, this study aims to objectively describe the competencies of Prima Karya Ngujang Livestock managers and identify the most prominent competency aspects as well as those requiring improvement.

LITERATURE REVIEW

Competency

Competency refers to an individual's ability to effectively perform tasks based on the integration of knowledge, skills, and work attitudes (Wibowo, 2014). It is not merely about possessing technical expertise, but also about how individuals apply their capabilities in real work situations. In organizational contexts, managerial competency plays a crucial role in determining the quality of decision-making, operational efficiency, and the organization's ability to adapt to dynamic environmental changes. Competent managers are able to identify problems, formulate strategies, and execute actions that align with organizational goals.

Furthermore, competency is closely related to performance outcomes. Individuals with higher competency levels tend to demonstrate better productivity, problem-solving ability, and adaptability. Therefore, competency is often considered a strategic asset in

organizational development, particularly in business units that require effective coordination, planning, and execution.

Dimension of Competency

In business unit management, competency is widely recognized as a multidimensional construct. According to Hart (2010), competency consists of three main dimensions: cognitive, skills, and attitudes. The cognitive dimension relates to knowledge, understanding, and the ability to think critically in solving problems. The skills dimension includes both technical skills (job-specific abilities) and interpersonal skills (communication, teamwork, and leadership). Meanwhile, the attitude dimension reflects personal values, motivation, responsibility, and work ethics.

These three dimensions are interconnected and cannot function effectively in isolation. For example, strong knowledge without the appropriate attitude may lead to poor decision-making, while good attitudes without sufficient skills may reduce work effectiveness. Therefore, a balanced integration of cognitive ability, practical skills, and positive attitudes is essential to achieve optimal performance within an organization.

This multidimensional framework is commonly used as a foundation for assessing individual capabilities, designing training programs, and evaluating managerial effectiveness in organizational settings.

Advanced Competency Framework

Expanding on the basic dimensions, Moehariono (2012) introduces a more comprehensive framework consisting of five competency aspects: task skills, task management skills, contingency handling skills, work environment role skills, and adaptability. Task skills refer to the ability to perform specific job duties, while task management skills involve planning, organizing, and monitoring work activities. Contingency handling skills emphasize the ability to respond effectively to unexpected situations or problems.

In addition, work environment role skills relate to the ability to interact and collaborate within the organizational context, including teamwork and communication. Adaptability reflects an individual's capacity to adjust to changes, learn new skills, and remain flexible in dynamic environments. This expanded framework highlights that competency is not static but evolves based on situational demands and organizational challenges.

Moreover, this perspective emphasizes the importance of balancing teamwork and individual initiative. While collaboration is essential for achieving collective goals, individual initiative and proactive behavior are equally important in driving innovation and

organizational growth. Without initiative, employees may become overly dependent on instructions, which can hinder organizational responsiveness and development.

RESEARCH METHOD

This study employed a quantitative descriptive approach. This method was chosen to systematically, factually, and accurately describe the level of managerial competency based on numerical data (Cronje, 2020).

The research was conducted at Prima Karya Ngujang Livestock, Tulungagung Regency, from February to April 2026. The population included all managers directly involved in business operations. A total sampling technique was used, resulting in 12 respondents.

Primary data were collected through a closed-ended questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument was developed based on Hart's (2010) competency theory and consisted of 30 items (Fryer & Dinsmore, 2020). Data were analyzed using descriptive statistics with IBM SPSS Statistics Version 25, including frequency distribution and mean analysis.

RESULTS AND DISCUSSIONS

The results and discussion section presents the findings of the study based on data collected from respondents and provides an in-depth analysis in relation to the research objectives and relevant theories. The data are analyzed using descriptive statistics to illustrate the competency profile of managers in the Prima Karya Ngujang Livestock business unit. The discussion is organized into several subsections, including demographic characteristics and competency dimensions, to provide a comprehensive understanding of the managers' capabilities and areas that require improvement.

Manager Demographic Profile

The demographic profile of the 12 respondents indicates that the majority are male (58.3%) and fall within the productive age range of 20–30 years (66.7%). This age group is generally characterized by high energy, adaptability, and openness to learning, which are important attributes in managing dynamic business environments. In terms of educational background, most managers hold a bachelor's degree (58.3%), suggesting that they possess adequate theoretical knowledge to support managerial responsibilities. Additionally, the majority of respondents have 1–3 years of managerial experience (50.0%), indicating that they are in a transitional phase from learning to applying managerial competencies in real organizational settings.

This combination of relatively strong educational background and moderate work experience suggests that the managers have the foundational capacity to perform effectively. However, the limited tenure may also imply that their competencies, particularly in strategic decision-making and independent leadership, are still developing. Therefore, the demographic profile reflects a workforce with potential for growth but requiring further experience and organizational support to reach optimal performance levels.

B. Cognitive and Skill Competency Findings

To better understand managerial competency, the analysis is divided into two main dimensions: cognitive and skill competencies. The cognitive dimension reflects managers' ability to think analytically, solve problems, and make decisions, while the skill dimension focuses on practical abilities in executing tasks and interacting with others. The following tables present a summary of the descriptive statistical results for each dimension.

Table 1. Cognitive Dimension Summary

Cognitive Indicator	Mean
Problem identification (Q1)	3.92
Data-based decision making (Q4)	4.00
Adaptation to change (Q5)	3.50
Technical understanding (Q7)	4.00

The cognitive dimension is categorized as good. The highest scores are found in data-based decision making and technical understanding, indicating that managers are capable of making rational and informed decisions supported by technical knowledge. However, adaptability to change shows a relatively lower score, suggesting that managers may face challenges when dealing with dynamic or uncertain situations. This finding highlights the need for improving flexibility and responsiveness in a rapidly changing business environment.

Before examining the skill dimension, it is important to note that managerial effectiveness is not only determined by cognitive ability but also by the capability to implement knowledge into practical actions. Skills such as communication, collaboration, and networking play a crucial role in ensuring organizational success.

Table 2. Skill Dimension Summary

Skill Indicator	Mean
Work planning (Q9)	3.92
External networking (Q11)	3.67
Positive influence (Q18)	4.00
Team collaboration (Q19)	4.00

The results show that the highest scores are found in positive influence and teamwork, indicating that managers are effective in building collaboration and maintaining harmonious relationships within the organization. However, external networking appears as the weakest aspect. This suggests that managers tend to focus more on internal coordination rather than expanding partnerships or external collaboration, which may limit opportunities for organizational growth and innovation.

C. Attitude Dimensions

In addition to cognitive and skill competencies, the attitude dimension plays a crucial role in shaping managerial behavior. This dimension reflects personal characteristics such as initiative, responsibility, and self-awareness, which influence how managers respond to challenges and perform their roles in the organization.

Table 3. Attitude and Character Dimension Summary

Attitude Indicator	Mean
High performance targets (Q21)	4.00
Initiative in problem-solving (Q23)	3.50
Goal-oriented direction (Q25)	4.00
Self-awareness (Q29)	3.58

Analytically, strong teamwork combined with relatively low individual initiative indicates a tendency toward a paternalistic organizational culture. In this context, teamwork is often interpreted as collective compliance with leadership directives rather than proactive and independent collaboration among members. Managers tend to rely on instructions and show hesitation in making independent decisions due to risk avoidance tendencies.

This condition is further reinforced by the relatively low score in external networking skills, suggesting that managers are more comfortable operating within internal organizational boundaries. As a result, the primary issue does not lie in technical competence, but rather in limited self-confidence and insufficient delegation of authority (Grieshaber, 2020). Strengthening empowerment and encouraging proactive behavior are therefore essential to transform managerial competence into a more dynamic and adaptive form.

CONCLUSION

The overall competency of Prima Karya Ngujang Livestock managers is categorized as good. The organization's main strength lies in leadership and teamwork, where managers demonstrate the ability to maintain internal harmony. However, this stability also reveals critical weaknesses in performance orientation and self-development.

Passive initiative, dependence on instructions, and limited networking capacity indicate a lack of managerial independence. Therefore, the organization needs to reform

its work culture toward an empowering system by increasing delegation authority, enabling managers to become proactive agents.

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