# CHAPTER VI
# CONCLUSIONS

## 6.1    Conclusions

From this research there are several things that can be concluded regarding Data Center, System & Data Analysis Division and System Information & Information Technology Service Division as mentioned below:

1.    There are 33 relevant competencies for Data Center, System & Data Analysis Division and 28 competencies for System Information & Information Technology Services Division. These competencies are made into competency dictionary as a step to develop competency-based human resources management. Work activity in Directorate of Information and Technology is very technical. This causes some of the competencies overlapping due to similar responsibility specially in managing and maintaining cloud server and also overviewing software and hardware infrastructure. Nonetheless, the difference between the two divisions is that the Data Center, System & Data Analysis Division is concentrating in designing, planning, and developing disaster discovery plan on system architecture and making sure the services product met the Organization's needs. On the other hand, System Information & Information Technology Services Division focusing on engaging with the users to ensure smooth services operations regarding the software and other product services of information and technology in Universitas Andalas.

2.    Both divisions under this research appear to fall behind the expected proficiency level. It is indicated by the large number of negative gaps from each division. The significant gaps are caused by the lack of talent development program and the affect of turn over rate that keeps the staff

level stagnant in only entry level since the Non-Civil Servant does no have a career path for further opportunity within the organization.

3.      From Importance-Performance Analysis, there are some competencies that needs to be improved in order to give better services. The Importance-Performance Analysis of the Data Center, System & Data Analysis Division shows that there are 26 competencies that fall into Quadrant 1, 5 competencies in Quadrant 2, and 2 competencies in Quadrant 3. The Importance-Performance Analysis of System Information & Information Technology Services Division shows that there is 1 competency fall in Quadrant 1, 6 competencies in Quadrant 2, 11 competencies in Quadrant 3, and 10 competencies in Quadrant 4. Based on this conditions there are few suggestions on developing a competency-based human resources planning that can be considered, they are evaluating current development program in order to improve the program objectives, competency-based training to develop training program that is relevant to the current competency level and needs, exposing employee to new experience in order to gain understanding on how to solve problem in actual situation, lastly mentoring and coaching to gives the employee a good advice in best practice solution.

## 6.2    Suggestions

From this final project, there are few suggestions for further use of the study, such as:

1.      Regarding the project on human resources planning and recruitment, it is recommended that the Directorate of Information and Technology at Universitas Andalas utilize the competency dictionary derived from this study as a guideline. This will enable the organization to identify and secure the most suitable future talent.

2.      The Directorate of Information and Technology at Universitas Andalas can enhance its human resources management by utilizing the competencies

outlined in this study. This approach will enable more precise development programs, ultimately expected to improve the performance of the organization's services.

3.  This research constitutes the initial phase of a series aimed at competency-based human resources planning. It is anticipated that future researchers will conduct further analyses on training needs assessment, competency-based recruitment processes, and competency-based development programs. Such investigations will ensure that the human resources framework of the Directorate of Information and Technology at Universitas Andalas is significantly strengthened.