



Study on Mapping of Qualification, Occupation, and Competence in Human Resources Management to Improve Link and Match Between Industry and Education Program

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ABSTRACT

This study aims to map qualifications, jobs, and competencies in the field of Human Resource Management (HRM) to improve compatibility between industry and educational programs. Using the Rapid Assessment Process method, this study identifies job structures that can be described in accordance with regional competency standards and national qualification frameworks. The results showed that there is a match between industry needs and educational outcomes in the field of HRM. The research successfully formulated an interface model between the structure of the job map, skill sets in the educational operational curriculum and certification schemes, allowing the identification of links and fits between industry needs and educational outcomes. Recommendations for advanced research include increased collaboration between educational institutions and industry in curriculum development, using competency-based approaches, and implementing standardization and accreditation for qualifications and competencies in various industries. This research presents important contributions in mapping qualifications, occupations, and competencies in HR relevant to current and future industry needs.

Keywords: Mapping Of Qualification, Occupation, Competence, Human Resources Management, Link and Match Between Industry and Education Program.

INTRODUCTION

Strong linkages between industry and educational programs are essential to ensure that curriculum and learning are tailored to current and future job market needs, thereby increasing graduate employability and meeting industry workforce needs more effectively. A study from the OECD highlights the significance of aligning educational systems with labor market demands to enhance graduate employability, reduce skill imbalances, and prepare students for future job market changes (OECD, 2019). Manevska, Savina et al. (2018) discusses the importance of aligning educational programs with industrial requirements, particularly in the development of

interpersonal skills which are critical for the workplace. It emphasizes the role of internships and mentorships in closing the gap between academic preparation and industrial expectations. Alanazi and Benlaria (2023) examines how career services, skills, competencies, and curriculum design impact employability outcomes among graduates of Jouf University in Saudi Arabia. The research suggests improving these areas to better align higher education outcomes with labor market demands, in accordance with Saudi Arabia's Vision 2030 .

The strategic development of human resource management in an educational context is vital to prepare teaching personnel who are competent and responsive to changing industry dynamics, ensuring that they can transmit relevant knowledge and skills to students. Marcin Gąsior et al (2021) found that the representatives of educational institutions assume that the most important is a whole set of interpersonal skills, least, those grouped in 'managerial' category. Firman Anggara and Pantius Drahen Soeling (2023) found that the implementation of human resource management is implemented in it to get employees who have good performance and can improve the company's quality. Easton et al (2006) report the need for a strategic HRM approach to address the challenges faced by schools and improve educational outcomes. Hashmi (2014) emphasizes the importance of strategic HRM in the education sector to improve educational outcomes and ensure that teaching personnel are competent and responsive to changing industry dynamics.

Qualification, occupation and competency mapping is a fundamental step towards identifying gaps between educational outcomes and industry needs, enabling the establishment of more targeted and relevant educational programs that meet the specific requirements of the job market. Russo (2016) found that competency mapping in the field of HR development and empowerment can be useful in a skill gap analysis, the comparison between available and needed competencies of individuals or organizations, and the development of individual development plans to eliminate the gap. Ruhama et al (2021) found that the use of an Occupational Map and Competency Standards (CS) can be used as a reference for competency-based education/training, competency tests (competency certification), structuring the company, and preparing company Standard Operating Procedures (SOPs). World Bank (2015) highlights the need for a mapping of the national educational system and country-specific education levels to the International Standard Classification of Education (ISCED) to identify skills gaps. A study also highlights the need for a shift towards a competency-based approach in education and training to address these gaps (Zahiraldinni, 2022). OECD (2019) emphasizes the need for mapping skill requirements by occupation and aggregating data by skill using the number of employed persons by occupation as a weight. A study highlights the need for a strategic HRM approach to address the challenges faced by educational institutions and improve educational outcomes (Hashmi, 2014).

Despite ongoing efforts, several challenges persist in the development of effective links between industry and educational programs in human resource management (Ridwan et al., 2022). These challenges include curriculum mismatches, where educational offerings fail to align with industry needs, resulting in graduates lacking requisite skills. Moreover, rapid industry changes, particularly in technology, pose difficulties in keeping educational curricula updated. The lack of collaboration between industries and educational institutions exacerbates this issue, further widening the gap between theoretical knowledge and practical application. Identifying industry-specific competencies proves challenging due to varying sector demands and evolving job requirements. Additionally, the absence of standardized qualifications across industries hampers program design efforts. Recognizing non-formal learning and prior work experience remains a hurdle, despite their relevance to industry needs. Insufficient data on labor markets and competency requirements hinder evidence-based decision-making for program development. Lastly, ensuring accessibility and affordability of education programs, especially in remote or economically disadvantaged areas, presents a significant challenge (Azzahra et al., 2024). Addressing these obstacles is crucial for fostering a more effective alignment between education and industry needs in human resource management.

The purpose of this study is to map the qualifications, occupations, and competencies required in the human resources management (HRM) field to improve the link and match between industry and education programs. This study aims to identify the skills and knowledge required by HRM professionals in various industries and to compare them with the competencies taught in HRM education programs. By conducting this mapping exercise, the study aims to provide insights into the current state of the HRM profession and to inform the development of more effective HRM education programs that better prepare students for their future careers. The ultimate goal of this study is to enhance the competitiveness of the HRM profession and to ensure that HRM graduates are well-equipped to meet the demands of the industry.

RESEARCH METHODS

The Rapid Assessment Process (RAP) method developed by Beebe (2005) is a team-based intensive qualitative technique that uses triangulation, iterative data analysis, and additional data collection to quickly develop an initial understanding of a situation from an insider perspective. This method is very relevant for the research "Mapping Of Qualification, Occupation And Competence In Human Resources Management To Improve Link And Match Between Industry And Education Program" because:

1. The Need for an Insider Perspective: The RAP provides in-depth insight into the qualifications, occupations, and competencies required in human resource management from the perspective of those directly involved in industry and educational programs. This is important to identify gaps and create better links and matches between industry and education.

2. Intensive Team Approach: Using multidisciplinary teams, the RAP enables the gathering of diverse views and knowledge, which enriches the mapping of qualifications and competencies as well as understanding of various jobs in the context of human resource management.
3. Triangulation and Iteration: Through the use of multiple data sources and methods (e.g., semi-structured interviews, observations, and discussion groups), as well as iterative cycles of data collection and analysis, RAP guarantees the accuracy and depth of analysis.
4. Rapid Development: Because research aims to improve links and matches between industry and educational programs quickly, a short RAP (usually between 1 to 6 weeks) allows researchers to identify and respond to problems immediately.
5. Participatory Engagement: By engaging stakeholders from both sectors (industry and education), the RAP not only increases the relevance and applicability of findings but also supports shared decision-making and enhanced partnerships.

RESULTS AND DISCUSSION

The identification of the need for the perspective of the people involved is done by HR professionals. The RAP method provides an in-depth discussion of the qualifications, occupations, and competencies required in human resource management from the perspective of those directly involved in industry and educational programs. From this identification can be identified the occupational structure of the field of human resource management where each occupational title has the following description: Definition, Area/Workplace, Profile/Employability Skills/Soft Skills, Initial Requirements, Scope of Work/Main Tasks, and selected tasks.

The Intensive Team Approach is carried out using a multidisciplinary team of industry practitioners, academics and industry associations so that the RAP allows the collection of diverse views and knowledge, which enriches the mapping of qualifications and competencies as well as understanding of various jobs in the context of human resource management. In this approach, an outcome profile was identified that became the instructional objectives of the education system at the operational curriculum level which included: The title of the skill set and learning outcomes, Definition/Scope of learning, Workplace context, Managerial and cultural competence, Work role responsibilities, Entry behavior line, Level/degree achievement criteria, Basic competencies and expertise, Class hours, and Credit units.

The Triangulation and Iteration approach is carried out through the use of occupational structures within the framework of qualifying the results of the above identification, various data sources and methods (e.g., semi-structured interviews, observations, and discussion groups), and repeated cycles of data collection and analysis are carried out, so that the accuracy and depth of analysis can be accounted for. From this approach, the above structure has carried out

occupational mapping from various national and international sources, semi-structured interviews, observations, and discussion groups. National and international sources are obtained from ISCO, KBJI, ONET, NOC, Training Package, and others (AustralianGovt, 2023; CANADA STATISTIC, 2011; ILO, 2012; KEMNAKER DAN BPS, 2014; O*NET, 2024). The details of the results of the study can be shown in Tables 1-9 below. Complete data from the entire structure will be packaged in the MSD occupational map book within the framework of national qualifications.

Table 1. Occupation map and its competence in the field of human resource management at IQF level 9

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
9	Global Senior HR Consultant	A Global Senior HR Consultant is a high-level HR professional who provides strategic guidance, solutions, and advice to global organizations in various aspects of human resource management including cross-border recruitment, development, retention, and regulation.	<ul style="list-style-type: none"> • Provide strategic consulting on global HR initiatives including recruitment, learning and development, performance management, and retention. • Develop and implement HR strategies that align with multinational global business and compliance objectives. • Analyze labor market data and trends to provide strategic insights to clients or organizations. • Lead HR audits and assessments to ensure compliance and effectiveness of global HR strategies.
	Chief Human Resources Officer (CHRO) Global	The Global Chief Human Resources Officer (CHRO) is a high-level executive position responsible for the strategy and implementation of human resource management across global organizations. CHROs lead efforts to develop and maintain corporate culture, workforce strategies, regulatory compliance in multiple countries, and initiatives to increase employee engagement and productivity.	<ul style="list-style-type: none"> • Develop and implement a global HR strategy that aligns with the company's business objectives. • Lead and manage global HR teams to achieve strategic goals. • Monitor and ensure HR compliance with all labor regulations and ethics in various jurisdictions. • Manage employee relations, development programs, and retention initiatives on a global scale.

Table 2. Occupation map and its competence in the field of human resource management at IQF level 8

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
8	Corporate HR Director	Corporate HR Director is a strategic position at the corporate level that is responsible for planning, developing, and implementing human resource (HR) strategies that are in line with organizational goals and needs. They ensure that HR practices support the company's growth and sustainability	<p>Scope of work/main tasks:</p> <ul style="list-style-type: none"> • Develop and implement HR strategies that are in line with corporate objectives. • Manage and develop talent practices, including recruitment, retention and career development. • Improve organizational effectiveness through the development and implementation of training and development programs.

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	through talent development, performance management, and organizational development initiatives.	<ul style="list-style-type: none"> • Provide strategic guidance to top management on HR issues and organizational change. • Monitor and analyze HR trends to ensure best practices are implemented.
HR Strategic Advisor	HR Strategic Advisor is a senior human resource management professional who is responsible for providing strategic advice, direction, and support to executives and senior management in terms of HR policies, programs, and practices to advance organizational goals.	<ul style="list-style-type: none"> • Develop and implement an HR strategy that aligns with the organization's overall vision and goals. • Provide advice and guidance to executives and senior management on complex HR issues. • Oversee the effective implementation of HR policies and procedures. • Analyze industry trends and internal data to provide strategic recommendations.
Organizational Development Consultant	An Organizational Development Consultant is a professional who is responsible for guiding an organization in the process of change and development. They analyze business processes, organizational structure, and work culture to identify areas that require improvement or development and design and implement strategic solutions to improve organizational effectiveness and efficiency.	<ul style="list-style-type: none"> • Perform organizational diagnostics to identify challenges and opportunities for improvement. • Develop and implement organizational development strategies to improve employee performance, efficiency, and satisfaction. • Provide training and support for change management to employees and management. • Manage organizational development projects and initiatives from conception to implementation and evaluation. • Provide strategic advice to management on best practices of organizational development and change management.

Table 3. Occupation map and its competence in the field of human resource management at IQF level 7

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
7	HR Director	Human Resources Director/HR General Manager/HR Vice President is an executive position responsible for the strategic and operational management of human resources and general administrative functions within an organization. They ensure that the HR strategy is in line with the company's goals and mission, including employee recruitment, development, retention, and well-being, as well as complying with labor regulations and internal policies.	<ul style="list-style-type: none"> • Develop and implement HR strategies and policies that are in line with business objectives. • Lead the employee recruitment, development, and retention process. • Manage employee welfare programs and industrial relations. • Ensure compliance with labor regulations and internal policies. • Provide advice and support to senior management in terms of HR and strategic decisions.

Head of the Organization and Officer	Head of the Organization and Officer, in the context of human resource management, usually refers to a senior position responsible for the strategic direction and policy of human resources within the organization. This can include the development, implementation, and evaluation of HR initiatives that support organizational goals.	<ul style="list-style-type: none"> • Design and implement HR policies and programs to support organizational strategy. • Lead and manage the HR team to provide effective and efficient services. • Develop strategies for hiring, retention, development, and firing. • Align HR strategy with business goals and organizational needs.
Human Resources General Manager	Human Resources General Manager is a high leadership position in the organization that is responsible for the management of all aspects of the human resource function. They develop HR strategies that align with the organization's business objectives, provide direction for all HR initiatives, and ensure compliance with labor laws and regulations.	<ul style="list-style-type: none"> • Develop and implement an HR strategy that aligns with the organization's vision and business goals. • Manage the day-to-day operations of the HR department, including recruitment, employee development, employee relations, and administration. • Provide consultation and support to senior management in all HR-related matters. • Oversee regulatory compliance and HR policies.
Human Resources Vice President	The Human Resources Vice President (HR VP) is a high-level executive position responsible for overseeing all operational and strategic aspects of the human resources department. The HR VP ensures that HR initiatives and programs support the overall goals of the organization, while maintaining compliance with labor laws and ethics.	<ul style="list-style-type: none"> • Develop and implement an HR strategy that aligns with the organization's business strategy. • Provide direction and leadership to the HR team and senior management regarding human resource issues. • Oversee the development and implementation of talent management systems, recruitment policies, and retention programs. • Ensure compliance with all labor laws and regulations.

Table 4. Occupation map and its competence in the field of human resource management at IQF level 6

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
6	Head of Corporate Learning Institution	Head of Corporate Learning Institution is a leadership position responsible for the strategic development and implementation of employee learning and development programs at the corporate level. Individuals in these roles lead learning initiatives to improve the skills, knowledge, and performance of employees across the organization.	<ul style="list-style-type: none"> • Develop corporate learning strategies that align with the company's business objectives. • Manage and lead learning and development teams. • Develop and implement effective training and development programs. • Measure and evaluate the effectiveness of learning programs. • Manage budgets for learning and development initiatives.
	Head of Human Resources	Head of Human Resources (HR) is an executive position responsible for the direction and management of all human resource functions in an organization. These include human resource strategy, recruitment and selection, training and development, performance	<ul style="list-style-type: none"> • Develop and implement a human resource strategy that supports the organization's business objectives. • Provide leadership and direction to the human resources team. • Manage recruitment, selection, training, and development.

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	management, employee relations, and legal compliance.	<ul style="list-style-type: none"> Oversee performance management and appraisal processes. Maintain healthy working relationships and manage employee relations issues.
HR Business Partner-Senior Managerial Level	HR Business Partner-Senior Managerial Level is a position responsible for providing strategic consulting on human resource issues to specific business units or divisions. They work closely with senior management to develop and implement HR strategies that support business objectives, as well as improve employee performance and satisfaction.	<ul style="list-style-type: none"> Become a strategic partner to senior management and executive teams. Develop HR strategies and solutions tailored to the specific needs of the business. Facilitate and mediate discussions between management and employees. Encourage and support employee and leadership development initiatives. Identify and address workforce issues that may affect organizational performance.
Human Resource-Senior Manager	Human Resource-Senior Manager is a key position in the human resources department responsible for planning, directing, and coordinating various human resource functions within the organization. This position involves developing HR policies, programs, and strategies that align with the company's business objectives and ensuring compliance with labor regulations.	<ul style="list-style-type: none"> Develop and implement a human resource strategy that supports business objectives. Manage and direct the HR team in performing HR functions such as recruitment, training, development, and performance appraisal. Provide consultation and support to management on human resource issues. Monitor and ensure compliance with labor regulations and laws.

Table 5. Occupation map and its competence in the field of human resource management at IQF level 5

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
5	Compensation & Benefits Manager	A Compensation & Benefits Manager is an HR professional responsible for the design, implementation, and management of compensation and benefits packages for employees. They ensure that compensation and benefits strategies support organizational goals, are competitive, and comply with all laws and regulations.	<ul style="list-style-type: none"> Develop and implement compensation and benefit policies and programs. Conduct benchmarking and market research to ensure competitive compensation and benefits packages. Manage compensation and benefits budgets and ensure compliance with laws and regulations. Working with external service providers such as insurance companies and pension fund providers.
	Employee Relations Manager	An Employee Relations Manager is an HR professional who is responsible for developing, maintaining, and improving the relationship between an organization and its employees. They handle employee issues, develop labor relations policies, and ensure a harmonious and productive work environment.	<ul style="list-style-type: none"> Develop and implement employee relations policies and procedures. Provide consultation and guidance to management and employees on employee relations issues. Investigate employee complaints and disciplinary issues, and provide resolution. Monitor employee satisfaction and labor relationship trends, and develop strategies to improve morale and retention.
	HR Business Partner-	HR Business Partner at the managerial level is an HR professional who serves as a liaison between the human resources	<ul style="list-style-type: none"> Work as a strategic partner with managers and business leaders to develop HR solutions that match the needs and goals of the organization.

Managerial Level	department and other divisions or departments in the organization. They provide strategic advice and operational support to ensure that HR strategies are aligned with business objectives and business unit-specific needs.	<ul style="list-style-type: none"> • Provide consultation and support to management on HR issues such as leadership development, succession planning, and change management. • Identify and analyze HR trends and issues within the organization and develop responsive strategies. • Ensure HR policies and procedures are aligned with labor laws and best practices.
HRIS Manager	HRIS Manager is a professional responsible for the development, implementation, and maintenance of Human Resource Information Systems (HRIS) in an organization. They ensure that HRIS systems effectively support HR needs and business objectives, facilitate employee data management, and improve HR operational processes.	<ul style="list-style-type: none"> • Manage and supervise the operation of HRIS systems to ensure data accuracy and security. • Assess HR needs and formulate technology solutions to improve HR operational efficiency and effectiveness. • Coordinate with IT to ensure integration, maintenance, and renewal of HRIS systems. • Develop and implement system training for HRIS users in the organization.
Human Resources Manager	Human Resources Manager is a professional who is responsible for the management of all aspects of human resources in an organization. This includes recruitment, training, employee development, salary administration, benefits, employee relations, and compliance with labor laws and regulations.	<ul style="list-style-type: none"> • Develop and implement HR strategies that support organizational goals. • Organizing the process of recruitment, selection, and onboarding of employees. • Manage training and development programs to improve employee skills. • Oversee the administration of employee salaries and benefits.
Industrial Relations Manager	An Industrial Relations Manager is a professional in charge of managing the relationship between management and employees, as well as between companies and unions. They are responsible for developing, implementing, and monitoring policies and programs aimed at ensuring harmonious and productive working relationships.	<ul style="list-style-type: none"> • Develop and implement industrial relations policies and procedures. • Negotiate collective labor agreements with trade union representatives. • Investigate and resolve employee complaints and employment relations issues. • Manage industrial relations cases, including mediation and arbitration.
Organization Development Manager	Organization Development Managers are professionals responsible for designing and implementing programs that improve organizational effectiveness and employee performance. They work to ensure that organizations continue to evolve and adapt to changes in the external and internal environment through strategic interventions and human resource development.	<ul style="list-style-type: none"> • Develop and implement organizational development programs that support business strategy. • Identify employee training and development needs and design modules accordingly. • Lead change initiatives to improve employee performance and satisfaction. • Assess and analyze organizational performance to identify areas of improvement.
Organizational Development Manager	Organizational Development Manager is a professional responsible for planning, developing, implementing, and evaluating programs and initiatives aimed at improving organizational effectiveness. They work to improve organizational performance through behavior and	<ul style="list-style-type: none"> • Develop and implement programs and initiatives to improve organizational culture, efficiency, and employee engagement. • Assess organizational needs and design appropriate development programs. • Facilitate workshops and training sessions to enhance leadership and teamwork skills.

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	culture change, employee development, and work process improvement.	<ul style="list-style-type: none"> • Monitor and evaluate the effectiveness of organizational development programs.
Personnel Administration Manager	A Personnel Administration Manager is a professional responsible for managing all administrative aspects of human resources. They ensure that all HR administration processes run smoothly and efficiently, including employee data management, payroll, benefits, and compliance with labor regulations.	<ul style="list-style-type: none"> • Manage payroll processing, benefits, and other employee administration. • Ensuring compliance with all labor laws and regulations. • Maintain and manage human resource information systems. • Develop and implement effective HR policies and procedures.
Recruitment & Selection Manager	A Recruitment & Selection Manager is an HR professional who is responsible for leading and organizing all aspects of the recruitment and selection process within an organization. They ensure that the organization attracts, recruits, and selects the most qualified employees who fit the needs of the organization and the corporate culture.	<ul style="list-style-type: none"> • Develop and implement recruitment strategies to meet the organization's recruitment needs. • Lead and manage the recruitment team to achieve recruitment targets. • Design and implement a fair and efficient selection process. • Establish and maintain relationships with recruitment agencies, schools, and other recruitment platforms.
Remuneration Manager	A remuneration manager is a professional responsible for planning, developing, and implementing payroll strategies to ensure that a company's payroll structure is competitive, fair, and compliant with regulations and organizational objectives. They manage all aspects of payroll including base salary, bonuses, benefits, and incentives.	<ul style="list-style-type: none"> • Develop and manage the company's payroll strategy. • Review and update payroll structures to ensure fairness and competitiveness. • Manage budgets for salaries, bonuses, and benefits. • Communicate with management and employees about payroll issues.
Talent Manager	A talent manager is an HR professional who is responsible for identifying, attracting, and developing talented employees within the organization. They aim to create development programs that meet the needs of employees and support the company's strategic goals.	<ul style="list-style-type: none"> • Develop a talent management strategy that is in line with the company's business objectives. • Identify employee development needs and design training programs. • Coordinate the succession process and career planning for key positions in the organization. • Conduct talent assessments and provide feedback to employees and management.
Training & Development Manager	Training & Development Manager is a professional responsible for planning, implementing, and supervising training and development programs to improve employee skills, productivity, and performance. They also focus on identifying training and development needs and measuring the impact of the program on organizational goals.	<ul style="list-style-type: none"> • Develop training and development strategies that align with organizational goals. • Identify training needs through performance analysis, surveys, and consultations with managers. • Design and implement innovative and effective training programs. • Measure and evaluate the impact of training on employee performance and organizational goals.

Table 6. Occupation map and its competence in the field of human resource management at IQF level 4

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
4	Benefits Analyst	A Benefits Analyst is a professional responsible for the analysis, design, and administration of employee benefit programs. They evaluate the effectiveness of current benefit programs, suggest changes or improvements, and ensure compliance with government and industry regulations.	<ul style="list-style-type: none"> Assess and compare the effectiveness of current benefit programs with industry or competitor standards. Assist in the design and implementation of new or revised benefit programs. Maintain relationships with benefit providers and manage the vendor selection process. Provide support and training to employees on their benefits.
	Compensation & Benefits Supervisor	A Compensation & Benefits Supervisor is an HR professional who oversees and manages payroll operations and employee benefits programs. Their duties include designing, implementing, and maintaining compensation and benefits packages that are competitive and in accordance with organizational policies and legal regulations.	<ul style="list-style-type: none"> Oversee the development and implementation of compensation and benefits strategies. Ensure compliance with all applicable laws and regulations. Manage benefit service providers and contract negotiations. Provide advice and support to employees on compensation and benefits issues.
	Compensation Analyst	Compensation analysts are professionals responsible for supporting the development, implementation, and maintenance of employee compensation programs. They conduct an analysis of the salary structure, assess the fairness and competitiveness of salaries, and ensure compliance with the regulations and policies of the organization as well as the job market.	<ul style="list-style-type: none"> Conduct market salary analysis and benchmarking to determine the organization's competitive position. Support the development and implementation of salary structures and pay scales. Prepare analysis and recommendations for salary changes, promotions, and other adjustments. Assist in the annual salary review process and bonus process.
	Employee Communications Supervisor	An Employee Communications Supervisor is a professional responsible for the development, implementation, and oversight of a company's internal communications strategy to ensure effective and consistent information is conveyed to all employees. They play an important role in nurturing employee engagement and promoting a positive company culture.	<ul style="list-style-type: none"> Develop and implement employee communication strategies to increase employee engagement and satisfaction. Oversee the creation and distribution of communication materials, such as newsletters, emails, and internal announcements. Manage corporate intranet portals and other communication channels. Coordinate with HR departments and others to ensure messages are consistent and accurate.
	HR Admin Specialist	An HR Admin Specialist is a professional responsible for performing various administrative tasks and supporting the operational functions of the human resources department. They ensure that all administrative processes run smoothly, support HR initiatives, and comply with relevant regulations.	<ul style="list-style-type: none"> Manage employee data and maintain accurate and up-to-date employee records. Prepare HR documents such as employment contracts, letters, and other HR forms. Handle HR inquiries from employees and provide administrative assistance. Support the process of recruitment, training, and performance evaluation.
	HR Business Partner-	HR Business Partner-Supervisory Level is an HR professional who works as a bridge	<ul style="list-style-type: none"> Provide strategic consulting to management on a range of HR issues including employee

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Supervisory Level	<p>between management and employees, providing strategic and operational support to ensure that HR practices align with the organization's business goals. They play an important role in the development and implementation of effective HR strategies, and assist in improving employee performance and organizational effectiveness.</p>	<p>development, performance management, and employee relations.</p> <ul style="list-style-type: none"> • Develop and implement HR initiatives that support business objectives. • Oversee the implementation of HR policies and procedures. • Lead and develop HR teams to provide effective support to the business.
HR Supervisor	<p>An HR Supervisor is a mid-level professional in the field of human resource management who is responsible for overseeing and managing various HR functions including recruitment, training, performance evaluation, and employee relations. They act as a liaison between management and employees and ensure HR policies and procedures are implemented effectively.</p>	<ul style="list-style-type: none"> • Oversees the day-to-day operations of the human resources department. • Develop, implement, and supervise HR policies and procedures. • Manage the recruitment and selection process, including candidate interviews and assessments. • Coordinate employee training and development programs.
Industrial Relations Specialist	<p>An Industrial Relations Specialist is a professional who manages and maintains the relationship between a company's management and its employees or trade union representatives. They are tasked with ensuring that all work activities comply with labor law, company policies, and collective labor agreements.</p>	<ul style="list-style-type: none"> • Facilitate communication between employees, management, and unions. • Develop and evaluate industrial relations policies to ensure regulatory compliance. • Handling complaints, disputes, and negotiating collective labor agreements. • Provide legal and practical advice to management on industrial relations issues.
International Mobility Supervisor	<p>International Mobility Supervisors are HR professionals who are responsible for managing and coordinating all aspects related to the assignment of international employees. This includes planning, implementing, and managing the process of relocating, assimilation, and repatriation of employees moving between countries for business tasks.</p>	<ul style="list-style-type: none"> • Manage the international assignment process from start to finish, including relocation, immigration, and accommodation planning. • Provide support and advice to employees and their families during the relocation and assignment process. • Monitor policies and regulations that impact international mobility and ensure company compliance. • Prepare and manage budgets for international assignments.
Organizational Development Supervisor	<p>Organizational Development Supervisor is an HR professional responsible for the development and implementation of strategies to improve organizational performance, engagement, and capabilities. They work to design, direct, and oversee programs that enhance organizational effectiveness and promote a culture of learning and adaptation.</p>	<ul style="list-style-type: none"> • Design and implement organizational development programs to improve employee efficiency and performance. • Conduct a needs assessment to identify areas of development of the organization. • Develop training materials and workshops for employees and management. • Monitor and evaluate the effectiveness of organizational development programs and initiatives.

Payroll Analyst	Payroll Analyst is a professional responsible for the processing, analysis, and management of a company's salary payment system. They ensure that all employee salaries, deductions, and taxes are calculated and processed correctly and in accordance with legal regulations and company policies.	<ul style="list-style-type: none"> • Calculate salaries, bonuses, deductions, and taxes in accordance with company regulations and applicable laws. • Check and approve payroll data before processing and payment. • Resolve payroll issues and answer questions from employees. • Prepare payroll reports for management and external auditors.
Payroll Supervisor	Payroll Supervisors are professionals who are responsible for overseeing and managing all aspects of employee payroll in an organization. They ensure that all payment processes are carried out accurately and on time, while complying with applicable tax and labor regulations.	<ul style="list-style-type: none"> • Oversee and manage daily payroll operations, including payroll, deductions, and tax calculations. • Ensure the accuracy of all payroll transactions and comply with tax and labor regulations. • Manage payroll teams, including staff training and development. • Prepare payroll reports for external management and audit.
Personnel Administration Supervisor	Personnel Administration Supervisor is an HR professional who is responsible for the administrative management of all aspects related to employees in the organization. They ensure that all employee data is organized, accurate, and up to date, as well as comply with labor laws and internal policies.	<ul style="list-style-type: none"> • Supervise and manage employee administrative processes, including personal data, documents, and contracts. • Ensure all employee data is updated and accurate in the HRIS system. • Handle administrative issues such as leave, insurance, and employee benefits. • Coordinate employee onboarding and offboarding processes.
Project Personnel Supervisor/Coordinator	Project Personnel Supervisor/Coordinator is the HR professional responsible for supervising and coordinating staff and human resources in special projects. They ensure that all personnel have the necessary guidance, resources, and support to complete their tasks efficiently and effectively within the scope of the project.	<ul style="list-style-type: none"> • Coordinate and supervise activities and human resources in the project. • Drawing up and maintaining personnel schedules, adjusting to changes in project scope. • Ensure effective communication between team members and project management. • Oversee the development and implementation of training plans for project personnel.
Recruitment & Selection Supervisor	Recruitment & Selection Supervisor is an HR professional who is responsible for supervising the recruitment and selection process in an organization. They ensure that this process is efficient, effective, and in line with organizational policies and objectives, with the goal of identifying and attracting the best candidates for available positions.	<ul style="list-style-type: none"> • Supervise and coordinate recruitment and selection activities including job advertisements, CV screening, interviews, and assessments. • Develop and update recruitment policies and procedures to ensure an efficient and fair selection process. • Provide training and guidance to members of the recruitment team. • Work closely with hiring managers to identify recruitment needs and formulate recruitment strategies.
Remuneration Supervisor	Remuneration Supervisor is an HR professional who is responsible for the management and supervision of the compensation and remuneration system in	<ul style="list-style-type: none"> • Develop and implement a fair and competitive remuneration policy.

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	an organization. They ensure that all aspects of remuneration, including salaries, bonuses, and benefits, are managed fairly, competitively, and in accordance with company policies and applicable regulations.	<ul style="list-style-type: none"> • Conduct a comparative analysis of the market to ensure the remuneration policy is in line with the market and industry. • Manage and oversee the annual review process of salaries and bonuses. • Provide reports and remuneration analysis to management for strategic decision making.
Training & Development Supervisor	Training & Development Supervisor is an HR professional who is responsible for the development, implementation, and supervision of employee training and development programs in an organization. They ensure that training programs are in line with the organization's strategic objectives and assist employees in career development and upskilling.	<ul style="list-style-type: none"> • Develop and implement training and development programs that meet the needs of the organization and employees. • Assess the effectiveness of training and make continuous improvements to the program. • Manage and oversee training and logistics budgets. • Provide support and resources for employees in career development and succession plans.

Table 7. Occupation map and its competence in the field of human resource management at IQF level 3

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
3	Compensation & Bene.fits Staff	Compensation & Benefits Staff are members of the human resources team who focus on administering and managing compensation and benefits packages for employees. They are responsible for ensuring that all compensation and benefits are aligned with company policies, applicable regulations, and competitive market practices.	<ul style="list-style-type: none"> • Manage data related to employee salaries and benefits, including data input into the HR system. • Assist in the development, implementation, and administration of compensation and benefits packages. • Respond to employee inquiries regarding compensation and benefits. • Ensure compliance with company regulations and policies.
	e-Leaming Staff	e-Learning Staff are professionals responsible for developing, implementing, and managing online learning programs within an organization. They work to ensure that e-learning materials are effective, engaging, and appropriate to employees' learning and development needs.	<ul style="list-style-type: none"> • Develop and implement engaging and effective e-learning materials. • Manage a learning management platform (LMS) and ensure material accessibility for all employees. • Work with material experts to transform traditional content into interactive e-learning modules. • Monitor and report on the effectiveness of e-learning programs.
	Employee Relations Staff	Employee Relations Staff are HR professionals who are responsible for nurturing positive relationships between employees and management. They address issues and questions related to working conditions, conflicts in the workplace, company policies, and employee rights and responsibilities.	<ul style="list-style-type: none"> • Handle employee questions and concerns related to policies, procedures, and conflicts. • Develop and implement programs and policies to promote employee satisfaction. • Organize mediation and counseling sessions to resolve conflicts in the workplace. • Conduct surveys and research to understand employee sentiment and needs.

HRIS Staff	<p>HRIS Staff (Human Resource Information System Staff) is a professional in charge of managing and maintaining human resource information systems in organizations. They ensure data integrity, optimize HR processes through technology, and provide technical support related to HRIS systems to users</p>	<ul style="list-style-type: none"> • Manage and maintain HRIS systems, including user settings, configurations, and system updates. • Provide technical support and training to HRIS users. • Develop and implement procedures to ensure data security and integrity in HRIS systems. • Generate reports and analyze data to support HR and management decisions.
Human Resource Administration Staff	<p>Human Resource Administration Staff are professionals who are responsible for carrying out and supporting various administrative activities related to human resources in the organization. This includes handling employee documents, maintaining records, as well as administrative support for other HR functions such as hiring, training, and benefits.</p>	<ul style="list-style-type: none"> • Maintain employee records and ensure all data is accurate and current. • Support the hiring process, including crafting job ads, screening applications, and arranging interviews. • Prepare and distribute HR documents such as employment contracts, employee handbooks, and company policies. • Assist in the administration of employee benefits such as health insurance, retirement plans, and leave.
Human Resources (HR) Staff	<p>Human Resources (HR) Staff are professionals tasked with providing administrative and operational support in all functions of the human resources department. This includes recruitment, training, performance management, and maintenance of employee records.</p>	<ul style="list-style-type: none"> • Support the recruitment and selection process, including drafting job advertisements, screening CVs, and scheduling interviews. • Assist in managing onboarding and training programs for new employees. • Record and maintain employee databases, including personal data, work history, and performance records. • Assist in the management of benefits and compensation, including salary processing and leave arrangements.
Human Resources Planning Staff	<p>Human Resources Planning Staff are professionals responsible for planning, organizing, and coordinating human resources in organizations. They ensure that HR planning is aligned with the company's strategic objectives, through employee needs identification, workforce forecasting, and employee development planning.</p>	<ul style="list-style-type: none"> • Formulate and implement human resource planning strategies. • Analyze HR data to make predictions and workforce development plans. • Coordinate with other departments to ensure HR needs are met. • Develop employee succession and development plans to ensure business continuity.
Industrial Relations Staff	<p>Industrial Relations Staff are members of the HR team who are responsible for building and maintaining positive relationships between management and employees. They address labor issues, enforce company policies, and ensure compliance with labor regulations.</p>	<ul style="list-style-type: none"> • Provide advice and support to management and employees on industrial relations issues. • Assist in the development, implementation, and enforcement of labor policies and procedures. • Supervise the process of negotiating employment agreements and mediation in labor disputes. • Ensuring the organization's compliance with all applicable labor regulations.

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International Mobility Staff	The International Mobility Staff is responsible for managing and supporting aspects of international employee transfer, including relocation, immigration, expatriate policies, and reintegration. They ensure that the employee transition process runs smoothly, effectively, and in accordance with company policies and international legal regulations.	<ul style="list-style-type: none"> • Coordinate the international employee relocation process, including visa arrangements, accommodation, and transportation. • Provide advice and support to employees and their families throughout the mobility process. • Develop and implement international mobility policies and programs. • Ensuring compliance with immigration and employment regulations in different countries.
Organizational Development Staff	Organizational Development Staff are professionals responsible for improving organizational effectiveness through the development and implementation of best practices, processes, and strategies. They work to improve organizational performance through the analysis, design, and implementation of programs that support organizational change, learning, and development.	<ul style="list-style-type: none"> • Conduct a needs analysis to determine areas for improvement and development. • Design and implement training and development programs to improve employee performance and organizational efficiency. • Develop and monitor performance indicators to assess the effectiveness of organizational programs. • Work closely with management to implement organizational change strategies.
Payroll Staff	Payroll Staff are responsible for managing and processing employee salaries. This includes calculating wages, taxes, and other deductions, as well as ensuring all payments are in compliance with applicable company regulations and labor laws.	<ul style="list-style-type: none"> • Calculate employee salaries, taxes, and deductions. • Process salary payments and provide payslips. • Handle employee inquiries related to salary and deductions. • Ensuring compliance with payroll laws and regulations.
Recruitment & Selection Staff	Recruitment & Selection Staff is responsible for carrying out all processes related to recruitment and selection in an organization. Their duties include advertising job openings, screening applications, conducting interviews, and supporting the process of selecting the most suitable candidates to meet the needs of the organization.	<ul style="list-style-type: none"> • Advertise job openings and manage candidate applications. • Conduct initial screening of CV and cover letter. • Organize and conduct interviews and selection tests. • Support the decision-making process and offer jobs to shortlisted candidates.
Remuneration Staff	Remuneration Staff are responsible for supporting the process of developing, implementing, and maintaining payroll and compensation policies, procedures, and systems within the organization. Their duties include payroll processing, benefits management, and assurance of compliance with labor regulations.	<ul style="list-style-type: none"> • Manage monthly payroll processing, including payroll, deductions, and tax calculations. • Support the development and implementation of remuneration and benefits policies. • Handle employee inquiries related to payroll and benefits. • Assist in the review and renewal of salary and benefits structures.
Talent Management Staff	Talent Management Staff are responsible for identifying, developing, and retaining talent within the organization. They work to ensure that	<ul style="list-style-type: none"> • Implement talent development initiatives such as training and mentoring programs. • Assist in the process of identification and assessment of talent throughout the organization.

	employees have abilities and competencies that match the needs of the company, as well as plan career development and employee succession.	<ul style="list-style-type: none"> • Support the implementation of succession plans and career development of employees. • Collaborate with managers to assess training and development needs.
Training & Development Staff	Training & Development Staff are responsible for the development, coordination, and delivery of training and development programs for employees. They work to improve the skills, knowledge, and performance of employees within an organization.	<ul style="list-style-type: none"> • Develop and implement training and development programs that are appropriate to the needs of the organization and employees. • Assess training needs through surveys, interviews with employees, or consultations with managers. • Plan, organize, and manage training activities, including locations, materials, and schedules. • Evaluate the effectiveness of training programs and make changes as needed.

Table 8. Occupation map and its competence in the field of human resource management at IQF level 2

IQF LEVEL	OCCUPATION/ JOB TITLE	DESCRIPTION	TASK/ COMPETENCE
2	HR Data Entry Operator	HR Data Entry Operator is a professional responsible for entering, updating, and maintaining employee data accurately and timely in a human resource information system (HRIS). They ensure that all employee information such as personal details, employment history, and performance records are well maintained and updated.	<ul style="list-style-type: none"> • Enter and update employee information in the HRIS system quickly and accurately. • Maintain the confidentiality and security of employee data. • Work closely with the HR Manager and other team members to ensure data accuracy. • Generate reports from the HRIS system as needed.

Discussion

As the purpose of this study is to map the qualifications, occupations, and competencies required in the HRM field to improve the link and match between industry and education programs, the results show that most of qualification levels can be identified occupations in the field of Human Resource Management. Jumadi et al. (2023) review highlights the role of HRM in improving the link and match between industry and education programs by identifying the competencies required in the education sector and ensuring that these competencies are reflected in the training and development of teaching personnel. Lo, *et al* (2015) found that there is a wider range of HR attributes of occupation required for HR job success than those espoused in the HR literature.

Based on the data from the study above, for each occupation a description has been identified which includes: occupation title, definition, scope of workplace, employability skills, basic requirements, tasks / competencies both core and elective. The description of each occupation has been identified based on the Rapid Assessment process method integrated with the Regional Model Competency Standard (RMCS) 2016, the Indonesian National Qualifications

Framework (IQF), and the ASEAN Qualifications Reference Framework (AQRf), as well as the principles of standardization, namely: Relevant, Valid, Acceptable, Flexible, stakeholder needs, and Traceability (Committee, 2020; DGHE-MOE & Indonesia, 2012; (ILO), 2015). Data generated in the Rapid Assessment Process show that descriptions, scope of occupational workplaces, employability skills, basic requirements, core tasks/competencies and electives can describe and be equivalent to descriptions of each level of the national qualifications framework. So that this occupational map can illustrate the equality between industrial occupational needs and the outcomes of education in the field of human resource management.

By conducting the mapping exercise, the results show that the structure of occupation (consists of Occupational title, definition, Scope of work, Employability skills/ soft skills, Responsibility, Pre-requisite, and Tasks/ competencies) has an interface with skill set on the education operational Curriculum containing: The title of the skill set and learning outcomes, Definition/Scope of learning, Workplace context, Managerial and cultural competence, Workrole responsibilities, Entry behavior line, and Core competencies and elective competencies. Furthermore, the occupation structure also has an interface with the certification scheme that has the following structure: Occupation scheme title, Description, Scope of work, Employability skills/ soft skills, Responsibility, Pre-requisite, Core competencies and elective competencies, and Certification process. Then this interface can be illustrated in Table 9. below.

Table 9. Interface between Map of Occupational, skill sets in the operational curriculum and Certification Scheme.

MAP OF OCCUPATION	"SKILL SETS" OPERATIONAL CURRICULUM	COMPETENCY CERTIFICATION SCHEME
• Occupational title	• The title of the skill set and learning outcomes.	• Occupation scheme title
• Definition	• Definition/Scope of learning	• Description
• Scope of work	• Workplace context	• Scope of work
• Employability skills/ soft skills	• Managerial and cultural competence	• Employability skills/ soft skills
• Responsibility	• Work role responsibilities	• Responsibility
• Pre-requisite	• Entry behavior line	• Pre-requisite
• Tasks/competencies	• Core competencies and elective competencies	• Core competencies and elective competencies
-	-	• Certification process
-	• Class hours	-
-	• Credit units	-

With the interface depicted in Table 9, we can identify a link and match between occupational maps, operational curriculum skill sets, and certification schemes. With the description of the link and match between the three, each party that plays a role in industry,

education and training, and professional certification bodies can facilitate and promote the application of this occupational map according to its role to increase productivity and quality of human resource development, both in industry, education and training institutions and professional certification bodies.

CONCLUSION

This research effectively delineates the qualifications, occupations, and competencies crucial in human resource management, aiming to enhance alignment between industry demands and educational programs. Utilizing the Rapid Assessment Process, the study illustrates how identified occupational structures correspond with regional competency standards and national qualification frameworks, thus showcasing harmony between industry requisites and educational outcomes within the human resource management domain. Moreover, the research devises an interface model bridging occupational map structures, encompassing skill sets, curriculum, operations, education, and training, with certification schemes. Despite encountering limitations such as the swift industry evolution challenging curriculum relevancy, insufficient collaboration between industry and curriculum development, and difficulty in pinpointing specific competencies due to sectoral variations, this study offers valuable insights. Recommendations entail fostering increased collaboration between educational institutions and industry for curriculum development, adopting competency-based approaches in education and training to address gaps, and advocating for standardization and accreditation across various industries. Regular competency needs mapping is also advised to adapt to evolving industry dynamics effectively.

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