A review of the Johari window theory as grand theory of human resource competence

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Abstract This article aims to examine Johari window theory as the grand theory of human resource competence. The concept of human resource competency is known to have an important role in improving employee performance. Employee performance contributes greatly to achieving a company's vision, mission, goals, and objectives. The competence of human resources is one of the important factors to be managed and optimized by minimizing the gap between the expected competencies and the competencies possessed by employees. The increasing number of researchers who research human resource competencies makes choosing the right grand theory an important thing to do as the main source theory, which will then be developed by middle-range theory. The Johari Window Theory states that every self-development possessed by humans is observed from four sides in the form of windows: knowledge, skills, expertise and attitudes. The right grand theory for a research variable will simplify and increase the accuracy of the main theoretical basis used to determine the research concept to be carried out.

Keywords: competence, human resource, grand theory

1. Introduction

Competent human resources are needed as technology develops rapidly in every aspect of human life (Badea et al., 2015). Intellectual capacity, quality of mental attitude and capability of a person are three factors that form human resource competence (Anvari et al., 2016). Competence is the initial capital that an employee must have to carry out work according to his or her duties and responsibilities. The main characteristic that a person has as a differentiator of work ability that causes him or her to be able to perform effectively and excel at work. Human resource competencies consist of knowledge, skills, attitudes, and personal characteristics needed to achieve success in a job (Spencer, 2003). The ability that a person has to carry out their work is a simple definition of human resource competencies (Boyatzis and Boyatzis, 2008).

The characteristics of human resources, in this case qualified employees who can support the performance and growth of the company, are the domain of the discussion of human resource competencies (Dai & Liang, 2012). Human resource management plays an important role in organizational success, especially in terms of human resource competencies. Human resource competence is a combination of skills, knowledge and abilities that are used in a consistent way to achieve company goals (Lado & Wilson, 1994). Employee competence is formed from a combination of personality or personal characteristics, and the ways of thinking and behavior of a person at work is a unity that forms human resource competencies in addition to knowledge and skills that can be observed, measured and evaluated (McCartney & McCarthy, 2020). Companies and managers in the field of HR must have the ability to respond to internal and external changes in business by adapting to changes that occur by prioritizing aspects of competence with indicators that are in accordance with the demands of change for human resource competencies.

Human resource competence is a variable that is widely studied by researchers in the field of human resources as a variable forming the dependent variables of employee performance, employee productivity, and work performance. These three variables are human resource factors that companies expect their employees to have. The development and change of the business world also provides its own challenges for the management of human resource competencies. The increasing number of studies conducted on the theme of human resource competence makes researchers interested in further examining the *grand theory* of human resource competence.

Grand theory is a theory that explains the whole of social life, history, or human experience. The *grand theory* proposed and will be further examined for human resource competence is *the Johari Window Theory. The Johari Window Theory* is a model created by Joseph Luft and Harry Ingham in 1955 that is useful for observing how humans understand themselves as part of the communication process. *The Johari Window* is one way to look at the dynamics of *self-awareness,* which relates to human behavior, feelings, and motives.

2. Review of Literature

2.1. Human Resource Management

Human resource management (HRM) is one of the management fields that functions in managing human resources. As it is known that human resources have an important role in achieving company goals, human resource management has a vital role for the company.

Human resource management (HRM) is part of the big concept of management science. Talking about management, it will come to an understanding of the organization. The organization itself has resources that are used in achieving goals. These resources in management are known as 6 M, namely, *men, materials, methods, money, machines and markets*. Among the 6 M, which is presumably the most important and complex resource is men, or materials, methods, money, machines and markets. The most important and complex resource is human resources. The urgency of human resources needs to be realized by all levels of management. Regardless of how advanced technology is today, the human factor still plays an important role in the success of an organization.

Furthermore, we will discuss the HRM function. HRM functions are closely related to management functions in general. As we know, there are many functions proposed by experts on management. What we usually know and use, for example, is proposed by G.R. Terry, namely, *POAC, planning, organizing, actuating and controlling.* The following will explain the functions of HRM.

1) Planning: Human resource planning in organizations is a set of activities related to the planning and needs of employees or human resources of an organization in the future. Planning in HRM seeks to determine labor needs both in quantity and quality for a definite period of time and determine how these needs can be met. Therefore, HRM activities can run well, according to their needs and relevance.

2) Organizing: After the programs are developed and determined, it is necessary to form an organization that will implement the programs. The organization is a tool to achieve goals; therefore, personal managers must form an organization by designing a structure that describes the relationship between tasks between employees and between physical factors.

3) Actuating: This is also called motivating or commanding employees to start working. Basically, this function will foster the willingness of employees to start working actively. Direction in this case is closely related to leadership. A leader will play an important role in directing those he or she leads.

Controlling: The usual activities in the control process are observations of planning activities as well as corrections to deviations that occur while the plan is being implemented.

2.2. Human Resource Competencies

Human resource competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by a job in a position. The basic concept of competence is the knowledge, expertise and professional identity of a person. Based on some previous research results, employee commitment to the company, employee performance and employee satisfaction are determined by human resource competencies.

The term competency first appeared in an article written by R.W. White in 1959 as a concept to motivate performance improvement. Today, human resource competencies are gaining popularity and are further researched by many experts, such as David McClelland, Richard Boyatzis and TF Gilbert. Studies conducted related to competence explain that competence is a very complicated and broad personality concept, where different researchers produce different definitions of competence. Some definitions of competence from various experts include the following: The term competence first appeared in an article written by R.W. White in 1959 as a concept to motivate performance improvement. Today, human resource competencies are increasingly popular and further researched by many experts, such as David McClelland, Richard Boyatzis and TF Gilbert. Studies conducted related to competence explain that competence is a very complicated and broad personality concept, where different researchers produce different definitions of competence. Some definitions of competence from various experts include the following:

a.   Woodruff (1991): Competence is a combination of two things: personal competence and workplace achievement. Personal competence is a concept that refers to the dimensions of artificial behavior to demonstrate competence performance and achievement at work depending on one's competence in their field.

b.   Mansfield (1997): Competence is a personal qualification that leads to better performance.

Rankin (2002): Competence is a collection of behaviors and skills that they are expected to demonstrate within their organization.

2.3. Grand Theory

Determining the main theoretical basis used as the basis for determining the concept of research carried out is the meaning of *grand theory*. Grand theory, middle range theory, and applied theory are unified theories as a foundation for compiling scientific papers by researchers.

In general, the overall explanation of social life, history, or human experience based on theory can also be used as the meaning of *grand theory*. A social scientist named Charles Wright Mills in 1959. Simply put, a grand theory is the main theory used to explain a phenomenon as a whole. Therefore, in discussing the theory in scientific papers, a *middle-range theory* is still needed so that the structure of the theory is more tangible and can be used in building a research model.

Grand theory in a study is the main concept used by researchers to explore information about the formulated hypothesis. The right *grand theory* will improve the quality of the results of this study to support research because it will support the research gap and scientific framework in the study. *Grand Theory* shows a form of high-abstraction theory where the formal organization and arrangement of concepts are more important than the understanding of the social world. *Grand theory* in research is the main theory used by researchers to make hypotheses, where researchers are required to link the variables studied in developing hypotheses with the theory used in the research. certain. *Grand theory* in qualitative and quantitative research will help researchers build a scientific framework and research model.

3. Method

The research method used in this research is a qualitative descriptive approach based on several references. Qualitative research methods are research methods based on the philosophy of positivism and are used to research natural object conditions. The descriptive method is a method of examining the status of a human group, a subject, a set of conditions, a system of thought or a class of events in the present.

4. Discussion

4.1. The Johari Window Theory

Theory is a model created by Joseph Luft and Harry Ingham in 1955, and this model is one way to see the dynamics of a person's *self-awareness,* which is related to a person's behavior, feelings, and motives. Joseph Luft and Harrington Ingham developed the concept of the Johari Window as a manifestation of how a person relates to other people who are described as a window is the goal of Joseph Luft and Harrington Ingham in developing the concept of *the Johari Window theory. Window theory* is theorized as a window consisting of a 4-cell matrix. Each cell shows both the open and hidden areas of the *self.* The four cells consist of *open area, blind spot, hidden area, and unknown.* The four images can be seen in Figure 1.
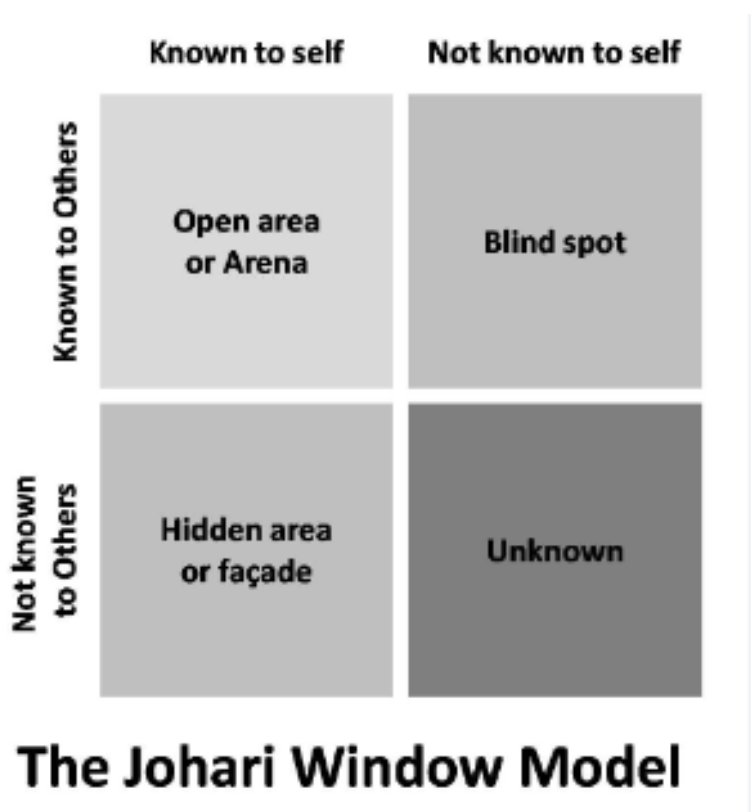

Figure 1 The Johari Window Model.

The explanation of each cell is as follows:

a.   *Open area* is information about oneself that is openly known by others, such as name, education history, position, marital status, and so on. *Open area* is related to behavior, feelings, and motivations that can be known by others and oneself. A person of this type already knows and deeply understands their personality and potential, so they are able to provide useful and positive things for their environment and social life. People of this type have a high motivation for achievement and success.

b.   *Hidden area* It consists of information we understand and know about ourselves but is closed to others. This information can include health conditions, feelings related to work, finances, and interpersonal relationships. This usually becomes an obstacle in interpersonal relationships due to not sharing this *hidden area*. This leads to miscommunication that refers to behaviors, feelings, and motivations that are known to others but unknown to ourselves.

c.   *Blind Area: Blind area* related to things about ourselves that others know but we are not aware of.

d.   *Unknown Area: This* is information about other people, but we also cannot know it. This window will shrink as one matures and as one begins to develop oneself or learn from experience.

These four quadrants can be continued as a basis for optimizing one's competence because competence is one of the success factors in improving performance, which is influenced by the elements of knowledge, skills, expertise and attitudes.
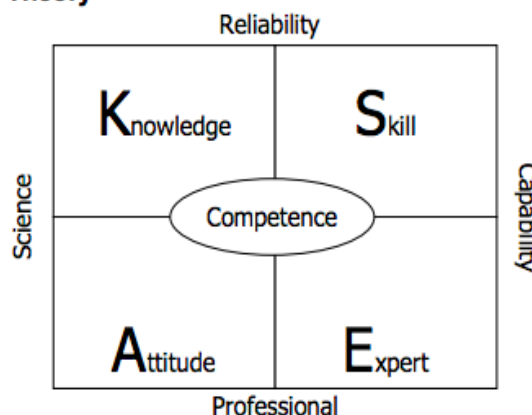
4.2. The Johari Window Theory as the Grand Theory of Human Resource Competence

Human resource management can enhance its role in organizational effectiveness by managing key roles in value creation and strategic capabilities. The key role in capability creation is human resources, which are provided through consistent human resource policies, programs, and practices. The effective human resource programs and practices that play a major role in organizational effectiveness are human resource competencies. Human resource competencies are the concern of world researchers in the field of human resources because competent human resources will support the success of the organization. Research on competency models is becoming increasingly numerous and growing and aims to test the suitability of these models to organizations that are adapted to change. This suitability needs to be encouraged to bring the vision, mission and goals of the organization closer to the core competencies of the organization and to the competencies of individual employees (Sadana, 2009).

Human resource competencies can predict individual behavior and performance. Therefore, certain sets of competencies encourage certain behavior and performance. In the practice of human resources in today's organizations, competence is considered one of the breakthroughs as well as problems and challenges in achieving it. The study of competence (basic) covers a very broad area, including knowledge, skills, and abilities, where this theory is widely used in the business world.

Joseph Luft and Harrington Ingham developed the Johari window concept as a manifestation of how a person relates to other people who are described as a window, which is the goal of Joseph Luft and Harrington Ingham in developing the concept of the *Johari window theory.* In the development of research in the field of human resources, this theory is harmonized by Donald (2007), who states that every self-development that humans have is observed or seen from four sides in the form of a window, namely, knowledge, skills, expertise and attitude. More details are show in Figure 2.

Sumber: Donald (2007:1)

Figure 2 The Window Model Theory.

The Window Theory above is also called the KSEA theory (Knowledge, Skill, Expert, Attitude). The focus of *the window theory* discussion is human resource competence. Reliable human resources are human resources that have knowledge supported by skills. Meanwhile, capable human resources are human resources that have skills supported by expertise in the field of work in which they are engaged. Human resources who have expertise are required to be able to behave professionally and will become human resources who have reliable and independent competencies.

5. Final Considerations

Based on the results of the literature review in the previous section, in this chapter, the researcher concludes the research results as follows:

1. Human resource competence is an important factor that must be managed as a company's *distinctive competence.* Human resource competencies should be developed in accordance with changes that occur in the global world, especially in the business world.

2. The number of studies related to human resource competencies makes the selection of the right *grand theory* important. *The Johari window theory* is a model developed to look at the dynamics of *self-awareness,* which relates to a person's behavior, feelings, and motives. Based on the literature review conducted by researchers, this theory is not as appropriate as a *grand theory* for human resource competencies because it focuses on a person's emotional intelligence in revealing their potential and is also related to communication and interpersonal relationships.

Ethical Considerations

Not Applicable.

Conflict of Interest

The authors declare that there is no conflict of interest.

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