

Analysis of Human Resources Development Strategy at BKPSDM in Lubuklinggau

Ilmaidi Saputra, Yohanes Susanto, Muhammad Yusuf & Wakhid Nur Mukhlis

Universitas Bina Insan, Lubuklinggau, Indonesia

Email: ilmaidibinmuchtar@gmail.com

Abstract

This study aims to analyze Human Resources (HR) development policies and performance achievements at the Personnel and Human Resources Development Agency in Lubuklinggau by using SWOT analysis. Data collection was carried out using interviews, observation, and documentation studies. The result of the analysis showed that the position of BKPSDM in Lubuklinggau was in prime condition and steady in the development of apparatus human resources, it was possible to continue to increase growth and achieve maximum progress even though it has a considerable threat. The recommended method strategy given was a progressive strategy, meaning that the organization was in steady state. The HR development strategy can be carried out progressively towards improving HR by increasing various activities that encourage the development of HR apparatus intensively and continuously. In order for the implementation of HR development for apparatus at the BKSDM Office in Lubuklinggau to run well and according to needs. Finally, it was suggested that determining the training priority scale should be based on the results of the training needs analysis. Then the implementation of mutations and promotions was carried out based on career patterns, workload analysis and position analysis.

Keywords: human resources, development, strategy.

1. Introduction

In a local government organization, it always want the apparatus resources have to be able to make a major contribution to the organization, but in reality what happened is that the ability of these resources has not been able to give hope to the leaders of the organization, so that in this case it is the obligation of organizational leaders to be able to develop apparatus resources, this development effort has consequences for time and costs that must be provided. According to Kadarisman (2012) defines career development of personnel resources as an activity that must be carried out by an organization so that knowledge, ability and their skills in accordance with the demands of the work they do with this development activity and it is hoped that it can improve and overcome deficiencies in the implementation of work better in accordance with the development of science and technology used by the organization. Then, Suwatno and Priansa (2011) suggests that career development is a formal approach used by organizations to ensure that employees with the right quality and experience are available when needed, whereas according to Mangkunegara (2011) career development is a staffing activity that helps employees plan future careers so that the organization and the employees concerned can develop themselves to the maximum. According to the research results of Dono (2015) said that competence, career development and training together affect employee performance.

The Personnel and Human Resources Development Agency in Lubuklinggau, especially

the technical implementing unit in the Field of Education and Training (UPT Diklat) has a very decisive responsibility and role in forming apparatus human resources, in this case civil servants as public servants and improving the quality of government administration in the field of human resources management apparatus. Seeing the magnitude of this responsibility, in carrying out its duties and functions, of course it needs to be supported by human resources who have the ability, professionalism and broad insight to enable the organization to move forward and be innovative. BKPSDM in Lubuklinggau only a small number of employees have the opportunity to take part in the development. Government Regulation Number 11 in 2017 article 203 paragraphs (3) stated that every civil servant has the same rights and opportunities to be involved in competency development. Then paragraph (4) stated that competency development for each civil servant is carried out for at least 20 (twenty) hours of lessons in 1 (one) year. However, in reality this has not been fulfilled. Based on the results of observations in this study, it was shown that the needs of employees who have competence according to education and their main tasks and functions have not been fulfilled; there are several officials who have not attended leadership-training education and training. Not optimal fulfillment of education and training needs, both structural training and technical training, and the need for employees to be able to fill vacant position formations has not been fulfilled. From the results of initial observations and interviews since 2021 and 2022, the following data was obtained.

Table 1. Data for Employees Participating Training in 2021 to 2022

No	Name of Activity	Number of Participants	
		2021	2022
1	Leadership/Managerial Education and Training		
	National Leadership Training	1	1
	Administrator Leadership Training	1	8
	Supervisory Leadership Training	4	
2	Functional Education and Training		
	Workshop on Equal Perceptions of Agenda II and Agenda III in CPNS Basic Training	7	1
3	Technical Education and Training		
	Goods and Services Procurement Training	7	
	Computer Pranata Training	-	1

	Management of Training (MoT)	-	5
	Training Officer Course (ToT)	1	1
	Making an Android-Based Attendance Application Without Coding	-	1
	Basic Training for Prospective Civil Servants	-	3
	Coaching dan Mentoring		1
	Amount	21	22

In 2021, it only around 40% of employees were participating in education and training, and in 2022 it will be 41% of the total 52 employees, while those participating in study assignments at the master's level from 2015 to 2021 are still 20% employees or no employees follow study assignments. In the 2018-2023 BKPSDM Strategic Plan Document for Lubuklinggau. There were several other problems related to the development of apparatus resources, namely; the training that has been carried out has not made a good contribution because it has not been based on individual, job and organizational needs. One of the reason for the absence of an Education and Training Needs Analysis. As a result, employees who attend education and training have not shown significant performance improvements.

Seeing that the percentage of employees participating in training and study assignments at the BKPSDM in Lubuklinggau was still low, competency development for each civil servant is carried out for at least 20 (twenty) hours of study in a year. Besides that, the implementation of transfers and promotions as a form of employee development in the form of career planning has not been optimally carried out according to regulations. There were many employees with a working period of more than 5 (five) years who have not yet been transferred. This can cause employees to feel bored with their work. Then there were several employees who have met the requirements to be promoted but have not been promoted for more than 5 (five) years in the same position. This can also make employees less enthusiastic about their work so that their work productivity decreases. Furthermore, the competency discrepancies with those required in the position, both in terms of educational qualifications and expertise. This happens because there was no pattern of career development as a reference for apparatus resources in planning career paths and development. Apparatus development that has been carried out is as illustrated in table below.

Table 2. Development of Human Resources at BKPSDM Lubuklinggau Based on Rank and Group

No	Room	Class				Amount
		I	II	III	IV	

1	A	0	0	10	3	
2	B	0	0	10	3	
3	C	0	2	11	2	
4	D	0	2	7	0	
Amount			4	38	8	52

From the data of table above, it can be seen that group IV dominated the highest position in the organizational structure, meaning that the composition of the management was more dominant or the administrative officers were more dominant. Apparatus development was seen from education at BKPSDM Lubuklinggau as illustrated in table below.

Table 3. Human Resources Development at BKPSDM Lubuklinggan Based on Formal Education Level

No	Employee	Formal Education Level				Amount
		SLTA	D-3	S-1	S-2	
1	ASN	7	4	24	17	
Amount		7	4	24	17	52

The various problems that exist today were closely related to the implementation of the development of apparatus resources. BKPSDM in Lubuklinggau encountered many obstacles in the human resource procurement management process. These constraints were in the form of internal constraints related to the analysis of the implementation of education and training as well as the strategy for developing apparatus resources which have not been fully implemented properly and external constraints in the form of the availability of apparatus resources and service quality which has not been optimal. Education and training provided to apparatus resources can trigger productivity in the career development of the apparatus concerned. According to Noer Muhammad (2019) suggested that being an apparatus that has high dedication if you want very fast career development includes; (1) being a proactive employee, being an employee or member of an organization today no longer assumes that your career can just go up along the career path that has been set by the organization, you must act more strategically by mastering skills that you can sell in order to obtain a higher position; (2) become a CMO for yourself, namely being able to market or advertise yourself in terms of career development efforts, learn to become a Chief Marketing Officer (CMO), always try to analyze, improve and improve performance and be able to stand out in the workplace, one of which was through education and training; (3) ask for feedback, even if it's negative, ensure that strengths and weaknesses in soft-skills are an important first step to make improvements, how to measure your own ability was to ask for feedback from others, seek feedback about what

was done, no matter how bad about feedback was very important for career development. Finally based on the explanation above, the writer try to analyze for a research entitled analysis of human resources development strategy at BKPSDM in Lubuklinggau.

2. Literature Review

Determination of competency standards is also a step to reinforce and clarify qualifications in carrying out their duties or responsibilities in accordance with competence. Competence has multifunctions which are useful as a reference in the context of: selection/recruitment, compensation, observation/training (observation/coaching), performance appraisal, educational and organizational alignment needs assessment, career planning (career planning), and succession planning (succession planning), and promotion/placement (promotion/placement). The development of apparatus resources (SDA) based on competency standards requires adjustments in the implementation of apparatus education and training. Directions, approach and training materials for civil servants in overcoming the competency gaps. Therefore, the strategy for organizing ASN training is directed at competence

Research (Fadilla Astra, 2016) examined that the leadership competency level of the State civil apparatus was significantly influenced by the competency development of the apparatus followed, namely leadership/structural training of 74% and 26% determined by other variables. (Rosianton Herlambang, 2014) cited that on Human Resources (HR) competency development concluded that HR competency development brings change by increasing contribution and fluency of tasks and encouraging employee motivation to excel, while the inhibiting factor in apparatus competency development is in the form of employee responsiveness in taking advantage of opportunities for capacity and competency development, diversity of views among employees to develop competence, and limited budget allocations to improve employee competence

Other research highlights the problem of human resources in Indonesia, namely the distribution of civil servants that has not been evenly distributed based on competence, and there is still a lot of accumulation of civil servants in urban areas. This study describes and assesses the role of special regional civil service agencies in DIY in implementing civil development. This research uses a qualitative methodology, where the object of this research is the Regional Civil Service Agency which is one of the best practices in the development of civil servants. The findings from this study indicated that employee development can be through several things including: education and training, position rotation and promotion (Koeswayo, 2014).

3. Research Method

This research was conducted at the BKPSDM Office in Lubuklinggau, with a total of 52 civil servants. The research method was carried out using a descriptive qualitative approach which analyzed the human resource development strategy for apparatus at the Personnel Agency and the development of human resources in Lubuklinggau. According to Sugiyono (2012) qualitative research is a research that is used to examine the conditions of natural objects, where the researcher was the key instrument. In qualitative research, data was obtained from various sources. Here the role of the researcher was as the main data collector. With this method, researchers could understand and describe the development of apparatus resources at Civil Service and Human Resource Development

in Lubuklinggau. Data collection techniques were carried out by means of observation, interviews, and document review. The data was then processed to be classified and analyzed in depth to answer research problems. Data processing was carried out using SWOT analysis as a priority strategy determination which's the output of this research. In this study, the analysis used was the analysis of KAFI (Conclusion of Internal Factor Analysis) and KAFE (Conclusion of External Factor Analysis). This analysis was a systematic identification of various factors in order to maximize strengths and opportunities but simultaneously minimize weaknesses and threats.

4. Findings and Discussions

Analysis KAFI and KAFE. The results of the KAFI and KAFE assessments were then carried out by a final assessment by finding the average (mean) value for determining the weight value, and looking for the median value for determining the rating value, so that the final results will be obtained from the KAFI and KAFE analysis. The results of the calculations showed that the strength score was 1.71 and the weakness score was 1.18. It means that the BPKAD in Lubuklinggau was still said to be in a strong position because the strength aspect was still greater than the weakness aspect. As for the conclusions of the external factor analysis, it showed that the BPKAD in Lubuklinggau did not really have a threat to the development of its human resources because the threat score was still lower, namely 1.28 when compared to the opportunities which amount to 1.34. The calculation table for KAFI and KAFE was as follows:

Table 4. Conclusion of Internal Factor Analysis (KAFI)

No	Strategic internal factors	Weight	Rating	Score (BxR)
	Strength			
1	Availability of adequate quantity of human resources apparatus	0,08	4	0,32
2	Have a clear organizational structure and duties so that there is no overlap in the implementation of tasks.	0,13	3	0,39
3	There is a leadership commitment in the development of apparatus human resources	0,13	4	0,52
4	There is a Strategic Plan that contains programs or activities as a reference in the implementation of its main tasks and functions	0,16	3	0,48
	Number of strength	0,50		1,71
	Weakness			

1	The training needs analysis has not yet been carried out	0,10	2	0,20
2	The low motivation of employees in following the development of apparatus human resources is due to the lack of educational assistance	0,08	2	0,16
3	Inadequate infrastructure facilities to support the development of HR apparatus	0,08	3	0,24
4	Unclear pattern of career development	0,10	3	0,30
5	Limited activity budget for apparatus human resource development	0,14	2	0,28
	Number of Weakness	0,50		1,18
	Total Number	1,00		

Table 5. Conclusion of External Factor Analysis (KAPE)

No	Strategic External Factors	Weight	Ratings	Score (BxR)
	Opportunity			
1	The number of alternative HR development activities	0,08	2	0,16
2	Employee welfare improvement	0,13	3	0,39
3	Opportunities for cooperation with institutions/bodies, especially in the field of apparatus human resource development, are open	0,10	3	0,30
4	The use of Information Technology is growing	0,11	3	0,33
5	There is an opportunity to carry out comparative studies regarding the system and work procedures of personnel, especially in the field of apparatus development to other regions	0,08	2	0,16
	Number of Opportunity	0,50		1,34
	Threat			

1	Less optimal service	0,10	3	0,30
2	There is a change in policy that affects BKPSDM services in Lubuklinggau	0,06	3	0,18
3	The need for fast, better and cheaper public services as a manifestation of good governance	0,13	2	0,26
4	The more critical mindset of society	0,09	2	0,18
5	The development of the bureaucracy raises increasingly stringent competitiveness	0,12	3	0,36
	Number of Threat	0,50		1,28
	Total Number	1,00		

After compiling the KAFI and KAFE matrices, a strategy quadrant analysis was then carried out using a cartesian diagram. KAFI was depicted on the horizontal X axis and KAFE on the vertical Y axis. The coordinates of KAFI are determined using the formula:

Axis X = $\frac{(\text{Score Strength} - \text{Score Weakness})}{2}$

$$X = \frac{(1,71 - 1,18)}{2} = \frac{0,53}{2} = 0,27$$

KAFE coordinates are determined using the formula

Axis Y = $\frac{(\text{Score Opportunity} - \text{Score Threat})}{2}$

$$Y = \frac{(1,34 - 1,28)}{2} = \frac{0,06}{2} = 0,03$$

Cartesian diagram. Based on the cartesian diagram, it was known that in the quadrant analysis of human resource development strategies, apparatus was in quadrant I (progressive). This means that the position of the BKPSDM in Lubuklinggau was in prime condition and steady in the development of apparatus human resources. So that it's really possible to continue to expand, increase growth and achieve maximum progress even though it has a sizeable threat. The strategy recommendations given were progressive strategy, the meaning that the organization was in steady state. The human resources development strategy can be carried out progressively towards improving it by increasing various activities that encourage the development of human resources apparatus intensively and continuously. To achieve the long-term goal of being the best in producing clean and dignified local government services and management towards the 2023 Lubuklinggau Vision, it must go through achieving short-term and sustainable targets to provide encouragement and support for improving the quality of sustainable

apparatus resources to improving services and community welfare in the city of Lubuklinggau.

5. Conclusion

Based on the results of the SWOT analysis and discussion as previously stated, it can be concluded that the position of BKPSDM in Lubuklinggau was in prime condition and steady in the development of apparatus human resources. So that it was really possible to continue to increase growth and achieve maximum progress even though it has a sizeable threat. The HR development strategy can be carried out progressively towards improving human resources by increasing various activities that encourage the development of human resources in an intensive and continuous manner. In order to achieve the long-term goal of being the best in producing services in the administration of regional government as well as realizing the 2023 Lubuklinggau Vision, it must be through achieving short-term and sustainable targets to provide encouragement and support for improving the quality of sustainable apparatus resources for improving services and community welfare in Lubuklinggau.

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