

# Strategy of human resources development in improving performance Apparatus in the Bone Regency Regional Inspectorate

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## **Strategy of human resources development in improving performance Apparatus in the Bone Regency Regional Inspectorate**

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### **ABSTRACT**

*Human resources is an organization whose resources are the most important and can only be obtained through recruitment efforts. The purpose of this study was to determine the strategy of developing human resources in improving the performance of the apparatus in the Bone regional inspectorate. Research conducted with a qualitative approach with survey methods. Data collection techniques used were interviews and surveyors. The data analysis technique is data analysis in the research process is a very urgent factor because it is a stage that presents a series of information; objectively and rationally about the data or facts found in the field. The results showed that the strategy for developing human resources in the Regional Inspectorate of Bone Regency was through formal education. Where employees are given the opportunity to take part in education freely. The next strategy is employee training but training is not carried out periodically due to limited budget which causes limited training time as well.*

*Keywords: Strategy; Development; Human Resources; The performance*

### **INTRODUCTION**

The strategy arises because of the competition between living things. It's not only humans who need strategy, animals also need it. Humans and animals, tend to always compete or compete with each other and with other creatures. To win that competition, humans and animals must try to be superior <sup>3</sup> others, thus creating what is called a strategy. Strategy is the art of using an organization's skills and resources to achieve its goals through effective relationships with the environment in the most favorable conditions (Salusu, 2000).

Strategy as pattern goals, policies, programs, actions, decisions, or resource allocation which defines how the organization was, what the organization, and why organizations do (Bryson, 2003). (Grant, 1996) said that Strategy is a theme that provides unity of direction for individual decision making both in organizations and in person. Knowing the success or failure of the policy strategy applied to the Boned District Regional Inspectorate can be measured through the four component components of human resource development namely: education, training, placement,

and recruitment. Development is every effort to improve the current and future implementation, by providing information, influencing attitudes, or adding skills, in other words development is any activity intended to change behavior consisting of knowledge, skills, and attitudes (Moekijat, 2010).

Human resource development is the development of human resources in the broad sense that is the entire development process to improve the quality and standard of living of a country, whereas in the narrow sense of human resource development is an increase in education and training or efforts to increase knowledge and skills as a process without end, especially self-development. (Awaluddin, 1993) (Isma et al., 2017; Niswaty et al., 2016; Rengifurwarin et al., 2018; M. S. Saggaf et al., 2018; S. Saggaf et al., 2014).

Human resource development strategies at the Bone Regency Regional Inspectorate are formulated in various forms of policy. The policy concerns four components, namely education, training, recruitment, and placement. The four components are influenced and affect both the internal environment, including available human resources and the external environment of the organization such as the rapid development of technology, the need for faster service from the community. Interaction between various components will achieve an outcome while providing feedback for human resource development strategies.

## RESEARCH METHODS

This research was conducted by using a survey approach to measure the symptoms that exist without investigating why these symptoms exist. To complete the data obtained through interview, observation and documentation guidelines, questions are carried out in depth to key informants. The determination of key informants is based on the fact that they are aware of, understand and are able to provide answers regarding matters relating to this research. The informants involved were as follows: 1). Chief Inspector of Bone Regency. 2). Assistant Inspector . Data collection techniques used are interviews and documentation. The data analysis technique is data analysis in the research process is a very urgent factor because it is a stage that presents a series of information; objectively and rationally about the data or facts found in the field.

## RESEARCH RESULTS AND DISCUSSION

Strategic concepts always give serious attention to the formulation of the goals and objectives of the organization, the factors that become its strengths and weaknesses, as well as the opportunities and challenges that are always faced by every organization. Analysis of these factors is very useful in formulating alternatives that will facilitate the highest decision makers in each organization choosing the best alternative. The choice of the best alternative is usually done after calculating the consequences that will arise if an alternative is chosen and implemented. The alternative can be determined after the factors that determine the success of the Bone Regency Regional Inspectorate in achieving the goal have been inventoried. The alternatives are arranged based on the weight or value obtained by comparing the real conditions in the Regional Inspectorate of Bone Regency with the expected ideal conditions. After the key success factors are determined, the next step is to create a SWOT matrix to find the right strategy to achieve the goal.

Institutional strategy is defined as an alternative selection of methods or methods that are dominantly practiced in the implementation of institutional activities, in this case Regional Inspectorate of Bone Regency. Strategy does not actually emerge immediately, but is preceded by certain facts, namely facts about strengths, weaknesses that exist within the institution, facts about opportunities and threats that exist outside the institution. The meeting of each of these aspects gave rise to a certain strategy.

By using SWOT analysis, broadly four types of strategies can be raised, (a) strategies to use strengths to take advantage of opportunities, (b) strategies to overcome weaknesses by utilizing opportunities, (c) strategies to use strengths to take advantage of threats, and (d) strategies minimize weaknesses by avoiding threats to achieve goals. SWOT Matrix: The approach used in identifying strategic issues at the Regional District Inspectorate of Bone

<b>External Factor</b>	<p><b>Opportunities:</b></p> <ol style="list-style-type: none"> <li>1. Law Number 32 of 2003 concerning Regional Government.</li> <li>2. Government Regulation No. 8/2003 concerning Guidelines for Regional Apparatus Organizations</li> </ol>	<p><b>Threats:</b></p> <ol style="list-style-type: none"> <li>1. The development of technology in the field of Transportation is increasingly fast.</li> <li>2. Quality of service is still low</li> </ol>
<b>Internal Factor</b>	<p><b>Strength:</b></p> <ol style="list-style-type: none"> <li>1. An adequate amount of human resources</li> <li>2. High partnership of all Bone Regency Regional Inspectorate employees on the value of the work spirit of the organization</li> <li>3. High employee achievement motivation</li> <li>4. Good cooperation among employees within the Bone District Inspectorate</li> <li>5. High level of employee discipline and loyalty.</li> <li>6. Adequate office space</li> </ol>	<p><b>1. Comparative Advantage:</b></p> <ol style="list-style-type: none"> <li>a. Maintain a commitment to the value of organizational morale</li> <li>b. Maintaining a healthy organizational culture</li> <li>c. Actualizing the potential for healthy human resources</li> </ol> <p><b>1. Mobilization:</b></p> <ol style="list-style-type: none"> <li>a. Expansion, learning opportunities</li> <li>b. Continuing education and training</li> <li>c. Proportional placement of employees</li> </ol>

Based on the SWOT matrix above, the strategic issues faced by the Bone Regency Regional Inspectorate are as follows: By bringing together the four strategic factors namely strengths, weaknesses (internal); opportunities, threats (external) then the meeting between the quality of human resources is still low, the number of employees, the placement of employees, as well as technological developments that are considered as the most urgent strategic factors to get attention to the solution by the leadership element in the Regional Inspectorate of Bone Regency. Thus the

most appropriate strategy to achieve organizational goals for the Regional District Inspectorate is through education, training, and placement.

The level of education of employees in the Bone Regency Regional Inspectorate in accordance with the weighting of the values obtained from the results of the analysis of the key success factors turns out to be low because the proportion between employees who have a diploma with a high school qualification is still lame. Likewise, training has the same weight. Both of these are not yet supported by a good placement system. On the other hand, the large number of Employees can turn into organizational weakness if they are not prepared to face technological developments in the organization.

Likewise the placement of employees who do not consider the ability and educational background and training they have will also be a weakness in the organization. Therefore the Regional Inspectorate of Bone Regency implements a strategy human resource development through education, training, and placement:

### **Employee Education**

Education in a broad sense is not limited to formal educational systems only, but includes all efforts involving the transformation of values and capabilities that take place in the process of interaction between individuals in the organization. These transformed values and abilities constitute the best-regarded crystallization of the organization's culture and are necessary for the enhancement of individual capabilities within the organization.

Modern society, education is given a very dynamic role. Education is geared towards transforming and developing value, science, and technology, so that good education is measured by the added value of the individuals concerned in improving the quality and well-being of his life. For an organization the additional burden given to education is that education is still expected to change or even eradicate retardation. In this context education is expected to intervene to open an organizational life window through the effort to supply basic skills (coping skills) required by each employee in the context and condition of the community where they are located. Aspects related to the human resource development strategy in this study are formal education that can be measured from a formal level of education.

Some types of formal education in the framework of human resources development. Formal education referred to in this study is an education that took place at school which started from basic education to education in college that was attended by all employees in the Inspectorate of Bone Regency.

An important aspect of human resource development strategy is the formal education level. The participation of officers in following the higher formal level of education may be influenced by the policy of the leadership to provide the officer to follow or continue the higher formal education level. The distribution of respondents' answers to the freedom of following formal education can be seen in the following table 1:

**Table 1 Respondents Response Table Regarding Freedom To Join Education**

Category	Frequency	Presentation
Very agree	30	48,72
Agree	6	15,39
Agree Less	12	23,07
Disagree	8	12,82
<b>Total</b>	<b>56</b>	<b>100</b>

Source: Primary Data

From the table above, it can be seen that as many as 30 people or 48.72% who said strongly agreed, as many as 6 people or 15.39% who said agreed, as many as 12 people or 23.07% who said they disagreed, and 8 people or 12,82% said they disagreed.

From the above data it can be seen that respondents' opinions on freedom to attend formal education are more dominant, which says they strongly agree. After the author confirms with the informant, it is known that many respondents said they strongly agreed because so far the leader gave the opportunity or freedom to employees to improve education. The assumption is that the higher the level of education, the easier it will be for employees to adjust the development of existing job requirements according to their qualifications. Employees are also given the opportunity to attend education funded by the Forestry and Plantation Service. The respondent who said that freedom to attend formal education did not agree with the results because the employee did not have the opportunity to continue his formal education because employees who worked in the field did not have a fixed working time, and also was an increasingly expensive cost of education.

The strategy cannot function optimally if in reality there is no compatibility or relevance between the educational background and the task specifications given to employees. Conformity between educational background and task specifications in the Regional Inspectorate of Bone Regency according to respondents can be seen in the following table 2:

**Table 2. Respondents Response Tables Knowing the Education Followed Regarding Office Duties**

Category	Frequency	Presentation
Very appropriate	16	28,21
Corresponding	7	16,67
Less accordance	30	48,72
Unsuitable	3	6,40
<b>Total</b>	<b>56</b>	<b>100</b>

Source: Primary Data

The table above, it is known that as many as 16 people or 28.21% who said it was very appropriate. as many as 7 people or 16.67% who said it was suitable and as many as 30 people or

43.72 people said it was less suitable, and as many as 3 people or 6.40% who said it was appropriate.

The table above shows that the respondent's opinion on the education that was followed was related to the more dominant official duty who said it was not appropriate. After the author confirms with the informant, it is known that the number of respondents who say that formal education is not related to official work because the work in the Bonelebi District Inspectorate leads to operational technical tasks that are lacking through formal education. Seeing these conditions, the leader took the policy of involving newly accepted employees to attend education related to operational tasks in accordance with the main work in the Bone District Inspectorate as one of the strategies for developing human resources. While respondents who say according to formal education owned by the task because these respondents are generally qualified in technical education. As stated by (Zainal et al., 2019) The company should pay attention to employees with the completion time of the work that must be in line with work planning so that quality and work efficiency can be achieved.

### **Employee Training**

One way to turn one's potential into tangible abilities is through training and education. For this purpose, the Regional District Inspectorate of Bone Regency utilizes existing human resources. Means, human resource development strategies need to start with training activities.

The results of the training are very important, not only in the context of utilizing human resources in carrying out tasks, but for the future of the organization, namely: promotion of certain people to fill higher vacancies, the ability to carry out the same tasks, in the event of a transfer working area, All aspects are related to human resource development strategies.

There are several types of training that have been carried out by the Bone Regency Regional Inspectorate in collaboration with other relevant agencies, such as the operational technical training in this study, which is participated by the Bone Regency Regional Inspectorate employee to develop competencies in their respective fields of work.

Functional Training in this study is Education and Training carried out in the Bone Regency Regional Inspectorate to achieve competency requirements in accordance with the type and level of functional positions respectively. leadership competencies of government officials in accordance with the level of position. To find out the state of human resources apparatus based on Leadership Training (education education) that is owned by the apparatus at the Regional Inspectorate of Bone Regency can be seen in the following table 3:

**Table 3 Types of Education and Training followed by Bone Regency Inspectorate Staff**

No	Type of Education	Frequency	Percentage
1	Diklatpim Tk II (Spamen) Diklatpim	1	1,28
2	Tk III (Spama) Diklatpim Tk IV	10	12,82
3	(Adum) Functional Position Training	22	20,51
4	The auditor	23	65,38
	<b>Total</b>	<b>56</b>	<b>100</b>

Source: Administrative Section of Bone Regency Regional Inspectorate

The table above can be seen the number of employees who have participated in Leadership Training (education education) Education and Training II (Spamen) amounted to 1 person (1.28%), Education and Training III (Spama) amounted to 10 people (12.82%), Dikiatpim IV (Dikiatpim IV ( Adum) totaling 22 people (20.51%), and JFA Training and training totaling 23 people (65.38%). Of the total number of apparatus in the Regional Inspectorate of Bone Regency which numbered 56 people, 33 people (35.89%) of whom had attended the Training Leadership. While the remaining 23 people (64.10%) participated in the JFA Training. As was the case with the research results put forward by (Zainal et al., 2018) that the strategy of developing human resources through education and training at the Makassar City Manpower Office is in a fairly good category based on the focus of this study, namely: 1) the determination of needs has been determined quite well, 2) the targeting is also in the quite good category, 3) the determination program content in the category is quite good, 4) the principle of learning, program implementation, identification of benefits, and evaluation of implementation also shows good results.

#### **Employee Placement**

The latest human resource management theory emphasizes that placement does not only apply to new employees, but also applies to old employees who take over assignments and transfers. Means the concept of placement includes promotion and transfer. It is said so because as is the case with new employees, old employees also need to be recruited internally, need to be selected and usually also undergo an introduction program before they are placed in new positions and do new jobs as well. The difference is caused by the availability of various information about the employee who will experience the new placement.

The placement of employees at the Regional Inspectorate of Bone Regency based on consideration of employee skills is still far from expectations. From the results of respondents' answers show this as can be seen in the following table:



**Table 4. Respondent Response Table Regarding Placement of Employees Who Consider Skills**

Category	Frequency	Presentation
Very agree	8	16,66
Agree	6	14,10
Agree Less	30	46,15
Disagree	12	23,09
<b>Total</b>	<b>56</b>	<b>100</b>

Source: Primary Data

The above table, it is known that as many as 30 people or 46.15% of people answered disagree, 12 people or 23.09% who answered disagree, 8 people or 16.66% who said strongly agree, and 6 people or 14, 10% said they agreed.

There are several rational reasons for considering the placement of employees in an organization including achievement, seniority, interests, abilities, experience, skills, education, and training. Placement based on education and training is often used as a reason for the placement of an employee. The placement of employees in the Regional Inspectorate of Bone Regency is the authority of the leadership.

## CONCLUSION

The results showed that the human resources development strategy in the Inspectorate of Bone Regency was through formal education. Where officers are given the opportunity to participate in education freely. The next strategy is employee training but training is not carried out periodically due to limited budgets that cause training time to be limited. Budget availability and limited training time led to the optimal development of human resources strategy in the Inspectorate of Bone Regency. Another strategy is the placement of employees. The implementation of employee placement in relation with human resources development strategy in the Inspectorate of Bone Regency has not been optimal. Not optimal placement of employees who have done so far can be seen from the discrepancies that are perceived by most of the employees involved in the placement during this time.

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