

Strategic Human Resource Management in Clean Water Management at District Jeneponto, South Sulawesi

Herlina Sakawati, Muh. Nur Yamin, Sulmiah, Widyawati

Faculty of Social Science, Universitas Negeri Makassar (email : herlinamappakanro@gmail.com)

Abstract

Problems of water supply in coastal areas become difficult job for government, especially local government. Required a variety appropriate strategies to cope with water scarcity. one of them with the implementation of HRM with a view to improving the performance of employees that will impact on organizational performance. This study was conducted to see the HRM strategy to applied water management in Jeneponto. Descriptive qualitative research method was chosen to manage the data collected from observation, interviews and secondary data collection. The results from this research is that HRM strategies in the management of clean water as seen from indicators such as: 1) Recruitment and Selection System; 2) Training and Development; 3) Performance and Appraisal System; and 4) Compensation System; 5) Retention Plans and Culture has not been able to improve performance in the management of clean water in Jeneponto district, South Sulawesi. Lack of attention to education and training influences employee creativity in finding clean water supply solutions. In addition, the delay in provision of employee benefits reduces motivation and performance of employees in providing solutions to problems that occur in the management of PDAMs in Jeneponto district.

Keywords:

HRM strategy; performance and management of clean water

Introduction

Era globalization, digitalization and industrial, are picture of times that demands the importance of human resource competence (HR) in maintaining organization's existence. (Alwiya Allui & Jolly Sahni, 2016; Zhang, Dolan, Lingham, & Altman, 2009), Some research also concludes that HR is the only competitive advantage for organizations in dealing with change. (Bontis, 1996; Alwiya Allui & Jolly Sahni, 2016; Hasani & Sheikhesmaeili, 2016),

Optimizing the use of HR in accordance with organizational needs can be done by taking into account human resource management strategies. (Ngo, Lau, & Foley, 2008; Melton & Meler, 2016). Implementation of an appropriate human resource management

strategy will affect organizational performance, (Ngo, Lau, & Foley, 2008; Kramar & Parry, 2014). Because human resource strategy is a pattern of planned deployment of human resources according to activities that enable an organization to achieve its goals, (Ngo, Lau, & Foley, 2008). However, some literature shows, human resource management strategies are leaning to applied in private organizations, (Brown, Metz, Cregan, & Kulik, 2012; Kramar & Parry, 2014; Zhang, Dolan, Lingham, & Altman, 2009; Ngo, Lau, & Foley, 2008).

Based on the phenomena that occur, current human resource management strategies are needed by public organizations. In recent years, the performance of government has become a highlight, especially in the management of clean water. One reason is the inability of clean water service providers, in this case the Regional Water Company (PDAM) in providing services to the community.

PDAM Jenepono, which is located in South Sulawesi Province, is an example of a PDAM that is unable to provide quality services to the community. This is based on the chaos of the human resource management system. There are employees who have backgrounds only at the elementary school level. In addition, 58 of the 84 employees are high school graduates. 46 of them are high school graduates (predominantly majoring in social studies), 7 graduates of vocational school, and 5 graduates of MAN. For S1 graduates only 20 employees. The low educational background affects the skills of employees in completing work. In addition, there are six employees who have an educational background that not appropriate to their job. There are 2 employees of S1 Agricultural graduates, 1 graduate of S1 Religious Education, and 3 graduates of S1 Education.

Based on problems that faced by PDAM Jenepono in the management of clean water, it is necessary to focus on the implementation of human resource strategy. Because the focus of human resource strategy is development and performance improvement, (Kramar & Parry, 2014). According to (Alwiya Allui & Jolly Sahni, 2016). Human resource strategy can be done by pay attention to this dimensions: 1) Recruitment and Selection System; 2) Training and Development; 3) Performance and Appraisal System; and 4) Compensation System; 5) Retention Plans and Culture.

The need for PDAM Jenepono to implement a human resource strategy, in addition to improving the management system, is also based on increasing demand for clean water

services in the Jenepoto District, and the presence of environmental influences that affect availability of raw water sources.

Method

Bad system management in PDAM Jeneponto cause problem to PDAM performance in clean water management, so that underlies descriptive research with a qualitative approach, to analyze the strategy of human resource management in providing water services.

The research data consist of primary data and secondary data. Data obtained from the results of observation, interviews and review of documentation. Informants in this study was determined by using the snowball technique. According to (Nemuan, 2013) determination of the informant with snowball technique is determined based on the information that has been obtained, which then become a reference for determining the next informant.

Furthermore, the informants in this study consists of the Director, Head of Finance, and employee of PDAM Jeneponto. Vice Regent Jeneponto Regency, and community in Jeneponto. For data analysis, using data analysis techniques presented by (Miles, Huberman, and Saldana, 2014) which is called interactive model, which consists of the data reduction, data display, and conclusion, drawing / verification.

Results and Discussion

This study discuss about human resource management strategy in PDAM Jeneponto in management of clean water. Human resource management strategies in this regard relate to recruitment and selection systems, training and development, performance and assessment systems, compensation systems, and retention plans and culture. More details are described as follows:

1. Recruitment and Selection System

Every organization has an employee recruitment system. The human resource management strategy is successful if the employee recruitment system is implemented properly. Employee recruitment systems must be implemented in a rigorous, valid and

sophisticated way to help the organization find the right prospective employee candidates and the potential to carry out a series of jobs in achieving organizational goals.

Employee recruitment system in PDAM Jeneponto basically has similarities with various government agencies and other BUMN, which consist of several requirements and stages. However, in education qualifications, the PDAM Office does not emphasize the educational background with the required job vacancies. The PDAM of Jeneponto, for the requirements only determines the minimum educational qualifications of high school graduates, so that many applicants who have educational backgrounds that are not in accordance with the work required take part in applying for a job. So this also causes the inconsistency of the current educational background of the employee with his work.

2. Training and Development

Training and development of human resources (HR) need to be emphasized in each organization. HR training and development aims to help the organization to achieve its objectives, so that in forming training and HR development plans it must be aligned with the organization's strategic objectives.

The HR development plan in PDAM Jeneponto is formulated to support the community service development strategy. Human resource development that has been carried out in the form of trainings in the fields of engineering, institutional, finance, management, and information technology. The training was carried out through a cooperative relationship with other PDAMs in South Sulawesi Province. Where the Regency PDAM will send staff to attend seminars, workshops and workshops carried out by other PDAMs. The PDAM of the Jeneponto itself has never held seminars, workshops and workshops to improve the ability of employees.

The low performance of the PDAM Jeneponto, according to the 2017 Ministry of Public Works and Public Housing report, encouraged the PDAM Jeneponto to undertake HR development. In 2018 PDAM Jeneponto has drawn up indications, methods and plans for HR development. The development is focused on financial and management aspects. Indications, methods and plans for HR development, can be seen in the following table:

Table 1.
Indications Finance and Management Aspects

No.	Issues / Existing Condition	Issues	Target	Program
1	Employee knowledge of engineering parts and operations is still low	Solution to problem solving techniques and operational finalized based on experience	Employee has a good knowledge in the field of engineering and operations	Employee training and management aspects of special education institutions (Class room training and On the Job Training)
			Improve employee performance taps each year	
2	Society / The customer is not satisfied with water quality and the services provided customer service	System service procedure a new connection and anticipatory action against customer complaints have not been up to resolve the issue.	Employees have a good knowledge in the areas of services and marketing	Training for employees and prospective employees servicing and marketing materials (class room training and On the Job Training)
			Improve employee performance taps each year	
3	Employee knowledge the financial part still low	Financial management is not accountable	Employee has a good knowledge in finance	Financial aspects of employee training and special education institutions (Class room training and On the Job Training).

Source: PDAM Jeneponto, 2019

Table 2.
Method of Human Resource Development Activity taps Jeneponto

No.	Type of activity	participant	Number of people)
I	Class room training		
1	Drinking Water Management	General Manager, Manager Engineering, Finance, Planning Division of Engineering, Research & Lab Section, Division of Finance, subscriptions Relations Section, Administration Section.	8
2	RIP preparation of SPAM	General Manager, Manager Engineering, Finance, Planning Division of Engineering, Research & Lab Section, Division of Finance, subscriptions Relations Section, Administration Section	8
3	FS SPAM	General Manager, Manager Engineering, Finance, Planning Division of Engineering,	4

		Research & Lab Section, Division of Finance, subscriptions Relations Section, Administration Section	
4	DED Water	Manager Engineering, Engineering Planning Division, Section Research & Lab, Bagian Keuangan.	4
5	Cooperate Plan Formulation	General Manager, Manager Engineering, Finance, Planning Division of Engineering, Research & Lab Section, Division of Finance, subscriptions Relations Section, Administration Section 8 6. EIA General Manager, Engineering Manager, Manager	8
6	EIA	General Manager, Engineering Manager, Financial Manager, Engineering and Planning Section Section Research & Lab	5
II	On Job Training		
1	Production & Distribution	Staff of production and distribution	10
2	Laboratory Water	Staff of Research & Laboratories	5
3	Integrated Management Information System	The staffs of Planning Techniques, Part Research & Lab, Finance, Relationship subscriptions, Section Administras	2
4	GIS	The Engineering Planning Division staff, Subscriptions Relations Section	4
5	finance	Staff of the Treasury	
III	Comparative study		
1	PDAM has advanced	PDAM employee	5

Source: PDAM Jeneponto, 2019

Table 3.
Human Resources Development Plan 2018-2037 taps Jeneponto

No.	activity	Fiscal year	Source of funds
A	Financial aspect		
1	Financial Management Training	2022, 2027, 2032, and 2037	Regional Water Utility Company
2	Training courses cost accounting and budgeting	2019 and 2027	Regional Water Utility Company
3	Training budgeting and controlling costs intem	2019, 2032, and 2037	Regional Water Utility Company
4	Training of accounting program	2019, 2027 and 2037	Regional Water Utility Company
B	Management aspects		
1	Training management information system management of drinking water	2019	Regional Water Utility Company
2	Training meter reading system	2022, 2027 and 2037	Regional Water Utility Company
3	Water loss mitigation training	2019, 2027 and 2037	Regional Water Utility Company
4	Training quality testing	2022, 2027 and 2037	Regional Water Utility Company

5	Training of operation and maintenance procedures	2019, 2022, 2027, 2032, and 2037	Regional Water Utility Company
6	Training preparation Cooperate Plan	2022	Regional Water Utility Company
7	Training preparation of DED	2019, 2027, 2032, and 2037	Regional Water Utility Company
8	Training preparation of feasibility studies and environmental studies	2019, 2027, 2032, and 2037	Regional Water Utility Company
9	GIS mapping Training	2022, 2027, 2032, and 2037	Regional Water Utility Company
10	Public relations training.	2022, 2027, 2032, and 2037	Regional Water Utility Company

Source: Processed Researcher, 2019.

The HR development plan in PDAM Jeneponto, as involved in the table above, has not yet been implemented. Table 3 shows that the implementation of HR development began in the 2019 fiscal year. The constraints in implementing HR development activities in Jeneponto Regency were due to the limited budget of the PDAM in the Jeneponto District.

3. Performance and Assessment System

Performance appraisal is the foundation of an effective human resource system. Performance appraisal has two objectives, namely: 1) providing information to make strategic decisions by paying attention to the suitability of the human resource system with the system needed for a change. 2) is a control system to measure individual performance, (Devanna, 1984; Alwiya Allui & Jolly Sahni, 2016). However, many people who think that the assessment system on employee performance is sometimes considered difficult to do.

In PDAM Jeneponto according to the rules, employee performance appraisals are conducted every month. At the beginning of the month a target was formulated for each work target that had to be achieved by an employee during the next month. Furthermore, at the end of the month an assessment is carried out beginning with the preparation of an assessment form which contains the assessment indicators, weight values, and assessment standards.

This employee performance appraisal is carried out by the Head of Subdivision of each section in PDAM Jeneponto, and for the Heads of Subdivisions are assessed by the Section Head of each section, while the Division Head is assessed by the Director. However, the employee performance appraisal in PDAM Jeneponto has not been carried out in the last

few months. Employees consider performance appraisal to not have benefits both for the organization and for the employees themselves. When the results of the assessment have been determined will not provide a change for the organization, because to make improvements requires a budget. And the PDAM Jeneponto does not have a budget, sometimes even to carry out employee wage activities that are used.

4. Compensation systems

Rewards are given to employees for their work results. The reward that given can be likes wages, bonuses, commissions and promotions and recognition. According to (Nawawi, 2005) the reward is an effort to foster a feeling of being recognized in the work environment, which touches on aspects of the relationship between one employee and another. Furthermore (Stonich, 1981) emphasized that the rewarding system was part of the management system needed by the leadership to achieve the organization's strategic objectives. The reward also influences employees in carrying out work.

The motivation of PDAM Jeneponto employees in carrying out their water management tasks is more influenced by their awareness and sincerity in providing services to the community. This is because the District PDAM cannot give financial rewards to employees who have good performance. In fact, the salaries of employees themselves for less than three months in 2018 are not paid. This is due to the financial crisis experienced by PDAM Jeneponto due to corruption carried out by the director of the Jeneponto Regency PDAM in the 2014-2018 period.

5. Retention Plan and Culture

One key to success in achieving the goal of the organization is able to retain employees. Continuous employee turnover can cause new problems among employees, which can reduce the level of harmony and employee participation in the work.

In PDAM Jeneponto, the average employee has a working life of more than 5 years. There are even 3 people who have reached 30 years of service. However, from an educational background, the length of service of an employee is not accompanied by an education level. It is the employee who has a good tenure and education level that will be able to influence the success of the organization in achieving its goals

In addition, the organizational culture of PDAM Jeneponto, does not contribute well to the human resource management strategy. The election of directors and new employees is still strongly influenced by the family system.

Conclusion

This study discusses five strategic dimensions of human resource management in PDAM Jeneponto District in management of clean water. The five strategic dimensions of human resource management in PDAM Jeneponto have not been implemented as well as possible in achieving organizational goals. Employee recruitment system is not able to find potential employees in accordance with the strategic goals of the organization. The budget problems of the PDAM in Jeneponto have an impact on the performance appraisal system, the awarding and implementation of human resource development activities, and employee experience is not accompanied by an increase in education.

References

- Alwiya Allui, & Jolly Sahni. (2016). Strategic Human Resource Management in Higher Education Institutional: Empirical Evidence from Saudi. *Social and Behavioral Sciences*, 361-371.
- Bontis, N. (1996). There's A Price On Your Head: Managing Intellectual Capital Strategically. *Business Quarterly*, 40-47.
- Brown, M., Metz, I., Cregan, C., & Kulik, C. T. (2012). Irreconcilable differences? Strategic Human Resource Management and Employee well-being. *Asia Pacific Journal of Human Resources*, 270-294.
- Devanna, M. A. (1984). *Strategic Human Resource Management*. New York: John Wiley & Sons.
- Hasani, K., & Sheikhesmaeili, S. (2016). Knowledge Management and Employee Empowerment. *Kybernetes*, 337-355.
- Iglesias, A., Garrote, L., Flores, F., & Moneo, M. (2006). Challenges to Manage the Risk of Water Scarcity. *Water Resources Management*, 775-788.
- Kramar, R., & Parry, E. (2014). Strategic Human Resource Management in the Asia Pasific Region: Similarities and Differences. *Asia Pacific Journal of Human Resources*, 400-419.

- Melton, E. K., & Meler, K. J. (2016). For the Want of a Nail: The Interaction of Managerial Capacity and Human Resource Management on Organizational Performance. *Public Administration Review*, 1-13.
- Miles, M., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Method Sourcebook*. New York: Routledge.
- Mizyed, N. (2009). Impacts of Climate Change on Water Resources Availability and Agricultural Water Demand in the West Bank. *Water Resources Management*, 2015-2029.
- Nawawi, H. (2005). *Manajemen Sumber Daya Manusia Untuk Bisnis yang Kompetitif. Cetakan Keempat*. Yogyakarta: Gajah Mada University Press.
- Nemuan, W. (2013). *Metodologi Penelitian Sosial: Pendekatan Kualitatif dan Kuantitatif, Edisi 7*. Jakarta Barat: PT. Indeks.
- Ngo, H. -Y., Lau, C. -M., & Foley, S. (2008). Strategic Human Resource Management, Firm Performance, and Employee Relations Climate in China. *Human Resource Management*, 73-90.
- Stonich, P. J. (1981). Using Rewards in Implementing Strategy. *Strategic Management Journal*, 345-352.
- Zhang, Y., Dolan, S., Lingham, T., & Altman, Y. (2009). International Strategic Human Resource Management: A Comparative Case Analysis of Spanish Firms in China. *Management and Organization Review*, 195-222.