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Human Resource Development Strategy Through Education and Training

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Abstract

This study aims to determine the strategy of human resource development through education and training in the Office of Manpower of Makassar City, Using a qualitative descriptive approach. The main instrument of this research is the researcher himself using handphone tools and field notes that is by recording data related to the object of research in the field. Data collection was done by observation, interview, and documentation. Data were analyzed using three-stage model, i.e., data reduction, data presentation, and conclusion. The results showed that the human resource development strategy through education and training at Manpower Office of Makassar City is in good enough category based on the focus of this research, namely: 1) the determination of needs has been set fairly well, 2) the targeting is also located in good enough category, 3) the determination of program content is in good enough category, 4) the learning principles, program implementation, benefit identification, and the assessment implementation also show good result.

Keywords: human resource development, training, education

Introduction

Management is the most important tool in an organization, which is an act of planned, process, and how to mobilize all elements of resources that exist in an organization or institution (Murniati & Nasir Usman, 2009; Pangestu, 2003). There are some management elements such human, money, way, logistics, and market. From some elements of management, human resource is a thing that then is very influential in the scope of work and production of an organization. The problem of human resources is a problem that is then considered both in the theoretical form, but in reality; it is very difficult to realize. It related to the human resource problem (Saggaf, Salam, Kahar, & Akib, 2014). The attention of all organizations is both business and public organizations (Dharma & Akib, 2009). It is understandable because humans are unsure which is very important in the organization. The man who creates thoughts, works or products that can then develop a group (Afifah, 2014; Nurmalia, 2014).

Bangun (2010) stated that human resources are an organizational tool that must always be renewed both in education, knowledge, and behavior itself to achieve the ideal goal. Training is a process of improving the work skills of employees to help the achievement of corporate goals (Hanafi, 2015). According to Sondang P. Siagian said that human resources are the most important resource owned by an organization, one implication is that the most important investment that may be done by an

organization is in the field of human resources (Endari, 2005). The choices available are not between human resource development or not, but in what areas the development is done with what intensity and through what development techniques (Rustiadi, Saefulhakim, & Panuju, 2009).

Preparing employees for promotion is one way to attract, retain, and motivate employees through a systematic career development program. Development of employees' promotional skills is consistent with human resource policies for in-house promotion; training is a key element in the career development system. In general, the strategy is a technique that is structured to achieve a certain victory or goal. This strategy is related to the organization, in which the strategy is designed by an organization leader so that the steps taken by the organization can achieve the long-term goals or objectives of the organization. The strategy does not only use in official organizations such as corporations but also in the level of everyday life, for example, a strategy to score well on the test and winning strategy. The existence of resources which include human resources, budget, facilities, and infrastructure, institutional and management, become the determining factor of successful implementation of duties and role of Manpower Office of Makassar City in facing the dynamics of strategic environment change.

Method

This research applied qualitative descriptive research. To avoid the possibility of differences in perceptions of the study issues, and to facilitate the authors in collecting data, it is necessary to provide assertion about the definition of operational variables that are restrictions on the scope of variables as an important indicator in determining the success of the study. The subject of this researcher is an employee who provides information related to the development of human resources. Determination of research informants using purposive techniques, this technique is the determination of the informant was deliberately met based on the criteria set by the researcher. In obtaining the required data in this research, then the researcher used the technique of observation, interview, and documentation. Data analysis techniques conducted through data analysis techniques proposed by Miles, Huberman, & Saldana (2014) includes four concurrent activities namely "data reduction, data presentation, data condensation, and conclusions."

Results and Discussion

Based on the results of interviews that obtained from informants on the implemented strategy is through the education and training program (DIKLAT) as a strategy of human resource development, judging from the weakness contained in the Office of Manpower Office of Makassar. The leader then involves employees in education and training by their duties and functions, as they see the purpose and benefits of the DIKLAT. This strategy can change and develop the performance of employees, because the activities of the DIKLAT, employees are required to be able to bring changes for himself to solve and improve his performance.

Based on the results, it can be concluded that the strategy to develop human resources is through education and training program at the Manpower Office of Makassar City that has implemented quite well. It can be seen on each aspect that becomes an indicator in this research, such as the explanation of the subtopics as follows:

Needs Determination

Some efforts are made to follow the training of human resources development is selected by the needs of employees and organizations, because in the training of human resources development, the leader also sees the workload of the employee, then they are included in the development training to improve their performance. There is also a policy given by the leadership that the employees included in the training program would have been a consideration of the leadership to include them in the training of human resources development.

It is also given the readiness of the employees to be included in the DIKLAT as well as to want to attend this development training program and given with due consideration because in this program, participants should focus on the program and no external activity during the training program takes place. The results showed that the development of human resources through education and training on the aspects of determining needs is in good enough category, it is seen from the way of leaders to determine the employees who will be involved in the DIKLAT program.

Goal Setting

Based on the analysis of training and development, various targets are set. The targets to be achieved can be technical and practical or may also bias both. These targets should be stated as clearly and securely as possible for trainers in the development training program and the training participants.

For the participants, the benefits are seen in the preparation and effort of what they do to gain the greatest benefit from the training and development that it follows. Target clarity will also be very useful regarding training and development programs to achieve these targets in training development. In other words, the training program must be well organized and successful. The results showed that human resource development on the aspect of targeting was in good enough criteria, it can be seen from the employees who have followed the DIKLAT program found the benefits to be achieved, as has gained much experience and new lessons.

Setting the Content of the Program

This section explains how the contents of the program will be obtained or executed in following of the implementation of human resources development training program whether by the work or position that is undertaken. In this development training program, it is certainly based on the analysis of determining the needs and targets to be achieved and based on the position of an organization/agency. The results to be achieved by the participants must be by what is desired in the training program. The results show that human resource development through education and training on the aspect of determining the content of the program has been implemented quite well, which can be seen that in the development training program through DIKLAT is by the program that will be achieved in this training program.

Learning Principles

All learners must have a principle of learning, whether the principle of learning good or bad, but whatever the principle must have a purpose. There have been many opinions that say that on the ground the principle of learning worthy of consideration to be a good learning principle is that can change the learner for the better. From the results of the research that has been done, there are two informants who recognize that after following the DIKLAT program, they also experience changes in the principles of learning. Among the development, training specialists have accepted the opinion that the principle of learning worthy of being considered for participation is participation. Participation as one of the principles of learning takes place more quickly and the knowledge or skills acquired will be remembered longer. For example, a person learning and mastering swimming techniques, throughout his life he will still be able to swim because of participation during study time.

The results showed that the development of human resources through education and training on the assessment of the principles of learning has been implementing well, it can be seen from employees who have followed the DIKLAT program will experience changes in their principles of learning better than ever.

Program Implementation

The implementation of this program is done of course with the existence of interest both the employees and the organization, which includes employees in human resource development training through

DIKLAT. In this program, organizations and companies must conduct human resources development training to increase the human resources and the organization itself. In this case has been felt by the employees who have followed the DIKLAT program stated that the implementation of the program is by the field of each employee/participant. The results showed that the implementation of a program to improve human resources through the DIKLAT program already running well enough because the interests of employees and organizations have been achieved well and get the desired results.

Benefits Identification

Programs that have been implemented must be identified benefits to be known what will be obtained from a participant after following the training program of human resources development. In this case, persons who identify benefits of the program are a leader and employees/participants who have followed the program. The results showed that the identification of benefits of human resource development program is good enough. This can be seen from the benefits that employees have gained, as there are improvements in performance.

Assessment of the Program Implementation

Assessment of the implementation of the program has been done with good results; this is based on the results of interviews with employees who have followed the DIKLAT program. This is seen from their increasing performance that can complete their office tasks promptly, and there are also changes in their attitude and disciplinary behavior in work. The results show that the assessment of program implementation through DIKLAT is already quite good, it can be seen from the results shown by employees such as improving their performance better, completing the task quickly and accurately, becoming a qualified human resource, and there are also changes in disciplinary behavior in work.

Conclusion

Based on the results of research on the strategy of human resource development through education and training at the Manpower Office of Makassar City, it can be concluded as follows: efforts or strategies undertaken by the Manpower Office of Makassar City in the development of Human Resources have been implemented well relating to some domain, 1) the determination of needs has been well established, 2) the determination of targets that are in good enough category, 3) the determination of the program content is in good category, 4) the principles of learning was in good enough category, 5) implementation of the program was in good category, 6) identify the benefits was in good, and 7) assessment of the implementation of the program was in good category.

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