



Factors Human Resource Development Public Organization

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Abstract

Human resources are the main assets in the organization, so the procedures needed for proper management and development. This paper aims to find the factors that influence the improvement of human resources in public organizations. This paper uses qualitative research with interviews and documentation of data collection techniques. Then, analysis techniques using Nvivo 12 plus software with features exploring crosstab queries and cluster analysis features. The results showed that employee performance (22.92%) and compensation (14.58%) had a positive effect, but were not significant for the development of public organization human resource. In contrast, the training had a positive impact (62.50%) and was vital for the development of the human resource organization of the Sleman District Education Office. The training is the most significant factor influencing the development of public organization human resource in the Sleman District Education Office, while employee performance and compensation has an effect on human resource development but the level of influence is not too significant. In conclusions, human resource development in public organizations was significantly influenced by training of employees, then employee performance and compensation.

INTRODUCTION

Human resources are the main assets in the organization so that good management procedures are needed to be able to create optimal working environment conditions to support increased labor productivity in the organization (Akbar, 2018). Planned and appropriate human resource management is a necessity that must be implemented for organizational progress (Dahlan, Hasim, & Hamdan, 2017). Besides, human resources are the driving force of the organization's wheels in achieving the goals set, therefore the ability of human resources needs to be improved to support organizational performance in responding to any changes that occur quickly and strictly (Kasenda & Mintardjo, 2016). Excellence in any competition between organizations is determined by the way human resource management is applied in the organization (Farchan, 2017). The large role of public sector organizations in the life of a society or country is often not matched by the quality or performance of the public sector organization itself, causing ideas or demands to reform public sector organizations and improvement of human resources (Rosiadi, Setiawan, & Moko, 2018).

Studies on the management of human resource development have been carried out before. Some previous research studies that became the focus of this research reference include research conducted by (Dahlan et al., 2017) with the title Effect of Management of Human Resources and Organizational Culture on Service Quality at the Tamalate District Office in Makassar City, where the focus in this study is about the effect of human resource management and organizational culture on service quality. Research (Kasenda & Mintardjo, 2016) with the title Effect of Human Resource Management Practices on Employee Performance in the Office of State Assets and Auction Services (KPKNL) Manado with a research focus to find out human resource management practices in the form of career planning, work performance appraisal and training affect the performance of the organization. Research (Kalangi, 2015) with the

title Development of Human Resources and Performance of State Civil Apparatuses in Sangihe Islands Regency, North Sulawesi Province, which focuses on factors influencing the development of human resources on the performance of the State Civil Apparatus. Research by (Saemi, 2019) with the title Effect of Human Resource Development and Work Discipline on Employee Performance in the Academic and Student Affairs Bureau of Mulawarman University has a research focus to find out the more dominant influence between aspects of human resource development and work discipline on employee performance.

According to (Saemi, 2019) the performance of employees in organizations is influenced by the development of human resources and work discipline. Then supported by the level of education, job training and coaching for employees conducted by the organization also has a positive influence on developing the organization's human resource (Ismail, 2016). Furthermore, according to (Astuti & Bukhari, 2018), employee performance is influenced by the existence of job training and the placement of employees in inappropriate job positions. The development of apparatus competency through education and training has a positive impact on individual abilities so that it also influences employee performance (Sophia, 2013). On the other hand, giving compensation fairly in human resource development activities can improve employee performance (Hamzah, Subroto, & Andayani, 2018). With compensation supported by the career development of employees through training, it can have a better influence on employee performance (Nooh, Sepang, & Uhing, 2017).

Sleman Regency Education Office is one of the government agencies engaged in the field of education. There are still obstacles that exist in the Sleman Regency Education Office where they do not have the authority in developing employees to improve the competence of employees in the Education Office because the authority for employee development is in the Regional Personnel Agency (BKD) and this

makes the Sleman District Education Office unable to develop employees according to the needs of the institution. The limitation of the authority of the Sleman Regency Education Office in developing employees is an interesting study when it is linked to the human resource management system carried out by the Sleman Regency Education Office as a public organization. In contrast to previous research, this study will discuss the authority to develop human resources with a focus on finding out the factors that influence the development of human resource in public organizations from the aspects of employee performance, compensation and employee training. The purpose of writing this paper is to know whether employee performance, compensation, and employee training have an influence on human resource development amid the limited authority possessed by the Sleman Regency Education Office as a public organization.

RESEARCH METHODS

The research method used to qualitatively, for reasons because it has a wider and deeper perspective to understand a phenomenon that occurs so that information will be obtained that is more meaningful and richer than the phenomenon that is the object of research (Gumilang, 2016). In this study, the phenomenon that is the object of research is the factors that influence the development of human resources carried out in the Sleman District Education Office as a public organization that provides services in the field of Education in the Sleman Regency.

For data collection techniques, namely interviews to obtain in-depth information about subjective meanings, thoughts, feelings,

attitudes, behaviors, perceptions, beliefs, motivations (Gumilang, 2016). Qualitative documents, Creswell (2009) in (Gumilang, 2016) are like public documents (newspapers, papers, office reports) or private documents (diaries, notes, letters, emails) and mass media thuman resourceough websites from the internet. Then the analysis technique uses Nvivo 12 plus software with exploring crosstab query features and cluster analysis features.

RESULTS AND DISCUSSION

Human resources are a very important part of an organization. To support the smooth running of the organization, quality management of human resources is needed. As good as any grand-design public bureaucratic reform is, but if it is not matched by human resource management (HRM) in the public sector, then bureaucratic reform efforts will be in vain (Rosyadi et al., 2018). According to Singodimedjo (2002), human resource development is the process of preparing each individual to accept higher responsibility for increasing competence for better performance (Findarti, 2016). In this case, human resource management is also an activity related to human empowerment in an organization (Wibowo, 2017), therefore human resource development is a must for public organizations. Efforts in developing human resources can be seen from the quality improvement in the form of the quality of services provided, the quantity of the organization in the form of an increase in the number of institutions and the capacity of the certified workforce in the organizational environment (Hidayat & Nurdiana, 2016). For human resource development factors of public organizations can be seen in the following figure:

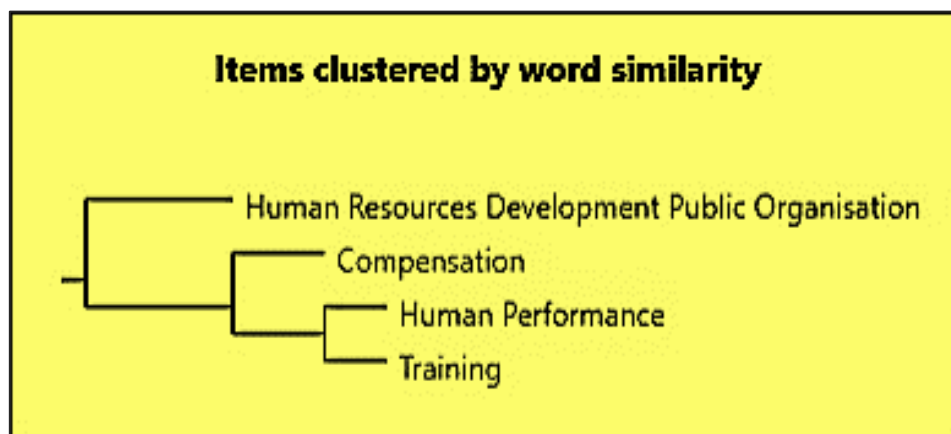


Figure 1. Human Resources Development Factors of Public Organizations
Source: Nvivo 12plus cluster analysis data analysis (2019)

Based on Figure 1 above, it can be seen that the development of public organizations is influenced by Training, Employee Performance, and Compensation. Employee performance is one of the many factors that influence the development of human resources in an organization. Employee performance in having a positive influence on the development of human resource in an organization (Isa & Irawan, 2019). Conversely, when the development of human resource has a positive effect on employee performance, it can be interpreted to increase in human resource development is carried out, so the employee performance will also increase (Sukarjati, Minarsih, & Warso, 2016). human resource planning needs a strategic step in developing human resource by every organization. That is because the existence of human resource planning supported by job analysis will have a significant impact on employee performance (Taroreh, Worang, & Mintardjo, 2016).

Performance is the achievement of work quality and quantity of an employee on the implementation of duties and functions based on the responsibilities assigned (Ismail, 2016). To encourage the quality and quantity of performance of employees so that the organization would certainly increase in this case need to provide training by the job description of each employee. Then the division of labor affects the development of employee human resource which will have an impact on work productivity by organizational goals (Wicaksono, 2016). Job

training and employment placement in the right position will affect employee performance (Astuti & Bukhari, 2018). With the training provided to employees has an important function to improve the performance of higher quality employees (Lolowang, Adolfina, & Lumintang, 2016). Training provided to employees is intended have increased knowledge and skills of employees so that work effectiveness can be achieved. This has an impact on human resource management by utilizing human resources to carry out work optimally, effectively and efficiently to achieve the goals/objectives set by the organization (Susan, 2019). Training and performance of employees have a strategic relationship with the development of human resources in the organization public. Quality employee performance is certainly affected by the level of intensity of employee training carried out by the organization. Supported by the level of education, job training and coaching for employees conducted by the organization also has a positive influence on developing the organization's human resource (Ismail, 2016). More and more training that is effective and functions according to the scope of work of employees can help improve employee performance.

An employee who has a quality performance will provide many benefits, one of which is compensation. According to Hasibuan (Nooh et al., 2017) compensation is all income received by employees in the form of money, goods directly or indirectly from company

organizations in return for services that have been provided. Compensation is all income either in the form of money or goods directly or indirectly received by employees as a form of appreciation from the organization (Gusmão & Riana, 2018). Compensation will be give to employees who have the best performance as a form of organizational appreciation for employees. With compensation coupled can career development for employees, it will significantly influence employee performance (Santi, Tewal, & Untu, 2017). Besides giving compensation is expected to be able to encourage

all employees will be to increase motivation in improving their performance so that the quality of the organization will be better. The purpose of the implementation of compensation, among others, is as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, and discipline (Marpaung, Nurlaela, & Suruan, 2019). The compensation system by the organization influences the performance of employees in the organization (Akbar, 2018). In developing human resources at the Sleman Regency Education Office, factors can be seen as shown below:

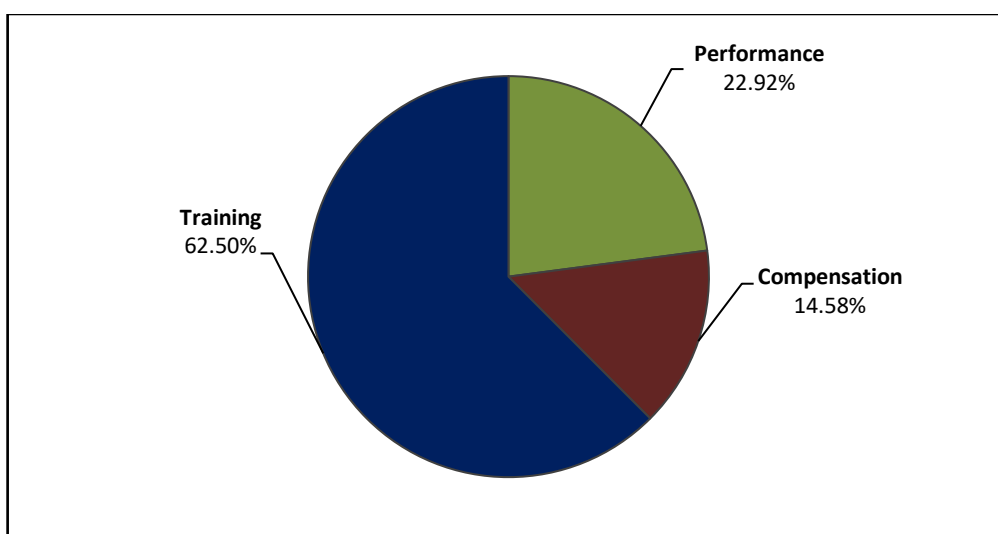


Figure 2. Factors Affecting Human Resources Development in the Sleman Regency Education Office
Source: Nvivo 12plus crosstab query data analysis results (2019)

Based on Figure 2, it can be seen for the development of human resources in the Sleman District Education Office as a public organization that provides education services in Sleman District influenced by employee performance, training and compensation factors. Base on thuman resourceee factors above, training (62.50%) was the most dominant factor influencing the development of organizational human resources in the Sleman District Education Office, then employee performance was (22.92%) and while compensation only (14.58%) had little effect. The development of human resources in the department, for compensation give at the Sleman Regency Education Office based on PNS compensation standards where all are based on level/class and

also the length of service of employees following applicable staffing regulations. The compensation received is even greater if the employee already has a high rank and class coupled with the length of time he worked as an employee. With the promotion, a decree is a form of appreciation given to civil servants for the performance that has been done and with the existence of the decree, it is hoped that it will motivate them to improve their performance. Motivation obtained by employees and compensation systems can affect employee performance improvement (Akbar, 2018).

Even if the employee can reach or exceed the set work target, it will not affect the compensation given. More compensation will be given when employees can perform the work

done. But not all activities can be followed by all existing employees. As in this year for the School Supervisor of the Sleman Regency Education Office was able to carve an achievement in a prestigious event that is the award of school supervisors and school principals who are outstanding and dedicated at the national level. However, this kind of activity is limited so that it cannot be followed by all civil servants and can only be participated in by several civil servants who already hold structural positions and functional positions (supervisors and school principals) which of course are very small in number when compared to the total number of civil servants in the Sleman Regency Education Office. Career compensation and development have a significant effect on employee performance (Santi et al., 2017).

Efforts to improve employee performance within the Sleman District Education Office were carried out through the activities of assessing the performance of school principals with a total of 120 school principals and a performance appraisal of 5,472 teachers. With the performance appraisal of the education and educational staff as employees in the Sleman District Education Office organization, they will be able to find out the competencies or abilities of all employees in the service. Organizational development can be done through human resource improvement strongly influenced by knowledge-based competencies (Wartana & Sunata, 2016). Besides, the results of the performance appraisal will form the basis for the department to conduct evaluations and determine the steps and activities for developing human resources, especially through capacity building activities for employees. Then other activities to support employee performance in the context of human resource development are carried out by holding a Pretest (Teacher Competency Test) with the aim of this activity being to map teacher competencies especially Pedagogic Competencies and Professional Competencies. The development of human resources based on human power-based can affect employee competence (Wartana & Sunata, 2016).

As a professional employee in his field, of course, the competence of a teacher is required to have quality because following the mandate of Law No. 14 of 2005 on teachers and lecturers states that "teachers are professional educators with the main task of educating, teaching, guiding, directing, training, evaluating and evaluating participants students in early childhood education formal education, basic education, and secondary education ". With the recognition of the position of the teacher as a professional than to prove it the teacher must have an educator certificate. Supported by workshops to improve teacher competency and also foster teaching staff to improve the quality of educators and maximize the implementation of educational programs that have been set by the department, foster commitment to provide maximum performance to the organization and improve competence in developing effective program activities for support the creation of quality education services to the community.

To improve employee performance is also encouraged by the exposure of the Education Minimum Service Standards (SPM) roadmap to improve employee performance in providing an understanding of the progress in achieving the MSS of Basic Education, policies and strategies for fulfilling Human Resources Basic Education, as well as budget requirements used to meet the Basic Education Minimum Service Standards in the District Sleman. With the existence of these minimum service standards, it can encourage employees to continue to provide maximum performance to the Sleman District Education Office organization in supporting the fulfillment of quality education services. Indeed the performance of employees is influenced by the ability of employees (Akbar, 2018).

Besides, to improving employee performance, in developing human resource, public organizations also need to conduct various training for employees. The training is a process to improve employee knowledge and skills (Harahap & Silvianita, 2016). To help the development of human resources the Sleman Regency Education Office conducts various forms of training activities in the form of

technical guidance (Bimtek). For improving the quality and management of educational data, this is done by providing technical assistance for Basic Education Data and Culture Education (Dapodikdas) as elementary and junior high school levels to minimize problems on Basic Education Data (Dapodik) management. Technical guidance in this year took the theme of verification and validation of educators and education staff delivered by Maman Nurman Sukmajaya, S.Kom, data validator of the Center for Education and Culture Data and Statistics Ministry of Education and Culture of the Republic of Indonesia (Kemendikbud RI) where Basic Education Data has an important role in providing information on Education as one of the determinants of National Education Standards.

Technical guidance Basic Education Data PAUD in collaboration with the Yogyakarta Early Childhood Education and Community Education (BP PAUD Dikmas) Training Center which aims to provide an understanding of the management and utilization for synchuman resourceonizing Early Childhood Education-Basic Data and Verbal data. To improve the quality of Early Childhood Education educators, the Education Office thuman resourceough the Field of Early Childhood Education Development and Community Education conducts Early Childhood Education of Educator training aimed at improving the quality of Early Childhood educators and optimally the implementation of quality Early Childhood Education program activity in the institution. Employee training is important for organizations to encourage efficient and effective performance (Wicaksono, 2016).

For school principals, the Technical guidance for the Preparation of Budget Plan for Determining School Spending (RAPBS) has the aim to equip principals in using funds honestly, openly and responsibly in terms of funds where each budget allocation to be used must be able to meet all school needs in one fiscal year. Also, technical guidance for the management of Regional School Operational Assistance (BOSDA) funds for Fiscal Year 2019 at the level of public/private elementary schools and state /

private junior high schools to increase the ability of school treasurers in financial management to be more orderly, transparent, accountable, timely and avoidable deviations, in particular, the Liability Report. Then there is the Technical Guidance for Strengthening Character Education at the Junior High School level for school principals whose goal is to strengthen character education to improve understanding and implementation of character education. Related to the utilization of ICTs and PBMs, the Sleman Regency Education Office collaborates with the Sleman Regency Communication and Information Office to hold a Web or Online-Based Problem Bank Preparation Workshop. This is intended as a first step or preparation in developing independent learning applications that can be utilized for all students in Sleman Regency. The purpose of this activity is to equip the Drafting team of Sleman Regency questions in inputting the question bank into the online application as preparation in developing an independent learning application in the Sleman Regency. Education and training have a good impact on individual abilities so that it also influences employee performance (Sophia, 2013).

CONCLUSION

Based on the results of research and discussion in this paper, it can be concluded that training (62.5%) is the most significant factor influencing the development of human resource of public organizations in the Sleman District Education Office, while employee performance is (22.92%) and compensation (14.58%) affect the development of public organization human resource but the level of influence is not too significant than the training factor. Suggestions to encourage employee performance improvement can be done by monitoring and evaluating the reporting of performance results within a certain period (monthly, quarterly, and semester). The results of this evaluation serve as report data to provide an assessment of employees so as to create objectivity in determining employee performance appraisals. Then the compensation also needs to be

considered especially related to the presence of more intensive for the performance categories of employees who have good performance in carrying out their duties and functions. With a special incentive for employees who perform well, it will be able to increase work motivation in an effort to maintain employee performance that is already good and even able to encourage employees to carry out work well and be able to exceed the specified performance targets. The transparency in this paper is in the case studies which are few in number, namely only one public organization (Education Office) and the majority of informants are structural officials. For this reason, further research can compare the development of public human resource organizations in two different departments and also for informants, it can be done by adding samples (Honorary Workers) so that it will further strengthen the results of research on human resource development factors in public organizations.

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