

Analysis of The Implementation of Human Resource Development at The Lembaga National Single Window

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Abstract

This study aims to analyze the implementation of human resources development through education and training methods and the impact of the development program. This research uses a qualitative descriptive method with a case study approach. Data were collected through interviews with four participants from the organization, human resources, and internal compliance subsections, observation, literature study, and documentation. The results showed the implementation of human resources development at lembaga national single window has been running well in terms of development through education and training methods, but there are still some obstacles, such as limited human resources and company budgets. Lembaga national single window implements human resources development programs through education and training methods integrated with the Ministry of Finance's Education and Training Agency to be able to meet the competencies and skills needed by employees both from position needs analysis and personal needs analysis. To support the human resources development program through education and training methods, the lembaga national single window also has cooperation with other education and training units apart from the Ministry of Finance's Education and Training Agency. This research provides insight into the implementation of human resources development within the Ministry of Finance to be able to improve the quality of education and training programs in the human resources development process, so that in the future it will be able to compete and involve technological developments so that the organization's strategic plan can be achieved in the future.

Keyword: *Human Resources Development, Education, Training*

1. Introduction

The development of competition in the business world in the era of rapid digital technology advancement today forces companies to remain able to compete globally with their competitors or competitors. Companies that want to continue to exist in the era of global competition like today, must remain proactive in branding not only for company management but also continue to be proactive in improving company management in terms of employees.

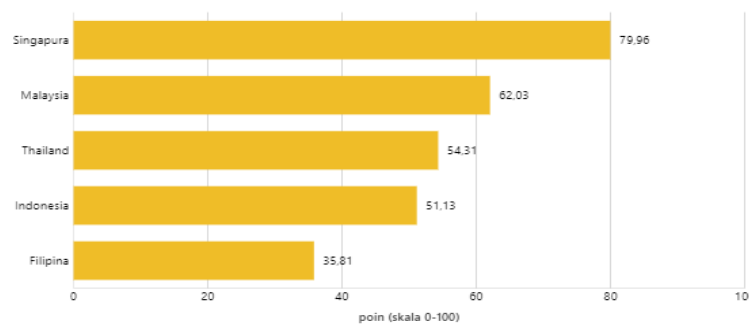
In the context of business competition, companies are required to be optimal in managing human resources or employees who play an important role in a company, so that all company activities require attachment from human resources or employees. Employees are the biggest investment that a company should always pay attention to.

In essence, human resources are an important asset for a company and the quality of an organization will depend on the quality of human resources obtained based on the potential possessed by employees (Jotabá et al., 2022). Therefore, HR development can help ensure employees have the necessary skills by providing benefits to be able to retain talented employees and achieve organizational goals. However, based on the facts shown by (Priyanka et al., 2023) *World Talent Banking*, Indonesia is in 4th place based on the results of a survey released by *the Institute for Management Development (IMD)* in 2023 compared to 4 countries in the Southeast Asian region.

When viewed from the achievement of the score according to the IMD survey in 2023, Indonesia has a score of 51.13. Singapore, Malaysia, and Thailand are still superior to Indonesia in the survey, stating that the level of competitiveness of Indonesia's human resources in 2023 is not dominant in Southeast Asia.

Therefore, from the results of IMD data which is assessed using indicators of the level of human resource readiness in general (*readiness*), it is stated that Indonesia is not the dominant country that gets the highest points because it is caused by factors in terms of *technical skills* and *global knowledge* in workers.

Figure 1.1 Human Resource Competitiveness in Southeast Asia



Source: Databooks.katadata.co.id (2023)

The low survey results from *the Institute for Management Development (2023)* are the focus of the development of superior human resources in Indonesia. This is in line with the statement quoted Ministry of Religion (2023) that in measuring the potential of a country connected in the *Global Competitiveness Index (GTCI)* are technical capabilities and capabilities in global knowledge. This is important because, the challenges faced must be adjusted to global standards for the development of professional human resources.

Discussing competition in the business world, labor is capital in the business world that needs to be considered. In August 2023, the Central Statistics Agency (BPS) stated in its survey regarding the category of worker status in DKI Jakarta in formal activities, workers have a percentage value of 63.77% of the results of the BPS survey regarding the percentage of the working population including formal and informal activities.

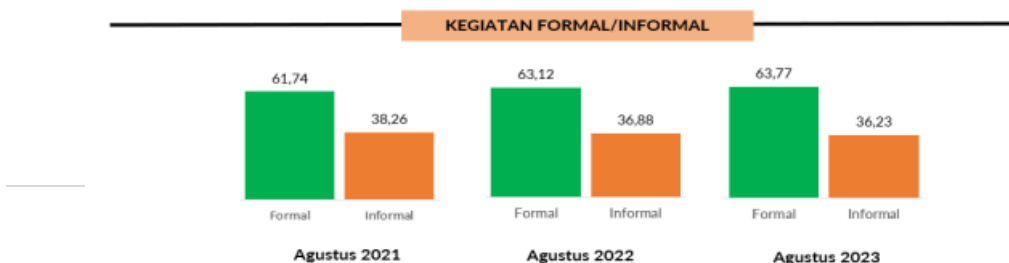


Figure 1.2 Percentage of Working Population by Main Employment Status and Formal/Informal Activities in Jakarta, August 2021-August 2023

Source: bps.go.id (2023)

In the sense that formal sector workers are workers who have a fixed income, obtain social protection, and are guided by the Labor Law, while informal sector workers are workers whose scope of work is responsible for individuals who are less organized and whose working capital comes from their own costs. Thus, if the percentage rate of formal workers continues to increase significantly every year, human resource development is needed because of this, it is one of the important activities in the company considering that employees and the company will work together in a balanced manner to realize the organizational goals that have been set.

Launching in the article, it is said that human resource development has a crucial role in achieving organizational goals, to achieve this, human resource development methods in terms of education and training are needed to create a workforce that has high quality and competence. HR development methods are needed to improve employee competencies as well as to develop employee motivation, HR development is the goal of HR practice patterns in expressing ideas, thoughts, and opinions from the collaborative roles of various individuals, teams, and departments Kompasiana (2021) (Gopinath & Poornappriya, 2020) .

According to Al-Tit et al (2022) , the quality of an organization will depend on the quality of human resources obtained based on the abilities possessed by employees of a company consisting of skills, knowledge, and employee commitment as the main role in building strategies and innovations. Human resource development is based on the fact that every workforce needs better knowledge, expertise, and skills. In carrying out human resource development there are various methods used by companies, in this study the researcher applies education and training methods to an organization that has a central role in human resource development practices (Solarin et al., 2024)

2. Literature Review

2.1 Definition of Human Resource Development

According to Nawaz & Pangil in, stating "Rawashdeh et al, (2022) *Human Resources Development is a collection of interrelated internal activities designed to stimulate individuals' skills, knowledge, and competencies to effectiveness rely substantially especially employees skills and competencies*". In the free sense, HR development is defined as a process that is carried out internally to improve employee knowledge, expertise, and competence.

2.2 Human Resource Development Objectives

According to (Maghfiroh, 2021) HR Development aims for companies and employees in essence regarding the following matters:

a. Work productivity

Employee work productivity in a company can be done through the implementation of development by improving technical skills, thinking skills, and managerial skills.

- b. Efficiency
Employee development carried out from the subordinate level to the leadership level in a company aims to increase efficiency.
- c. Service
With employee development, every company is expected to be able to serve the company's customers better.
- d. Employee morale
Employee morale is important for a company, because with good morals, every work result will be in accordance with what is expected.
- e. Career
After receiving employee development, employees experience improvements in terms of thinking skills, technical skills, and managerial abilities so that they can be used as a promotion.

2.3 Types of Human Resource Development

According to human resource development, it is grouped into two groups, namely formal development and formal development. (Hafiid & Sugiarto, 2020)

- a. Formal development
The formal development is carried out by the company because of the demands of work both for now and to face the future. The meaning of formal development is an employee who is assigned by the company to participate in education and training.
- b. Informal development
Informal development shows that an employee has a strong desire to advance through efforts to improve his or her work ability, for informal development it is usually on the employee's own initiative to try and train and develop himself by studying books related to his job or position.

3. Material and Method

The research method is a series of systematic steps used to find, process, and analyze data scientifically whose results can be trusted for validity and help in planning and carrying out research in a structured and objective way.

The research method used by the researcher is a qualitative method. According (Nina Adlini et al., 2022) to , qualitative research is a research process that aims to understand phenomena by making a deep and complex picture.

3.1 Data Sources and Research Samples

In this qualitative study, the sample or participant selection technique uses a non-probability sampling method with a purposive sampling method. Non-probability sampling according to Sugiyono is a sampling technique that does not provide an opportunity for every member of the population to be selected as a sample (Suryani et al., 2020) .

Meanwhile, purposive sampling, according to Sugiyono, is a method in which researchers determine sampling by determining special characteristics with research objectives. (Ardiyanti & Mora, 2019)

3.2 Data Collection Techniques

The data collection techniques that the researcher uses to obtain clear, precise, and complete information in this study are:

1. Observation
Observation according (Wijaya et al., 2020) to is an observation or collection of data about a phenomenon carried out through research.
2. Interview
According to interview (Darmawan et al., 2021) it is a method of communication between two or more parties that is used to collect information or data from individuals or groups through direct interaction.
3. Library Research
Literature study or literature study is a data collection technique by searching for relevant literature sources related to the problem being researched (Ulfa, 2021).

3.3 Data Validity Techniques

In qualitative research, the validity of data is carried out in order to obtain data and information that can be tested for correctness in a research result. The validity test of this data uses the triangulation technique according to Sugiyono in (Alfansyur & Mariyani, 2020) triangulation is a method used to test the validity or not of information obtained from a research. Here are several types of triangulation, including:

- a) Triangulation of sources
Source triangulation means testing data from various sources which is carried out by checking data obtained from a research through various informants for comparison.
- b) Triangulation time
Time triangulation means testing data that is carried out through checking by conducting interviews, observations, and other techniques at different times or situations.
- c) Triangulation techniques
Triangulation techniques are carried out by collecting data and information through the same source with different techniques. Different data collection techniques are interviews and observations in the field.

3.4 Data Analysis Techniques

According to Miles and Huberman, data analysis techniques consist of data collection, data reduction, data display, and conclusion drawing / verification. (Putria et al., 2020)

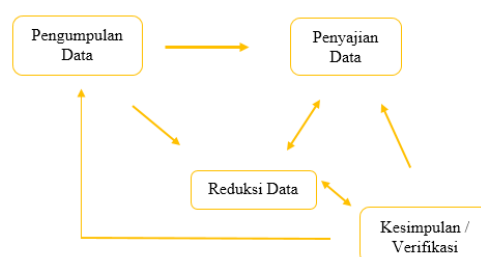


Figure 1. The Miles & Huberman Model Data Analysis Process

Data processed by Researcher (2024)

4. Result

4.1 Data Description

This study uses qualitative research with a qualitative descriptive method, in this study for informants in data collection are 1 head of the HR section, 1 head of the HR subdivision, 1 HR implementing staff, 1 HR implementing staff from the Lembaga National Single Window.

5. Discussion

5.1 Implementation of Human Resource Development through Educational Methods at the Lembaga National Single Window

Human resource development through educational methods is designed to improve employee competencies in various fields that are relevant to the duties and functions of the Lembaga National Single Window. The educational methods used are diverse, ranging from formal education (D3, S1, S2, and S3) with the aim of continuing studies so that the *competency gap* of employees of the Lembaga National Single Window can meet the strategic goals of the organization to non-formal education such as learning held by the Education and Training Agency of the Ministry of Finance (BPPK).

Human resource development is grouped into two groups, namely formal development and informal Hafiid & Sugiarto (2020) development, stating that formal development is a development initiated by the company to improve the ability of its employees in the form of education. Meanwhile, informal development is a development initiated by the employee himself to improve his or her work ability.

Based on the results of the interview, the Lembaga National Single Window has carried out human resource development through education well, by utilizing various formal and non-formal education methods. Non-formal education, especially through programs from the Education and Training Agency of the Ministry of Finance, is the main focus in improving employee competence.

From the explanation above, it can be concluded that the Lembaga National Single Window has successfully implemented human resource development through educational methods obtained through formal and non-formal education. Formal education, such as advanced studies that support the career advancement of employees, while non-formal education, especially from BPPK, focuses on improving competencies and closing gaps and skills.

5.2 Implementation of Human Resource Development through training methods at the Lembaga National Single Window

The Lembaga National Single Window consistently conducts training to equip employees with the latest knowledge and skills in accordance with the demands of the duties and functions of Lembaga National Single Window. The identification of training needs is carried out through the *training need analysis* (TNA) process which contains an analysis of strategic

learning needs, analysis of job learning needs, analysis of individual learning needs, job competency standards, and job descriptions.

The Lembaga National Single Window is also active in proposing new training materials that are relevant to the needs of organizations and employees. The planning and design of the training program is carried out by considering the competency gap and strategic goals of the organization, the training held also has clear competency standards and learning reference frameworks, so that it is relevant to the needs of employees.

According to Ju (2019), HR development is the process of developing and utilizing expertise with the aim of improving the performance of individuals, teams, work processes, and organizational systems. In this study, after employees take part in training to improve their skills and competencies, there will be a training evaluation. Training evaluations are conducted to determine the impact on individual and organizational performance.

Based on the results of interviews regarding human resource development through training methods, the training method at the Lembaga National Single Window has been carried out well. This can be seen from the identification of comprehensive training needs, both through the analysis of learning needs, job competency standards, and job descriptions. In addition, the Lembaga National Single Window is also active in proposing new training materials that are relevant to the needs of organizations and employees.

Human resource development is an Badar & Taufik (2023) indicator that is measured through training with efforts to improve the ability of employees to be able to understand knowledge with the aim of developing skills, expertise, and attitudes needed by the company to achieve goals. The training method at the Lembaga National Single Window is the main pillar in improving the competence and professionalism of employees.

From the explanation above, it can be concluded that human resource development through the training method at the Lembaga National Single Window as a strategic investment program, through structured and continuous training, the Lembaga National Single Window seeks to equip its employees with the latest knowledge and skills relevant to their duties and functions. This training not only focuses on improving technical and managerial skills, but also *soft skill development*.

5.3 Impact of the implementation of human resource development at the Lembaga National Single Window

The human resource development program through education and training at the Lembaga National Single Window has had a positive impact, employees feel more involved in the innovation and improvement process and the performance of individuals and organizations has improved. In addition, the positive impact of human resource development can also be seen from the increase in individual and organizational performance as a whole. This is in line with research Bontrager, Clinton & Tyner (2021) that shows that HR development positively affects the support of organizations and colleagues, strong support from organizations and colleagues creates a positive and conducive work environment, thereby spurring employees to do their jobs better through improving the performance of each individual.

Based on the results of the interview, it can be concluded that in the long term, the human resource development program at the Lembaga National Single Window is expected to continue to improve employee competence, especially in basic matters. This increase in

competence will contribute to the achievement of organizational goals, the fulfillment of strategic plans, and the continuous improvement of organizational performance.

This is in line with research Jang & Ardichvili (2020) showing that to achieve long-term success and sustainability in terms of overall employee development must be the main focus in human resource development. Which emphasizes the importance of human resource development to support the effectiveness and long-term sustainability of the organization.

Based on this view, it can be concluded that the human resource development program at the Lembaga National Single Window has the potential to continue to improve employee competence in the long term. This increase in competence will contribute to the achievement of organizational goals, the fulfillment of strategic plans, and the continuous improvement of organizational performance. Overall HR development should be the main focus in a long-term HR development strategy to support the effectiveness and sustainability of the organization in the long term.

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

Based on the results of research and discussion, conclusions can be drawn based on the analysis that has been carried out. The following are the conclusions of the research that the researcher has conducted:

1. The implementation of human resource development is carried out through the educational method The Lembaga National Single Window has successfully implemented human resource development using both formal and non-formal education. Formal education supports the career improvement of employees, while non-formal education, especially those implemented from the Education and Training Agency of the Ministry of Finance, focuses on improving competencies and closing the skills gap.
2. The implementation of human resource development through the training method of the Lembaga National Single Window consistently carries out training to equip employees with the latest knowledge and skills. The identification of training needs is carried out through *training need analysis* (TNA) which includes job competency standards and job descriptions, the Lembaga National Single Window is also active in proposing new and relevant training materials, both to the Education and Training Agency of the Ministry of Finance or *the Consultant Institution* For the implementation of certification, training covers various fields, ranging from improving technical and managerial skills to soft *skill development*.
3. The impact of the implementation of human resource development at the Lembaga National Single Window has a positive impact. Employees feel more involved in innovation and improvement, individual and organizational performance improves. In the long term, this program is expected to continue to improve employee competence, especially in fundamental matters to achieve organizational goals, fulfill strategic plans, and improve organizational performance in a sustainable manner.

6.2 Implication

The results of this study found the Lembaga National Single Window has carried out human resource development well through education and training methods. Human resource development through these education and training methods has been effective and quite satisfactory in terms of improving employee skills and competencies to support various jobs in accordance with the description of employee positions. Although, there are still some employees who only attend education and training that is not implemented in their work practice by only meeting the standards to complete their education and training.

6.3 Recommendation

Based on the results of the discussion and conclusions that the researcher has described previously, the researcher wrote several recommendations, including:

1. This study uses one variable so that for the next research to be carried out, more than one variable can be used to produce a more varied research.
2. Further research can delve deeper into things that can affect human resource development, such as work culture, work motivation, employee performance, and employee productivity.

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