

## Human Resources Development Strategy at the Tanjungpinang City Office of Women's Empowerment, Child Protection and Community Empowerment (DP3APM)

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### Kata Kunci

**Kata Kunci:** Pengembangan sumber daya manusia, DP3APM, Organisasi, Strategi

### Abstrak

Sumber Daya Manusia (SDM) menjadi penggerak utama keberlangsungan suatu organisasi. Oleh karena itu, strategi pengembangan sdm diperlukan untuk menciptakan sdm yang unggul serta mencapai tujuan organisasi. Tujuan penelitian ini yaitu untuk mengetahui indikator yang dijadikan sebagai alat ukur pada strategi pengembangan sdm pada Dinas Pemberdayaan Perempuan, Perlindungan Anak dan Pemberdayaan Masyarakat Kota Tanjungpinang (DP3APM) Kota Tanjungpinang khususnya berupa pendidikan, pelatihan, pengembangan, rekrutmen serta perubahan sistem berdasarkan literatur yang relevan mengenai hal tersebut serta efektifitasnya, pada proses pelaksanaannya, keterbatasan anggaran serta tingkat pendidikan pegawai menjadi hambatan terutama target pelatihan membutuhkan anggaran yang cukup besar. Metode penelitian yang digunakan merupakan metode kualitatif dengan pendekatan deskriptif, data diperoleh melalui wawancara dan observasi langsung ke lokasi penelitian. Populasi pada penelitian ini berjumlah 60 pegawai DP3APM serta sampelnya yaitu Sub Bagian Tata Usaha dan Kepegawaian DP3APM.

### Keywords

**Keywords:** Human Resources Development, DP3APM, Organization, Strategy

### Abstract

Human Resources (HR) are the main driver of an organization's sustainability, therefore, a human resource development strategy is needed to create superior human resources and achieve organizational goals. The aim of this research is to determine the indicators used as measuring tools for human resources development strategies at the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Service (DP3APM), especially in the form of education, training, development, recruitment and system changes based on relevant literature regarding This and its effectiveness, in the implementation process, budget limitations and employee education levels are obstacles, especially training targets that require a fairly large budget. The research method used is a qualitative method with a descriptive approach, data was obtained through interviews and direct observation at the research location. The population in this study was 60 DP3APM employees and the sample was the DP3APM Administration and Personnel Subdivision.

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## INTRODUCTION

In Indonesia, human resource development has always been the main target in national development (Lie et al., 2024). Therefore, human resources are categorized as a tool that includes skills, abilities, knowledge and attitudes that reflect the credibility of human resources (Sihombing, 2021). Human resource

development is needed to create quality and superior human resources. Human resource management is a crucial first step in organizational achievement, directed management will have an impact on increasing performance, effectiveness and efficiency. Because the key to the success of an organization can be seen from how superior the

human resources are (Yuliyati, 2020). By strengthening human resources, it creates an innovative organizational environment and will ultimately increase productivity, human resources themselves are an investment that is proven to be the surest medium towards sustainability and able to ensure future competitive resources (Mihaela et al., 2022).

Human resources have a significant effect on employee performance, so this is the reason why human resource development is needed. The underlying objective of planning in human resource development is to be able to analyze the characteristics of human resources needed and end up achieving organizational goals (Lekiqi, 2022). With the aim of developing human resources to create development and improve the sustainability of human resources themselves.

The importance of human resource development has a positive impact on all organizations, companies and government agencies which form employees to be competent and ready to compete, human resource development which is currently the focus of development is at the Women's Empowerment, Child Protection and Community Empowerment (DP3APM) which has been established since 2016. DP3APM is responsible for empowering women, protecting children, and empowering the general public. Its duties include various programs to improve the welfare and protection of women and children and empower the community in various fields (*Dinas Pemberdayaan Perempuan, Perlindungan Anak Dan Pemberdayaan Masyarakat Kota Tanjungpinang*, 2019). At DP3APM, the main focus in developing employee resources is training, education, coaching, recruitment and system changes.

Human resource development for employees at DP3APM has been planned and structured directly by the government in MenPAN-RB regulations so that it can be sustainable and improve employee performance which has an impact on employee knowledge and attitudes and behavior, in the development of DP3APM training and education until now there is still a lack of level of care and support from the government, this is in line with previous research in (Efendi Silalahi, 2024) human resource development programs have been implemented in various systems, but in detailed implementation there are still development strategies in training and education that are still not optimal and still escape the attention of the government, this has an impact on conditions where the level of measurement and employee criteria is weak so that there are gaps or mismatches in proper position placement.

Several other researchers focused on indicators or measuring instruments in human resource development strategies, the first research by (Yuliani et al., 2023) in Husniati & Fadillah 2020 said that indicators in human resource development strategies are knowledge, skills and mastery of technology. While in subsequent

research by (Martins & Sudarmo, 2023a) according to John to be able to analyze human resource development strategies in the form of training, education, coaching, recruitment and system changes, from the two previous researchers there are several differences in indicators of human resource development strategies. This is the reason for researchers to examine more deeply the indicators used, especially in DP3PAM, where the indicators of education and training are still not fully fulfilled, so that this research can be used as a reference for future changes.

## **LITERATUR REVIEW**

### **Human Resource**

The definition of human resources is separated into two, namely the macro definition and the micro definition. The macro definition of human resources is all humans as residents or citizens of a country or within a certain area who have entered the world of work, both those who have worked and those who have not worked. While the micro definition of human resources is only humans or people who work or are members of an organization called personnel, employees, workers, and so on (Wibowo, 2024). Human resources are a crucial aspect in meeting the needs of an organization/company and are vital in its existence regardless of whether an institution or company is profit or non-profit (Army et al., 2022). Because human resources are also the most important component in a company or organization to manage the business it runs (Martins & Sudarmo, 2023b). The main purpose of human resources itself is to ensure that the organization has the right workforce / employees in the right number and qualifications, who also have the motivation and commitment to achieve organizational / corporate goals effectively and efficiently. The main purpose of HR itself is to ensure that the organization has the right workforce/employees in the right number and qualifications, who also have the motivation and commitment to achieve organizational/company goals effectively and efficiently.

### **Human Resource Management**

Bohlander and Snell in their book entitled Principles of Human Resource Management define HRM as a process of managing human talent to achieve organizational or company goals or targets (Opatha, 2021). Proper human resource management manages employees or human labor in such a way that the goals of the organization or company can be achieved, as well as employee and community satisfaction (Hutasoit, 2022). The purpose of human resource management is to try to manage the human element with all its potential as

effectively and efficiently as possible so that the right human resources can be obtained for an organization or company (Yong et al., 2020). So it can be concluded that human resource management is the science and practice of managing work relationships, developing and utilizing human resources to achieve individual and organizational or company goals effectively and efficiently.

### **Human Resource Development Strategy**

Human resource development can be understood as an activity that needs to be carried out by a company or organization to ensure that the information, abilities and talents of its workforce or employees are appropriate, according to the needs of the work being carried out (Saputri et al., 2023). Effective human resource development can result in increased employee morale, productivity and institutional potential. Human resource development has the benefit of increasing productivity, creativity, motivation and loyalty of human resources, and also creating positive changes for individuals and organizations (Nofandi et al., 2024). Based on the explanations above, it can be concluded that the definition of human resource development strategy is a series of planned and systematic efforts made by an organization or company to improve knowledge, skills, abilities and develop the potential of its human resources or employees. It aims to match employee competencies with current and future job needs, as well as improve individual performance and the success of the organization or company as a whole. According to John, to analyze human resource development strategies in an organization/company, it is necessary to pay attention to five aspects which include training, education, coaching, recruitment systems and system changes in the institution (Martins & Sudarmo, 2023)

### **Indicators Of Human Resources Development Strategy**

#### **1. Training**

Training in an organization is a very important activity because it can affect the effectiveness and efficiency in the company. However, to achieve this, it must be done in a structured manner with the main focus on improving the mental quality of quality. This means that employees must understand the company's mission, philosophy and goals and adopt the concepts of quality, efficiency and commitment. Without this, the expected outcome of training will not be achieved (Ozkeser, 2019). Human resources have an important role as the main driver of other resources in an organization, and make a strategic contribution in achieving company performance with a competitive advantage. Human resource development has a direct impact on organizational profitability. Therefore, every organization is advised to optimize the performance of

its employees in order to make maximum contributions, including through training and development programs (Muhammad, 2021). By increasing individual potential in developing human resources directly affecting organizational profitability, every organization is advised to ensure optimal empowerment of employee performance in making contributions, namely through training and development programs (Widodo et al., 2023).

Training focuses on planned actions with the aim of improving aspects of individuals in doing work, with a focus on improving the skills needed to achieve organizational goals (Wicaksono et al., 2022). Training is a series of activities organized by the company with the aim of improving the experience, skills, knowledge, and attitudes of individuals (Mahardika & Luturlean, 2020). With the training carried out periodically aims to improve the mental quality of employees can have a significant impact on the effectiveness and efficiency of the organization. This education is important to integrate company values, concepts of quality, efficiency and commitment so that the expected benefits can be achieved to the fullest. Human resources play a vital role in the overall dynamics of an organization, and their effective development can have a positive impact on company performance and profitability. Training and development programs are an important tool in ensuring that employees have the necessary skills and knowledge to make maximum contributions.

Thus, focusing on human resource development is a very important step for the long-term success of an organization.

#### **2. Education**

According to Malayi SP. Hasibuan (2005: 27) education and training is an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to job / position needs through education and training programs (M. Tanjung & Pardede, 2019). According to Andrew E. Sikula, the level of education is a series of long-term processes that use systematic and organized procedures, where managerial manpower learns conceptual and theoretical knowledge for general purposes (Hasudungan, 2017). Education is a collection of values, knowledge and experience and skills to the next generation as the previous generation in preparing for the next generation's life functions, both physically and mentally, meaningful education that aims for the ability to develop so that it is useful for the benefit of life (Fitriana et al., 2022)

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training

and management of personnel or employees to achieve an optimal result (B. N. Tanjung, 2020). According to Azyumardi (2009: 4) the level of education is a person's activities in developing abilities, attitudes, and in acting, both for present life and preparation for future life where through certain organizations or not organized (Ihsanuddin et al., 2022). With the existence of education has an important role in developing a person's abilities, attitudes, and behavior for present life and preparation for the future, either through certain organizations or unorganized. By providing appropriate education, organizations can help organize employees to achieve more effectiveness in their careers. This can include improved skills, a better understanding of duties and responsibilities, and the development of attitudes and values desired by the organization.

### 3. Coaching

According to Syaidam in Ridha Rahim Al'Tibani (2017: 34) human resource development refers to actions that are focused on individuals (employees) in the organization, with the aim that employees become more productive and efficient in carrying out their duties (Valentino et al., 2022). According to Ahmad Susanto, coaching is an activity in improving multidimensional quality through steps of improvement, revitalization, and progressive development in oneself (Anisa & Maunah, 2022). With the existence of human resources coaching aims to make employees more effective at work by improving their multidimensional quality through steps of improvement, revitalization, and progressive development within themselves. By providing proper guidance, training, and development, organizations can help employees

Optimize their potential and improve overall performance.

### 4. Recruitment

According to Mardianto (2014: 8) recruitment is defined as a process to obtain prospective employees who have the ability to match the qualifications and needs of an organization/company. Recruitment according to Marwansyah (2012: 106) is the process of attracting people or applicants who have the right interests and qualifications to fill certain positions or positions. According to Mardianto (2014: 41) there are indicators of the recruitment variable consisting of:

- a) The basis of withdrawal, which must be guided by the job specifications that have been determined to occupy the position
- b) Sources of attraction, needed to find prospective employees who match the required specifications, sources are done internally and externally.
- c) The method of attraction has a great influence on getting a large number of applications from prospective employees who are suitable for the

company.

- d) In order for the withdrawal process to be successful, companies need to be aware of several obstacles originating from the organization, withdrawal implementation, and the environment
- e) The recruitment process begins when recruiters identify job openings through HR planning and manager requests. The HR plan serves to indicate current and future vacancies so that recruiters will be productive. Once job vacancies are identified, recruiters study and find suitable requirements by reviewing job analysis information that is also shared with managers (Suryani & Sulaeman, 2021).

### 5. System changes

System change can be defined as a shift in the component parts of a system and the patterns of interaction between these parts that ultimately form a new system that behaves qualitatively differently. System change often involves a series of changes that work together to disrupt the status quo and create system-wide change. Applying systems change as a strategy for dealing with complex problems can help decision-makers define the main actions to emphasize, find more efficient solutions, and understand more deeply the long-term consequences of various interventions. According to Jetel (2024) there are many ways and tools to implement system change strategies system mapping, future practices, seeing patterns of change, and more. But there are three common elements that include:

- a) Determine the points of influence and transformation required: Deepen understanding of the system, its patterns, and its interconnections to identify the most effective changes to bring about system-wide change.
- b) Learn what drives change: Embrace complexity and gather insights from past and present examples of change to identify drivers that can accelerate speed and scale, while mitigating unintended consequences.
- c) Aligning change agents and mobilizing action effectively: Engage and collaborate deeply with various stakeholders in the system towards a pathway where each stakeholder is uniquely motivated and has a different role in driving change.

Work systems are also defined as a set of management practices that encourage employees to be more involved in responsibility, as well as involved in the decision-making process and other important functions (Aziz et al., 2022).

**METHODOLOGY**

The method used in this research is a qualitative method with a descriptive approach which draws directly related research phenomena. In research (Walidin, Saifullah & Tabrani) describes that qualitative research describes phenomena related to objects and describes in a complex manner and can be described through words, conveyed through detailed observation and obtained information sourced from sources and organized in scientific papers in journals (Fadli, 2021).

Data collection techniques in this study were obtained from structured direct interview sources based on indicators of human resource development strategies through, researchers made direct observations and observations at the Tanjungpinang City Office of Women's Empowerment, Child Protection and Community Empowerment (DP3PAM).

The sample in this study was Mrs. Mira Santika, S.IP III / d as Sub Division of Administration and Personnel of DP3PAM who became the resource person and the population in this study included all DP3PAM employees, 36 permanent employees and 24 honorary employees, a total of 60 employees. The scope of this research includes indicators of human resource development strategies, training, education, coaching, recruitment, and system changes. The following is the organizational structure at the Tanjungpinang City Office of Women's Empowerment, Child Protection and Community Empowerment.

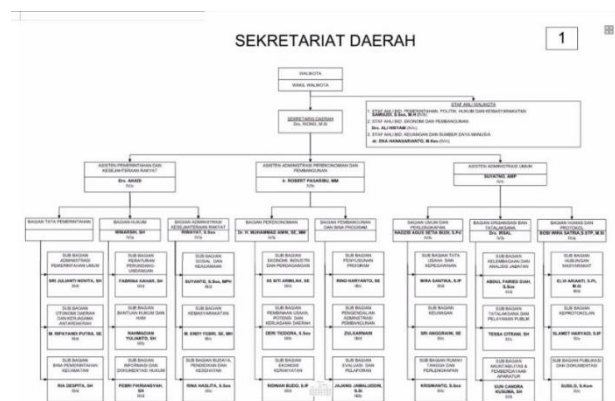


Figure 1. organizational structure

**RESULT AND DISCUSSION**

The Office of Women's Empowerment, Child Protection and Community Empowerment of Tanjungpinang City in accordance with Tanjungpinang City Regional Regulation Number 11 of 2016 concerning the Establishment and Structure of the Tanjungpinang City Regional Apparatus, and Tanjungpinang Mayor Regulation Number 34 of 2016

concerning Description of Main Duties, Organizational Functions and Work Procedures of the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Office has the task of assisting the Mayor in carrying out government affairs in the fields of gender mainstreaming, women's protection and partnerships, child protection and community empowerment which fall under regional authority. To realize these tasks, it is necessary to discuss further the Human Resources Development Strategy at the Tanjungpinang City Office of Women's Empowerment, Child Protection and Community Empowerment.

From the results of interview analysis regarding efforts to develop human resources at the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Service, it was concluded that the strategy includes training, education, coaching, recruitment and system changes as the main indicators. So, the results of this analysis will be used to determine the indicators used, especially at the Tanjungpinang City Office of Women's Empowerment, Child Protection and Community Empowerment, where the training and education indicators are still not fully met, so that this research can be used as a reference for future changes. The following is a further discussion of the indicators of human resource development strategies which include training, education, coaching, recruitment, and work systems at the Tanjungpinang City Office of Women's Empowerment, Child Protection and Community Empowerment.

1. Training

There are many trainings available at the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Office. For example, internally there is employee structural training or Diklatpim (leadership training). Diklatpim is intended for ASN ESELON for the level of pim 4, pim 3, pim 2 or echelon 4, echelon 3, echelon 2, if for CPNS or new employees the name of the training is pre-service training. There are 4 structural training, among others:

1. Pre-service training for civil service candidates
2. Level 4 training for echelon 4
3. Diklatpim level 3 for echelon 3
4. Diklatpim level 2 for echelon 2

In addition to Structural Training, there is also training that is for expertise or functional, for example such as treasury training, special training for staffing that is intended for expertise, then because the Tanjungpinang City Women's Empowerment, Child Protection and Community

Empowerment Office has several fields, then for gender mainstreaming, The training is in the form of training for regional gender mainstreaming facilitators, training for facilitators of Women-friendly villages for child care are targeted at the village level, while Convention on the Rights of the Child training is aimed at children. Apart from that, there is also training on handling TIP (Trafficking in Persons) and other functional training. Some training is carried out in the office by inviting resource persons from the center, while others are held outside the office, especially structural training which is often arranged by the Human Resources Development Agency. As for other trainings, some are held in the office, some are held at the Ministry. The most common training is Structural Training, but not all offices have this training because if you have been trained you no longer need it, according to your needs. Functional training is not available every year, because it adjusts the existing budget. Overall, the biggest challenge in organizing periodic training at the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Office is the budget.

This is because sometimes training tends not to be considered a priority. Due to budget constraints, those who take part in training must take turns, not all of them directly. Budget limitations mean that only one out of four echelon 3 ASNs in the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Service can take part in Diklatpim level 3 this year. Meanwhile, others will have to wait for approval and availability of training next year, which cannot be guaranteed due to budget constraints that may continue, are one of the biggest challenges in organizing periodic training at the Tanjungpinang City Women's Empowerment, Child Protection and Community Empowerment Office.

## 2. Education

Education is sought to improve both the technical and moral abilities of employees in accordance with the needs. The results of the interviews show that education at the Department of Women's Empowerment, Child Protection and Community Empowerment is still the government's main concern. From the available data, only six employees have education at the Strata 2 level, while none have yet reached the Strata 3 level. The majority, namely 54 employees, still have education at the Bachelor and Senior High School/Vocational School levels. This shows the need for improvement in increasing the education level of employees in the service

Equivalent, With this educational gap, it has an impact on the different positions or tasks given so that it is beyond the ability of employees, but apart from the lack of focus on the level of general education, the Office of Women's Empowerment, Child Protection and Community Empowerment also focuses on shaping

the quality of human resources through training and educational programs such as office administration service education programs, programs to improve the development of performance and financial reporting systems, an understanding of the importance of the role of gender equality for women and female employees at the Office of Women's Empowerment, Child Protection and Community Empowerment.

## 3. Coaching

Based on the results of the interview on the coaching indicator seeks to improve the quality and performance of employees, increase employee motivation, work ethic and employee welfare, coaching is the most important factor because competent employees will be able to provide the best service to the community. The most important coaching carried out is the application of understanding, especially for female employees related to the empowerment of female employees and gender equality, team training, guidance on community empowerment, mental and spiritual guidance for employees, providing salaries and benefits in accordance with statutory regulations and assessing employee performance. In its implementation, budget constraints trigger the obstruction of the coaching program, the government should pay attention to the amount of budget needed to develop human resources in employees.

## 4. Recruitment

Recruitment of Tanjungpinang City DP3APM employees is carried out by BKPSDM, this is also considered effective. This recruitment involves submitting a letter containing a shortage of employees. The letter is sent to BKPSDM which will then be submitted to the Regional Secretary (Sekda) to request approval.

## 5. System changes

Changes that occur as a shift in the parts of a system component and interaction patterns that ultimately form a new system. By implementing a new system as a strategy in dealing with complex problems and can help in making decisions on the main actions that must be completed, solving solutions efficiently, and understanding more deeply. First, system changes at the Women's Empowerment, Child Protection and Community Empowerment Service (DP3APM) occurred due to frequent changes in applicable regulations which resulted in DP3APM employees needing to continuously learn, both individually and through available training programs. However, due to the limited budget, the training program can only be attended by a few employees or only 1 employee per division, which causes a lack of employee understanding of these regulations.

Second, there was a system change in the implementation of the coaching program, namely in the performance assessment during the previous Mayor's administration there was an exemplary employee coaching program by giving awards to every employee who had done a professional job and good performance. However, after changing to the new Mayor, this program did not run due to changes in the new performance appraisal system. Third, when there is a change in the work system, it usually occurs on orders from the center, such as employee discipline policies. This has been systemized from the center so that each institution only follows the rules from the center.

## CONCLUSION

Based on the results of the interview analysis, it can be concluded that:

1. Structural training at DP3APM Tanjungpinang City has gone quite well. However, functional training is still not going well. This is due to budget limitations.
2. The grouping of education levels in the Tanjungpinang City DP3APM is still relatively low with 6 employees at Strata 2 education level and none at Strata 3 level, and 54 other employees at Bachelor and Senior High School/Vocational School equivalent levels, with this educational gap having an impact on differences in positions or tasks given that are beyond the capabilities of the employees.
3. Coaching at the Tanjungpinang City DP3APM is still less effective, this is also due to budget constraints which cause one of the areas of the training program, namely functional training & coaching, to be a bit hampered.
4. Recruitment of Tanjungpinang City DP3APM employees comes from BKPSDM and is quite effective. This is done by submitting a letter regarding the labor shortage to BKPSDM which will be submitted to the Regional Secretary (Sekda) to request approval.
5. System changes in DP3APM due to changing regulations.

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