

The Transformation of Human Resource Management in the Staffing Agency and Local Human Resource Development of Biak Numfor Regency, Papua

Dahlan^{1,*} Fatmawada¹

¹ State Administration, Institut Ilmu Sosial dan Ilmu Politik Yapis Biak, Biak, Indonesia

*Corresponding author. Email: ellanglan@yahoo.co.id

ABSTRACT

This study aims to determine the transformation of Human Resource Management carried out by the Human Resource and Development Agency at Biak Numfor Regency. This study is descriptive qualitative — the instrument used in this study including an observation checklist, interview guide, and documentation. The technique used is descriptive analytical-qualitative that is collected through interviews and direct observation in the field. The results showed that the objective conditions of management transformation consist of 1) transformation of strategy formulation, 2) transformation of strategy implementation, and 3) transformation of strategy impact monitoring. This study found out that there are no significant changes in the three aspects. Besides, in reality, it has setbacks risks.

Keywords: Transformation, human resource management, apparatus

1. INTRODUCTION

Various human resource management practices related to the development of Indonesia's apparatus have drawn criticism from various parties [1]. Specifically, government bureaucracy only focuses on personnel administration issues. The human resources department is less perceived as an equal partner by other departments or sections in moving the organization's direction. Therefore, the human resource department is less considered an equal partner by other departments or sections in moving the organization's direction.

Human resources management should have two focusing on the organization. Firstly, the suitable program's understanding of the organization position in the competition map [2].

Public organizations must be able to explore the patterns of competition for public goods and services they manage. And the most important thing is competition with the private sector. The private sector, in general, can master market dynamics quickly. In reality, human resource management is relatively slow. It does not control the dynamics of sector growth in their respective fields. Many parties do not know about the achievement/performance of services and other competitor innovations in the market share of public goods and services they manage.

In reality, human resource managers' apparatus is still stuttering and has not yet mastered the dynamics of the sector's growth in their field or about the configuration of future competition. Many do not know the achievement/performance of services and other competitors' innovations on the market share of public goods and services they manage.

Second, equip yourself with a solid understanding of various concepts and practices of dedicated human resource management [3]. Human resource managers' apparatus must formulate and realize a human resource development strategy that is integrated with the organization [4]–[8]. The facts prove that human resource management has not shown the right setting to implement a human capital strategy. The structural constellation and organizational, managerial functions formed by the prevailing regulations do not follow service quality dynamics.

2. METHOD

This research is intended to explore various data in-depth regarding the efforts carried out (business process) of the Staffing Agency and local Human Resource Development of Biak Numfor Regency in implementing regional human resource management. The empirical facts of the study are categorized into

logical, empirical facts. Therefore, based on the research characteristics, the approach used in this research is descriptive qualitative.

This qualitative research design is expected to obtain complete and detailed data as a reference for conducting data analysis. The design used to obtain an overview and explanation of the efforts undertaken (business process) of the Staffing Agency and Local Human Resource Development of the Biak Numfor Regency in the implementation of local human resource management. Social research uses a qualitative descriptive format intending to describe, summarize various conditions, situations, or social reality phenomena in the community that is the object of research [9]. The design is subject to attract reality to the surface as a characteristic, character, trait, model, sign, or description of certain conditions, situations, or phenomena [10].

The researcher used an observation checklist, interview guidance, and documentation. The technique used is descriptive analytical-qualitative data analysis. The analysis is done after the data is collected through interviews and direct observation in the field [11]. Data analysis is performed, starting with arranging data sequences, organizing them into a pattern, category, and basic description units. Data analysis consists of stages including 1) reduction, presentation of data, and conclusions.

3. RESULTS AND DISCUSSION

The transformation of Staffing Agency and local Human Resource Development in Biak Numfor Regency is emphasized by first initiating many critical aspects of the organizational dynamics. It is necessary to take data exposure that indicates transformation and management can be displayed as a profile with a full understanding of human resources. This consideration is mainly related to the Staffing Agency's weak and limited credibility and the local Human Resources Development of Biak Numfor Regency.

Identifying the transformation of human resource management at the Staffing Agency and Local Human Resource Development in Biak Numfor Regency begins by identifying the description of human resource management. To find out the strategy of human resource management, they can be investigated through three perspectives: 1) transformation of strategy formulation, 2) transformation of strategy implementation and 3) transformation of strategy impact monitoring.

3.1. The Transformation of Strategy Formulation

Human research management strategy formulation is a sub-process carried out to formulate human research

management strategy in an integrated manner, used the organization's strategy and objectives, and various main processes in the organization. The formulation of an integrated human resource management strategy was initiated by setting goals and objectives. The next step is to calculate and establish capability (establishing current capabilities), negotiating a sufficient budget to implement realistic planning, and setting human resource policies.

Some aspects determine the stages of the formulation of the human resource management strategy:

- Objective activity, namely, interpreting the organization's strategy and objectives and the various processes of significant activities in the organization associated with HRM needs and objectives.
- Establish current capability activity and determine the capabilities of the organization's existing human resources associated with various organization's main processes to achieve the various goals and objectives set.
- Plan activity, which is developing a plan, including the budget;
- Negotiate budget activity, i.e., using planning to negotiate to obtain an adequate budget that can be trusted as an instrument for achieving successful human resource management strategy implementation;
- Set human resource policies activity, namely determining the type of compensation, staffing methods, performance appraisal methods, establishing training and development schemes, creating conducive working situations and conditions, and relevant to the needs of strategy implementation.

According to the Head of the Staffing Agency and Local Human Resource Development of Biak Numfor Regency, the strategic formulation is the vision, mission, and planning activities as an HR manager:

“... Staffing Agency and Local Human Resource Development as a formal organization moves and acts based on the organization's vision and mission so that it can be realized in the vision and mission of the organization listed the goals, targets, and targets, and organizational strategies to be achieved. Also, for activity planning, it is always compromised in work meetings to become a reference for organizational personnel activities.”

(August 30, 2019)

This information can be verified for its existence in the Strategic Plan document, precisely the organizational vision, and mission section of the Staffing Agency and Local Human Resource

Development of Biak Numfor Regency. Based on information from the secretary of the Staffing Agency and Local Human Resource Development secretary on the formulation of strategies, justified the description of the main tasks and functions of this organization:

“...Since the merger of the Staffing Agency together with the Education and Training Agency became Staffing Agency and Local Human Resource Development, to this day, we are still debating the draft SOP (standard procedure for implementing tasks/work). I have prepared this SOP since the first Staffing Agency. Local Human Resources Development was formed (the first Echelon II Staffing Agency and Local Human Resources Development Official Period). It did not have time to discuss it until the leadership was replaced with the current Head of the Agency (the new Head of Agency was in charge for five months. Decreased and resulted in reduced budget allocation for this organization). The draft SOP document is accompanied by a description of the behavior related to what you meant earlier. (August 31, 2019)

The Secretary of the Staffing Agency and Human Resource Development of Biak Regency's statement is an effort made to formulate strategies that regulate the behavior of personnel/employees of the organization. The two statements above (Head of Agency and Secretary of Staffing Agency and Human Resource Development) are responses that can show that the transformation stage of the strategy formulation.

3.2. The Transformation of Strategy Implementation

The sub-process of implementing the human resource management strategy is carried out by controlling human resource planning, monitoring, utilization, recruitment, assessment, and selecting the right people to develop and educate human resources. All of this is also done by managing human resource performance through performance reviews and appraisal. Implementation of the strategy will result in human resource redeployment, which includes:

- Human resource control ensures that human resources are planned, carried out, and monitored appropriately and correctly concerning their goals and objectives.
- Recruitment activities focused on the position of human resources in line with the organization's needs. This process aims to find the right human resources.
- Train, educate, develop, i.e., activities to upgrade all existing human resources' capabilities according to the organization's needs.

- Manage human resource performance, i.e., activities aimed at determining various individual targets, monitoring progress and development based on predetermined targets, and identifying training. The development and education need in response to performance appraisals' results before determining the right actions in the form of reward and disciplinary action.
- Manage redeployment, namely activities to identify work position deficiencies that cannot be rectified through training, development, or education.
- Negotiation for working conditions is an activity aimed at meeting HR needs and achieving organizational goals.

Based on the information provided for the aspects of strategy implementation, here are two excerpts:

“...The apparatus's recruitment is based on the central State Staffing Agency, Staffing Agency, and Human Resource Development policy. In the regions merely carrying out tasks based on existing regulations, for the development of human resources, we also refer to existing regulations” (September 5, 2019).

“... The leadership has not placed the human resources following their competencies. There is no mechanism used by Staffing Agency and Local Human Resource Development to regulate this in detail. There are also no regulations regarding it. However, all (employees) must work diligently so that the work could be finished. (September 10, 2019.

Based on the search effort results and referring to the data findings mentioned, the implementation of the strategy in the Staffing Agency and Local Human Resource Development of Biak Numfor Regency is still at the planning stage.

3.3. Transforming Impact Monitoring Strategies

Monitoring was done to obtain the impact on organizational results. This sub-process is carried out to monitor the impact of the human resource management process on the organizations. The monitoring of performance will contribute to the human resource management strategy to achieve organizational targets. This sub-process is carried out in detail, which consists of finance and Information Technology (IT), which can support the functioning of the process as follows:

- Monitor the impact on business strategy.
- Monitor the impact on people's satisfaction.
- Monitor the impact on the management process.
- Monitor the impact on operate process.

Human resource management's implementation faces factual problems that have not yet analyzed the impact of the management pattern that is being implemented on organizational performance [12]. The organization in Biak Numfor Regency shows that there is still a weakening in the strategy's implementation. The application of HRM despite the apparent desire and effort to make changes. Regarding the broad background in opening this discourse, the fact that units and employees who manage HR in this area based on their implementation formulation, implementation, and monitoring of impacts must be considered. There has not been any indication done in realizing the ideal concept of HR management. The commitment of the organization's parties in implementing competency-based HR management must still be considered. Shortcuts to submit competency-based HR management programs and activities entirely to external consultants are also not implemented to get out of the situation. Of course, in addition to funding and software needed to support apparatus competency data management.

Therefore, this research is based on factual reality and the HRM implementation findings by focusing attention on the indications of transformation towards specific models typical of the Biak Regency. In this case, the conceptual instrument is an alternative model developed by Cakar et al. [12]. The study paradigm is focused on 'the business that is being carried out' in managing human resources. It is based on the terminology of Cakar et al. [12] on the "human resource business process model" has not been optimal and progressed significantly, but will run into a setback risk.

4. CONCLUSION

Transformation of Staffing Agency and Local Human Resource Development Biak Numfor management, in general, the objective conditions for management transformation consist of three aspects. Firstly, the transformation of strategy formulation. Secondly, the transformation of Strategy Implementation. Thirdly, the transformation of Strategy Impact Monitoring stated that this organization is in the category of "not yet quite significantly progressing, but is facing the risk of setbacks." Chronologically, the factual reality of the transformation of HR management at Staffing Agency and Local Human Resource Development Biak Numfor deals with two categories of problems as the basis for the above conclusions. Staffing Agency and Local Human Resource Development Biak Numfor does not have a formal HR management transformation process model. Management that exists in an organization's social environment is only the initiative of a purely individual nature. Initiation is an innate and natural formation of social systems.

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