Employee Development at the Manpower and Transmigration Office of Sumedang Regency

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Abstract

This paper aims at obtaining the objective data and information regarding to employee development, the obstacles in employee development and efforts to overcome obstacles to employee development at the Manpower and Transmigration Office of Sumedang Regency. The method used was descriptive qualitative with four research informants, namely the Office Secretary, the Head of General Affairs, Asset and Personnel, the Head of the Finance Subdivision and the Head of the Training Institutional Development Division. Data collection techniques through secondary data collection was such as literature study, primary data collection techniques were such as observation, interviews and documentation that were then analyzed by steps in the form of data reduction, data presentation, verification and triangulation. The results obtained indicated that the development of employees at the Manpower and Transmigration Office of Sumedang Regency was still not perfect and not in accordance with the objectives of the development itself. The changes in employee needs due to limited human resources, changes in organizational needs and changes in the organizational environment required the Manpower and Transmigration Office of Sumedang Regency to make efforts by optimizing development costs, minimizing changes in employee needs, minimizing changes in organizational needs and minimizing changes in environmental needs.

Keywords: Employee Development, Manpower and Transmigration Office

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INTRODUCTION

The government bureaucratic services currently are deemed to be low quality. Article 2 of the 2014 ASN Law states that the implementation of policies and Management of the State Civil Apparatus (ASN) is carried out based on the principles of professionalism, proportionality, accountability, and is effective and efficient so that increased bureaucratic performance can be achieved (RI Law, 2014). The number of State Civil Apparatus currently is 4,517,126 employees serving approximately 252 million Indonesians, which is still considered quite a lot. The ratio is 1:79, which is higher than Singapore, which has a ratio of 1:66 and Britain 1: 147. The high number of State Civil Apparatus in Indonesia has burdened the state finances of IDR 707 trillion or 33.8% of the total amount of State Budget and Regional Budget, where the ratio of personnel expenditure and development expenditure is not balanced (Chrisnandi, 2016).

Heretofore there are still problems related to the quality of ASN, such as low ability and level of education, lack of specialist or functional personnel, and unequal distribution of expertise. (Merdeka.com, 2018). With these problems, the government determined the need for development for civil servants to have technical competence, managerial competence and socio-cultural competence. The competency development is stated in Article 212 concerning Civil Servant Management (Government Regulation, 2017).

Basically, developing is a continuous process and not a momentary process, especially when technology and knowledge are developing rapidly as nowadays, the role of employee performance developing is very great to equip the employees to be more creative in achieving organizational goals effectively and efficiently (Said, 2019).

Employee development is an activity that must be carried out by an organization to increase the knowledge, abilities and skills of employees so that they are appropriate with the job duties that become their obligations (Sedarmayanti, 2017). These knowledge, abilities and skills can be obtained through a long-term learning process using systematic and organized procedures, in which managers learn conceptual and theoretical knowledge, which are then implemented in employee development (Priansa, 2018).

It can also be stated that employee development is an effort by means of learning that is formatted in the form of direct or indirect training for employees who are able to have an impact on the progress of mobility skills as well as employee emotional in their performance. (Rahman, 2007).

Implementation of development can be done formally or informally. Informally,, the employees on their own initiative and efforts train and develop themselves by studying literature books that are related to their main duties and functions. Formal development, namely the employees delegated by the organization to attend the education or training carried out by the organization itself or those carried out by educational and training institutions (Bernard, 2017).

Employee development can also be stated as the preparation of individuals to bear different or higher obligations in an organization. Development usually deals with increasing the intellectual or emotional abilities needed to do better tasks and jobs (Andamari, 2018).

To measure the implementation of employee development as well as the efforts that must be made, (Priansa, 2018) then it can be analyzed through its objectives, namely Increase Work Productivity; Perform Efficiency; Increasing Effectiveness; Damage Prevention; Reduce Work Accidents; Internal Service Improvement; Employee

Morals; Career Opportunities; Leadership Ability Improvement; Leadership Succession; and Increase Compensation.

In organizational development needs employee development steps so that it can be used as a reference for organization (Hasibuan, 2001) which is done through: Clarity of targets to be achieved; The curriculum must be defined clearly and systematically; Prepare the facilities and infrastructure that will be used in the implementation of development; Determine the terms and number of participants who can participate in the development; Appoint instructors who meet the requirements to teach each subject; Carry out the teaching-learning process that ends with an evaluation to determine whether or not development goals have been achieved.

There are two main objectives in employee development. First; training and development are carried out in order to cover the "gap" between the abilities or skills of an employee and a job request. Second; The programs provided in education and training are expected to realize and increase the efficiency and effectiveness of employees' work in achieving predetermined work goals (Saliman, 2015).

In general, the development of technical competence, especially for functional officials in government agencies has not been maximized yet, which has

resulted in the low quality of performance shown. One of the reasons for the relatively low quality of performance is the unstructured strategy for developing technical competencies, starting from planning, implementation, to evaluation.

Employee competency development through the implementation of education and training must be planned and sustainable which focuses on curriculum and training in order to be able to improve the quality, skills and competencies of employees according to organizational needs (Yusuf, 2010). With a lack of understanding and knowledge of a field of work, of course, it will also reduce the ability and skills to carry out the job. Such conditions are coupled with weak mental preparation or caused by circumstances, so that in general employees will experience a decrease in work enthusiasm (Siswanto, 2013).

It is expected that employees who have participated in the training can produce and create work effectiveness and efficiency compared to employees who have not followed the development process through the training activities. (Jamaluddin, 2016).

Thus far the employee involvement in training at the Manpower and Transmigration Office of Sumedang Regency was still low. The data are as follows.

Table 1 Education and Training Data (DIKLAT)

No	Types of Education and Training	Year						total
		2013	2014	2015	2016	2017	2018	
1	Diklatpim Tk. II	-	-	-	-	-	1	1
2	Diklatpim Tk. III	-	1	-	-	-	-	1
3	Diklatpim Tk. IV	3	-	-	-	-	-	3
Total								5

Source: Manpower and Transmigration Office of Sumedang Regency, 2018

From the table 1, it can be seen that there were several periods where there was no employee involvement in education

and training activities. Apart from that, the low level of employee development at the Manpower and Transmigration Office of

Sumedang Regency can be seen from the technical or managerial abilities of employees where some employees were less proficient or less proficient in using technology such as computers, which hindered the effectiveness and efficiency of service time. With this unfamiliarity, it also has an impact on the tendency to quickly spoil office stationery. This phenomenon attracts researchers to further study the development of employees at the Manpower and Transmigration Office of Sumedang Regency.

RESEARCH METHOD

The location of this research was at the Manpower and Transmigration Office, Sumedang Regency, since at observation several things were found related to the low quality of employee development, including very little data on employees who attended education and training and low technical skills of employees.

As a material for obtaining valid data, a process of observation, documentation and interview with 4 informants were carried out, consisting of : Secretary of the Service; Head of Subdivision of General Affairs, Assets and Personnel; Head of Sub Division of Finance; Head of Training Institutional Development Division. The interview data were then processed through the triangulation technique.

This study used a qualitative paradigm in which the data obtained was described in writing using the philosophical basis of postpositivism, which means that a study whose implementation is inductive in which the data collected is processed through triangulation (Sugiyono, 2017).

Figure 1. Triangulation as a way of collecting and processing data

Source: (Sugiyono, 2017)

Process of interviewing was conducted by researchers to find the correct statement of what was asked to the data source (informants) regarding to the implementation of employee development which focused on problems of increasing work productivity, conducting efficiency, increasing effectiveness, preventing damage, reducing work accidents, improving internal services, and employee morale. , career, leadership, leadership succession, and compensation. The statement conveyed by the informants must have proof of truth in the form of concrete data support which can be in the form of official archives. The data obtained were then strengthened by proving directly through the process of observation and documentation at the research location so that the data were truly objective.

The determination of the qualitative method in this study was expected to obtain a more complete, meaningful and definite data. Through the use of qualitative methods, the data used can be obtained in a more complete, deeper, trustworthy, and meaningful manner so as to achieve the research objectives perfectly (Sugiyono, 2017). The use of qualitative method in this study was not because it was new and more (trendy), but because the problem was more appropriate to find answers by using qualitative method.

RESULTS AND DISCUSSION

Implementation of Employee Development

The Manpower and Transmigration Office of Sumedang Regency had not been able to carry out employee development properly. Of the 11 (eleven) indicators that must be met, there are 4 (four) indicators that had not been able to be achieved perfectly, which include: Increase work productivity; Perform efficiency; prevention of damage; and Career. Ideally, in increasing work productivity there are two categories that must be fulfilled by employees, namely managerial ability and technical ability. Technical capabilities were based on data from informant 3 on Tuesday March 19 2019 at 13.13-13.18 WIB which stated that the technical abilities of employees had not been optimal yet, it could be done by attending education, training, seeking knowledge, information, and experience to support work. The technical ability of these employees which had not been optimal yet can be seen from the process of completing the work which took quite long time, not solely because of the difficulty of the job but rather to the understanding of employees in the typing process and solving technical problems on facilities that are experiencing problems. The information obtained was strengthened by the existence of documents regarding to Education and Training Data which showed that there were still some employees who had not attended education and training, so that employees had not mastered the use of technology and had not mastered the work that should be done according to their main duties and functions. not solely because of the difficulty of the job but more to the understanding of employees in the typing process and solving technical problems on facilities that have problems.

The next finding is in terms of the ability to perform efficiency with time indicators. Informant 4 who was

interviewed on Thursday March 21 2019 at 13.18-13.23 WIB stated that the employee must understand the SOP. To complete the work, there were special provisions made in the form of a Standard Operating Procedure document that was given to each employee. However, the fact is that there were still employees who postponed their work, and that must be carried out with guidance and management from their direct superiors.

Postponing work is a common phenomenon occurs in almost every organization. Therefore, it must be cultivated to work fast and work precisely, innovatively and productively. The leaders must be able to regulate the work rhythm of employees through result-oriented work processes. Providing flexibility to employees in working procedures which according to him is efficient is a good step as an effort to complete work, especially for new employees. Prevention of damage is a process of continuous activity to ensure that the goods are always in good condition and ready to use. The damage to office equipment and supplies can be caused due to wrong use or old equipment, therefore, employees must be able to minimize the occurrence of damage by paying attention to, taking care of the available equipments and supplies and using them properly.

Damage prevention with indicators of utilization of office equipment and supplies had not been implemented properly. It was known from the interview process with Informant 4 on Thursday March 21 2019 at 13.28-13.35 WIB which stated that employees had not optimally utilized office equipments, did not know how to operate the, because if electronic equipments were misoperating or less maintenance it would be more susceptible to damage. There were some employees who did not understand about the use and maintenance of technology-based equipment, so the agency strived for each employee to have competencies based on information

technology.

To overcome it, the leadership strived to develop employees by providing opportunities to take part in education and training both internally and externally, as well as making transfers or rotations according to their abilities. Career is something that is related to the position, series of jobs and positions that have been occupied by an employee during his working period which is also very closely related to the future and the dynamics of individual life in the profession he is engaged in (Sudarmanto, 2015).

Employee development also has an impact on employee careers. It means that the more developing the level of knowledge and skills of the employees, the more career opportunities will be for employees at a higher level, which is usually called promotion. The higher the position of the employee will also have an impact on increasing his welfare. Career can show the improvement and development of individual employees at a level that is achieved during their tenure in the organization.

In the development of employees at the Manpower and Transmigration Office of Sumedang Regency, a good performance had not been able to determine an employee's career yet. It was obtained from the results of an interview with informant 4 on Thursday 21 March 2019 at 13.50-13.55 WIB which stated that the employees who took part in development were not necessarily have a broad career. For careers, here we have limited human resources because they were still constrained by educational backgrounds, there were only a few who have undergraduate educational backgrounds, while there were still a few high school and junior high school graduates, so for high school graduates were expected to attend the appropriate education and training levels with its main duties and functions.

The low level of education will greatly affect the quality of employee work.

Therefore, the employees were given the opportunity to continue their education to a higher level as an effort to boost the quality of work of these employees and to have wider career opportunities.

Employee Development Barriers

In order to the development achieve the optimal results, the development must be based on correct procedures which include the following steps: Optimizing Costs, Optimizing Time, Minimizing Career Dissatisfaction, Accuracy in Determining Employees, Accuracy in Determining Employee Development Programs, Minimizing Changes in Employee Needs, Minimizing Changing Needs of Organizations, and Minimizing Changes in the Organizational Business Environment. (Priansa, 2018).

In this study, there were several obstacles faced in the development of the employees of Manpower and Transmigration Office in Sumedang Regency which were obtained through the interview process.

The first obstacle was in the form of limited costs greatly affect development because to carry out the development requires a lot of money. The fees obtained by the agency currently only came from Regional State in Sumedang Regency.

The second obstacle was in the form of a dissatisfaction problem in which employees were worried about not being promoted. It can mentally disturb the employee so that it hinders their performance.

The third obstacle was in the form of changes in employee needs. Ideally, to place employees in accordance with educational backgrounds or based on their expertise. To adjust the needs of employees in the office there were limited human resources required based on the job analysis. The problem was that the available human resources were inadequate in the basic aspects of education.

The fourth obstacle was in the form of

changes in organizational needs. Organizational needs can affect the quality of employees because the needs have an impact on the implementation of main duties and functions of employees. Along with the times, currently the Manpower and Transmigration Office of Sumedang Regency requires the quality employees who are able to understand the technology so that the employment services, transmigration and other services can be carried out more effectively through the internet media.

Efforts to overcome obstacles

With the obstacles, of course there must also be efforts. Following are the efforts made by the Manpower and Transmigration Office of Sumedang Regency in implementing the employee development.

First attempt, in terms of Optimizing Costs. By regulating and prioritizing more important activities, as well as proposing several activities and their costs through development planning deliberations, besides it because the costs were very dependent on the strength of the Regional deavored to provide assistance by third parties, including Corporate Social Responsibility (CSR).

The second attempt, in terms of Minimizing Dissatisfaction. Dissatisfaction tends to job promotions, for promotion, employees did not need to be worry because there are job requirements. It means that the office tried to give employees psychological strength that the promotion process had provisions. The office will carry out the employee promotion process as well as possible in accordance with applicable regulations, transparent and objective without elements of corruption, collusion and nepotism.

The third attempt, in terms of Minimizing Changes in Employee Needs. Changes in the needs of employees adjust

dynamically, means the changing for the better or for improvement. The fact was the office strived to involve employees to take part in education and training activities so that they were able to develop themselves to be higher quality. From the quality improvement, it is expected that in the future it will provide opportunities for a higher career path, so that the needs for employees will be able to be overcome.

The fourth attempt, in terms of Minimizing Changes in Organizational Needs. Changing the organizational needs can be minimized by increasing the quality of employees. The employees must cooperate in carrying out their work, then employees must take part in education and training in the form of Technical Training and Functional Training. It means that the office will focus more on quality, not quantity because a large number of employees cannot determine the performance of better organization.

CONCLUSION

The implementation of employee development at the Manpower and Transmigration Office of Sumedang Regency was quite good but still not perfect yet. Of the eleven dimensions with thirteen indicators set by Prinasa, four of the four dimensions have not been able to be achieved properly. The four indicators are , first: the employees' technical abilities were not yet good, second: the employees were not yet optimal in designing development programs, third: the employees were not yet optimal in utilizing office equipment and supplies, fourth: employees were not guaranteed to have wider career opportunities after participating in development.

The obstacles in implementing employee development include: First, Limited costs: the implementation of development certainly required a large amount of money so that currently the office cannot involve all employees in

education and training activities or other development activities in stages such as internal training specifically organized by the organization. Second. Promotion problem: many employees were not interested in developing their quality. The low motivation was because the employees did not get clear information in terms of promotion, so that it raised the employee dissatisfaction with official decisions which ultimately the wheels of the organization cannot run perfectly. Third. Change in employee needs: The status of starting work or being accepted as an employee when was still not married, of course it would be different when he started a family and has children. The business of taking care of and fulfilling the needs of the family was a top priority rather than improving the quality of oneself as an employee through development programs both by the office and personal development such as improvements in education. Decreasing employee's desire for self-development also impacted the service's difficulties in placing employees in certain fields, considering it the competencies possessed by employees were not yet adequate in terms of education and competence. Fourth. Change the needs of the organization: The demands of the government and society for more effective and efficient services had made the offices have to have qualified employees. The low employee mindset towards capacity building was an obstacle to the implementation of development at the Manpower and Transmigration Office of Sumedang Regency.

The steps taken by the Manpower and Transmigration Office in Sumedang Regency to overcome obstacles in implementing the employee development include submitting additional budgets to local governments and implementing programs in collaboration with third parties, providing information on promotion provisions, meeting employee needs through competency enhancement,

and placing employees according to their abilities.

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