

**IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT
STAGES TO DEVELOP THE QUALITY OF PLANNERS AT
PLANNING, RESEARCH AND DEVELOPMENT AGENCY IN
TIMOR TENGAH UTARA DISTRICT, INDONESIA**

Fransiskus B. Fay¹

Abstract

The aim of this study was to explore the implementation of human resource management stages to develop the quality of staff or planners at Planning, Research and Development Agency (PRDA) in *Timor Tengah Utara* (TTU) District, Indonesia. A qualitative inquiry using in-depth interview method was conducted in 2017. The participants were recruited using purposive sampling technique. Findings indicated that human resource management stages at PRDA were not well implemented. Selection process stage to promote staff for a certain position at this Agency was not based on the standard criteria including educational background, expertise and experience. Likewise, reward as an important factor to support work performance of staff was reported to be neglected at PRDA. Performance appraisal at this Agency was not well conducted, resulting in lack of positive feedback to improve the performance and quality of staff. Training opportunities were reported to be provided for staff at this Agency, but still limited. The findings indicate the needs for improvement of the selection criteria for staff to be promoted for a certain position, reward to support the

¹ Postgraduate program, Administrative Science, Nusa Cendana University, Kupang Indonesia.

performance of staff, performance appraisal criteria which can result in positive feedback for future improvement, and training opportunities for staff.

Key words: Human resource, management stages, PRDA, TTU, Indonesia

Introduction

Management of human resources is a strategic aspect in an institution or organisation. It is required to develop the quality of employees or staff and increase their performance and productivity (1). Management is the attainment of organizational or institutional goal in an effective and efficient manner through planning organizing leading and controlling organizational resources (2). Management of human resources is a policy and practice required to develop and evaluate employees or staff so that they can be more productive and contribute to development of an institution or organisation (3-5). Management of human resources is done through several stages including selection, training, reward, and appraisal (3).

Selection is the last step of recruitment process when decision about who to accept and reject is made. It is the step to reduce the list of candidates and to have eligible people needed (6, 7). Training is very important to help employees to master knowledge, skills, and behaviors emphasized in training programs and to apply them to their day-to-day activities (8). Reward is offered to staff or employees to motivate them and increase their productivity. It is an appreciation for performance that has been achieved by an employee or staff (4). Performance appraisal is an evaluation process to identify how well the staff have performed their works, and it is done based on the criteria that have been stipulated (9, 10).

Globally, previous studies have reported that selection as an important stage in the recruitment of staff or employees has a significant role in influencing productivity and work performance of staff or employees of an organisation or institution (11). Clear selection criteria which are well implemented during the selection process will result in the recruitment of qualified staff or employees for certain positions (12). Reward and training opportunities for staff have also been reported as the supporting factors for productivity and good work performance of staff of institutions or organisations (13). This is because reward motivates people to give their best in their work, leading the improvement of productivity and work performance (14). Similarly, trainings are opportunities for staff or employees to enhance their skills, learn new information and knowledge, and gain more experience that can help them improve their work performance and productivity (1). Another stage of human resource management that can lead to the improvement of work performance and productivity is performance appraisal (9, 10). It helps to evaluate the performance of staff and employees and provide feedback for future improvement (11).

Good implementation of human resource management stages including selection, reward, training, and performance appraisal has been reported to lead to better work performance and increasing productivity of staff or employees. This study aimed to explore the implementation of human resource management stages at Planning, Research and Development Agency (PRDA) in *Timor Tengah Utara* (TTU) District, Indonesia.

Methods

Study design and recruitment

A qualitative inquiry employing in-depth interviews was conducted at Planning, Research and Development Agency in TTU district in 2017. This qualitative inquiry was used because it helped the researcher to have direct interactions with the participants, and provided researcher with opportunities to observe the situation and setting where the respondents lived, worked and interacted (15, 16). The study participants (n=6) were recruited using purposive sampling technique.

Interviews with the participants were conducted after informed written consent was signed and returned by each of them. They were also informed about ethical approval of this study obtained from Nusa Cendana University, Kupang, Indonesia. Prior to interviews, participants were informed about voluntary nature of their participation in this study and that there will be no benefits and consequences if they decide not to continue their participation during the interview.

Data analysis

All the data were recorded, transcribed into coding sheets and translated into English. A thematic framework analysis was used to analyse the data. To be familiar with the data from each participant, the research read the data from each respondent repeatedly and commented. Open coding was conducted to produce a long list of themes. This was followed by close coding where all the similar themes were grouped under the same theme to reduce the list of themes to a manageable number of themes. The themes were identified through writing down recurrent key issues and concepts. Indexation to the data was made through grouping a list of similar codes; charting of data through summaries; and

mapping and interpretation of the data where data examination and interpretations were carried out (17, 18).

Results

Profile of Staff at Planning, Research and Development Agency

The findings from the fieldwork indicate that PRDA had fifteen structural positions. Twelve positions were by held people with educational backgrounds different to the requirements. This is an indication that human resources at this Agency were not well managed and the staff recruited to hold the position were not based on the right man on the right place principle (see Table 1).

Table 1: Educational backgrounds of staff holding structural positions

No	Position	Education Requirements	Educational Background of the Staff	Eligible / Ineligible
1	Head of PRDA	Social and Political Science, Administration, Law, Management, Public Administration	Bachelor of Animal Husbandry	Ineligible
2	Secretary	Public Administration, Social Science	Bachelor of Agriculture	Ineligible
3	Head of Socio-Cultural Division	Social and Political Science, Administration, Law, Management, Public Administration	Bachelor of Communication	Ineligible
4	Head of Statistics and research Division	Law, Public Administration, Administration Science	Master of environmental engineering	Ineligible
5	Head of Economic Division	Social and Political Science, Administration Science, Law, Management	Master of Animal Husbandry	Ineligible
6	Head of Natural Resources, Infrastructure and Living Environment	Engineering, Law, Public Administration, Management, Development Studies	Bachelor of Tourism	Ineligible

	Division			
7	Sub-Head of PDE Section	Social Science, Administration Science	Bachelor of Public Administration	Eligible
8	Sub-Head of Staffing Section	Management, Social Science, Administration Science	Bachelor of Public Administration	Eligible
9	Sub-Head of General and Financial Section	Social Science, Financial Administration	Bachelor of Animal Husbandry	Ineligible
10	Sub-Head of Statistics	Statistical Science, Mathematics, Engineering	Junior High School	Ineligible
11	Sub-Head of Research and Development Section	All study programs	Diploma IV: Social Development of Society	Eligible
12	Sub-Head of Natural Resource Development and Infrastructure	Social Science, Law, Economy	Bachelor of Public Administration	Ineligible
13	Sub-Head of Staffing and Human Resource Development Section	Management, Social Science	Bachelor of Information System	Ineligible
14	Sub-Head of Living Environment and Natural Resources	Engineering, Environmental Engineering	Bachelor of Economy	Ineligible
15	Sub-Head of Infrastructure	Engineering	Bachelor of Agriculture	Ineligible

Selection

Selection is an important stage in the implementation of human resource management. It is a process comprising several specific steps used to decide on whether or not a candidate is accepted or rejected. It is also seen as a process to identify and select the right men for the right positions in an organisation or institution. Participants interviewed commented that

majority of the staff assigned for the positions in PRDA were educationally ineligible because they had different educational backgrounds:

“The selection of the staff for the positions at Development, Research, and Planning Agency was not based on clear criteria. The majority of the staff holding structural positions are not qualified as they had educational backgrounds different to the requirements” (Respondent 3).

“I don’t know the selection process that had been undertaken and the criteria used but the fact is that most of the positions are occupied by people with educational backgrounds different to the educational requirement” (Respondent 6).

Suitable educational background of staff is one of the important criteria that needs to be considered during the selection process. However, participants interviewed commented that the selection of the staff to hold structural positions at PRDA was not based on the criteria including educational background, expertise and experience but rank. Staff with eligible rank were simply selected for available positions even though they have different educational backgrounds:

“The selection of civil servants to hold the available structural positions is based on rank. While educational background with specialisation in planning is not yet the main criteria to assign staff or planners for a certain position at Planning, Research and Development Agency” (Respondent 1).

“Generally, civil servants who hold structural positions at Planning, Research and Development Agency are not eligible as planners because they do not have suitable educational backgrounds” (Respondent 3).

“The duration of work experience is not an important aspect that should be considered during the selection of staff or planners in this Agency” (Respondent 2).

Training

Training is another crucial aspect used as an instrument to develop the quality of staff at an institution or organisation. Results of this study indicated that PRDA provided its staff with opportunities to attend trainings for capacity and knowledge development. Participants commented that trainings are available for the staff but limited to planning technical trainings or other technical trainings:

“Planning, Research and Development Agency provides trainings for the staff but so far the trainings are mostly technical trainings about planning” (Respondent 2).

“Trainings are available for the staff at Planning, Research and Development Agency but very limited to technical topics” (Respondent 5).

Development of knowledge is an important aim of trainings for staff. Findings from the fieldwork showed that the focus of the trainings for planners was mainly on technical skills, including planning, monitoring and evaluation and data, and financial management. Knowledge development seemed to be less prioritised by the Agency for its staff or planners:

“Trainings attended by the staff of this Agency mainly focus on the development of technical skills” (Respondent 3).

Reward

Reward for employees or staff has been seen as motivation that can boost their work performance. It was recognized as an important factor that can improve work performance of staff at PRDA in TTU district. However, several participants interviewed stated that reward has never been offered to any staff at this Agency. Besides, the staff or planners at this Agency were treated the same as other civil servants at other departments in this district:

“Planners at Planning, Research and Development Agency are not given specific salary, remuneration or incentive but treated the same as other civil servants in this district” (Respondent 6).

“Reward for any individual or planner at Planning, Research and Development Agency has never been offered” (Respondent 4).

This is an indication that reward was not seen as an important factor in the management of human resource at PRDA. A few participants put forward that reward to support the performance of staff at this Agency seemed less likely to happen:

“It seems like nobody sees the importance of rewards for quality development of staff at, Planning, Research and Development Agency. I think that is why there has never been any reward offered to any staff at this Agency” (Respondent 6).

Assessment

Quality of human resource is an important supporting factor for increasing productivity and performance of an institution or organisation. High quality human resources tend to be

more productive and competitive. Therefore, the quality of human resources needs to be assessed and evaluated regularly. Performance appraisal is to know whether or not civil servants perform their works well, and to know their strengths and weaknesses in performing the works. The results of such appraisal are often used as information to make decision in increasing their rank, and offering certain position, education, training and reward.

Findings from the fieldwork showed that performance appraisal at Planning, Research and Development Agency was not well implemented. It was not effective in providing valuable feedback for staff to improve their performance or productivity. Respondents interviewed commented that assessment process at this Agency was not working because there was not clear method and criteria:

“Methods used for the assessment are not clear and staff or planners see their jobs just as routine activities and do not try to be more competitive and productive” (Respondent 4).

“Performance appraisal needs to be based on clear criteria so that it can result it positive feedback for staff to improve their work performance” (Respondent 6).

Discussion

This study aimed to explore the implementation of human resource management stages at PRDA in TTU district. Previous studies have reported that human resource management implemented through several stages is an important factor supportive of the development of the quality of staff at an institution or organisation (19, 20). Findings of the

current study suggest that the selection process of the staff at PRDA as an important stage of the management of human resource was not well implemented. It seemed that the selection process was not based on the three main criteria including educational background, experience and expertise, but on the level of rank. This means that the majority of the staff holding structural positions at PRDA were not eligible in terms of education, experience and expertise. This is inconsistent with the results of previous findings (21, 22), reporting that educational background, expertise and working experience are important aspects to be considered in selecting staff for a certain position at an institution or an organisation.

Training is an effort to improve work performance of staff (23, 24). It is a planned effort to facilitate the learning of job-related knowledge, skills, and behaviour by employees (25). It is about development of skills and abilities required for a certain position. It is a short-term education implemented using well organized and systematic procedures with the aim to equip staff or employees with skills and knowledge needed for their works (26, 27). Findings of the current study suggest that trainings were made available by PRDA for its staff to develop and improve their skills and knowledge related to their works and positions. The current findings support the results of previous studies (20), reporting that training is very important to help employees master knowledge, skills, and behaviours emphasized in training programs and to apply them to their day-to-day activities. However, the results of the present study indicate that training opportunity for staff at the Agency was very limited and prioritized the development of skills required for program planning.

Furthermore, previous findings reported elsewhere (28, 29) show that reward is offered to staff or employees to motivate them and increase their productivity. It is an appreciation for

performances that have been achieved by employees or staff. Findings of a previous study (4) indicates that reward provided for staff or employees as an incentive can help to support their work performance and productivity. Inconsistent with these previous findings, the current study's results suggest that reward did not exist at PRDA and there had never been any reward given to any staff at this Agency. Reward was not regarded as an important factor supportive of the development of the quality of the staff at the Agency.

Another stage of human resource management is performance appraisal. It is an evaluation process to identify how well the staff have performed their works, and based on the criteria that have been stipulated (10). The result of the evaluation is communicated to staff with the aim to improve their performance. It is a process to reach common understanding about what to achieve, and an approach to improving the performance of staff (12, 20). The aim of the performance appraisal is performance improvement, compensation adjustment, placement decision, training and development needs, career planning and development, and equal employment opportunity (1, 7). Findings of the present study report that performance appraisal at PRDA was not well implemented and ineffective in providing positive feedback for the development and improvement of the performance of staff.

Conclusions

The current study reports several stages of human resource management at Planning, Research and Development Agency in Timor Tengah Utara district, Indonesia. It shows that selection process to promote staff for a certain position at this Agency was not based on the standard criteria including educational background, expertise and experience. Likewise, reward as an important factor to support work performance of staff is also reported to be

neglected at this Agency. This study also suggests that performance appraisal at this Agency was not well conducted, resulting in lack of positive feedback to improve the performance and quality of staff. Training opportunities are reported to be provided for staff at this Agency, but still limited to technical trainings. The findings of the current study indicate the needs for improvement in the criteria of selection of staff for a certain position, reward to support the performance of staff, performance appraisal criteria which can result in positive feedback for performance improvement, and an increase in training opportunity for staff.

Reference

1. Hunger JD, Wheelen TL. *Manajemen Strategis*. Yogyakarta: Penerbit Andi; 2003.
2. Baker ME. *Strategic Long Range Planning For Universities*. Paper Presented at the Annual Forum of the Association for Institutional Research; April 27-May 1; Atlanta, Georgia 1982.
3. Dessler G. *Human Resource Management*. New Jersey: Prentice. Hall. Inc; 2000.
4. Simamora H. *Manajemen Sumber Daya manusia*. Yogyakarta: STIE YKPN; 2004.
5. Suwanto FX. *Perilaku Keorganisasian*. Yogyakarta: Universitas Adma Jaya; 2011.
6. Hobbs FD. *Traffic Planning and Engineering*. Birmingham, England: Pergamon Press; 1979.
7. Hessel NST. *Kebijakan Publik Yang Membumi*. Jakarta: Yayasan Pembaruan Administrasi Publik Indonesia dan Lukman Offset; 2003.
8. Goodstein LD, Nolan TM, Pfeiffer W. *Applied Strategic Planning*. New York: McGraw-Hill; 1993.
9. Leftwich A. *States of development : On the Pimacy of politics in Development*. Cambrige: Polity Perss; 2000.
10. Mathis RL, Jackson JH. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat; 2006.
11. Lewis A. *Development Planning*. New York: Harper & Row; 1966.
12. Hasibuan MSP. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara; 2008.

13. Mangkunegara AA. Evaluasi Kinerja Sumber daya Manusia. Jakarta: Rafika Anditama; 2006.
14. Jamaluddin A. Metode Penelitian Administari Publik. Jakarta: Gava Media; 2015.
15. Creswell JW. Research, Kuantitatif Design Pendekatan Kualitatif, dan Mixed. Yogyakarta: Pustaka Pelajar; 2009.
16. Harrison L. Metodologi Penelitian Politik. Jakarta: Kencana; 2009.
17. Ritchie J, Spencer L. Qualitative data analysis for applied policy research. In: Bryman A, Burgess RG, editors. Analyzing Qualitative Data. London: Routledge; 1994. p. 173-94.
18. Bandura A. Social Foundations of Thought and Action: A Social Cognitive Theory. New Jersey: Stanford Univeristy; 1986.
19. Harvey D. Business Policy and Strategic Mangement. Columbus, Ohio: Bell dan Howell; 1982.
20. Hambrick DC, Snow CC. Strategic Awareness Within Top Management Teams. Strategic Management Journal. 1981:253-76.
21. Handoko H. Manajemen Personalia dan Sumber Daya Manusia. Yogyakarta: BPFE; 1994.
22. Edison E. Pengembangan Sumber Daya Manusia. Bandung: Alfabeta; 2010.
23. Siagian SP. Manajemen Sumber Daya Manusia. Jakarta: PT. Bumi Aksara; 2008.
24. Priansa JD. Perencanaan dan Pengembangan SDM. Bandung: Alfabeta; 2014.
25. Bryson MJ. Perencanaan Strategi Bagi Organisasi Sosial. Yogyakarta: Tiara Wacana; 1999.
26. Arsyad L. Pengantar Perencanaan dan Pembangunan Ekonomi Daerah. Yogyakarta: Badan Penerbit Fakultas Ekonomi Universitas Gajah Mada; 1999.
27. Esmara H. Perencanaan dan Pembangunan di Indonesia. Jakarta: PT. Gramedia; 1996.
28. Tohardi A. Pemahaman Praktis Manajemen Sumber Daya Manusia. Bandung: Mandar Maju; 2002.
29. Hadari NH. Manajemen strategik:Organisasi Non Profit Bidang Pemerintahan. Yogyakarta: Gadjah Mada University Press; 2000.