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Human Resource Development Strategy in Medan City, North Sumatra

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Abstract

The capability of the civil servant 's human resources is one of the keys to successful development. Efforts to develop the knowledge and work abilities of civil servant require a strategy to be able to support the vision and mission of development, including in the Medan City Government. This research aims to analyze the strategies implemented by the Medan City Regional Education and Training Personnel Agency in developing human resources within the Medan City Government. The research uses a descriptive method, which aims to describe the actual situation regarding human resource development in the Medan City Government environment, with data sourced from relevant references, documents related to the research object to be analyzed and evaluated which is then used as a conclusion . A literature review helps a writer know the history and nature of his subject and identify gaps in the research problem. The results of the research show that the Medan City regional education and training personnel agency has attempted to develop the civil servant within the Medan City Government with various strategies, including through, functional training, technical training, and being directed to attend seminars, workshops, internships, and take courses which can support the knowledge and work abilities of its employees, however there are still several obstacles and challenges in achieving success.

Keywords

Human resources development, Civil servant, Education, Training

1. Introduction

Bureaucratic reform has provided changes in government structures aimed at improving public services (Nugrahayu et al., 2019). The term bureaucracy literally means governing through offices, in this case there is a hierarchical institution tasked with formulating, implementing and enforcing public policies in an efficient and fair manner (Kelly, 2022). Bureaucracy has four main characteristics, namely clear hierarchy, specialization, division of work, and a set of formal rules or standard operating procedures. In carrying out its main duties and functions, employees are needed who have good work abilities through development (Kelly, 2022). Human resource management is the design of formal systems in an organization to manage human talent effectively and efficiently in order to achieve organizational goals (Nugroho, 2022; Schuler & Jackson, 2014). Human resource development refers to the activities of a company or organization that aims to improve the capabilities and skills of its human resources within a certain period of time (Susano et al., 2023; Kareem & Hussein, 2019). Human resource development is the process of increasing the knowledge, skills and abilities of all people in a society. In economic terms, this can be described as the accumulation of human capital and its effective investment in economic development (Zirra, 2020).

Human resource development is expected to improve the performance of Civil Servants in their work environment, where research results show that human resource development and motivation have a simultaneous and significant effect on the performance of employees within the Batu City Tourism Office (Sumarjo et al., 2023 ; Zaeni et al., 2021). Human resource development aims to develop the abilities of each employee as an individual. The capabilities of each individual in relation to their current role. The abilities of each employee in relation to their expected future role (Elisa et al., 2022). Other research shows that education, training and development influence the quality of government human resources which in turn influences the performance of government agencies which is realized through the quality of service to the community. The higher the service quality, the higher the public satisfaction (Ningsih et al., 2022). Human Resource Development is a process in which employees in a company are assisted in a planned manner to improve their abilities so that they can complete various tasks related to their role in the future (Susano et al., 2023). One of the main goals of the human resources department is to maintain productivity by providing the organization with a number of qualified and efficient workers (Jamaludin, 20022).

A good human resources manager must continually analyze workloads and know where potential employment problems lie and when it is time to get additional help (Haque, 2023). Human resource development is a strategic approach to investing in human resources. Human resource development provides a framework for personal development, training programs and career advancement that are tailored to the skills needs of the organization in the future (Arulsamy et al., 2023). Human resource development is a process where an organization adds value to its organization by adding value to its employees (Sumual, 2015). Professional education, job training, growth opportunities, and knowledge of government regulations are all ways organizations develop their employees. The research results show that the implementation of training policies and hierarchical arrangements for Regional Government Agencies has not been implemented optimally as expected, seen from the aspects of resources, attitude of implementers and bureaucratic structure (Iskandar & Jabbar, 2021). The Medan City Government is a government organization that cannot be separated from various social challenges in providing services to the community, besides that it must also be able to utilize various resources in improving functions and services by making various planned and measurable changes. In carrying out the functions and duties

of public services, the Medan City government must be involved in change efforts both as a result of interaction with the social system and in carrying out technological and scientific transformation functions in its environment.

This has consequences for the organization increasing the competence of human resources and the ability of policy makers to carry out various innovations and make strategic plans by utilizing existing resources to increase service efficiency and improve employee performance within the Medan City Government. Employee performance in the public sector is very important and needs to be supported by good knowledge and work skills possessed by the employees. Increasing work capabilities is very important, because weak human resources are an example of the importance of mastering current technological systems as an effort to achieve effective and efficient performance (Abbas & Rahmadanita, 2023). If improvements are not made with human resource development strategies, service to the community will never reach its maximum point. With the policy of using an online personnel information system and regional financial management information system, it has brought major changes to the Medan City Government because previously information administration only used manual methods and data was not integrated nationally (Jamil, 2020). The public service approach through online administrative information systems suggests that a strategic policy for human resource development is needed (Kareem & Hussein, 2019).

The organization tasked with developing human resources in Medan City is the Education and Training Personnel Agency (Journal & Economics, 2023). In the reform era, there was much discussion about the role of the government in implementing good governance. The government strives to create a clean, efficient and effective government and foster democratic politics characterized by openness, a sense of responsibility, responsiveness to people's aspirations, respect for differences, honesty in competition, willingness to accept correct opinions, and upholding human rights and balance of rights and obligations in national life (Sari, 2023). Here it is clearly stated that there is a need for government administrators who have high concern in providing public services and one of them is by providing excellent service and the efficiency of the work of the apparatus in providing services to the public. Increasing the knowledge and working abilities of civil servant within the Medan City Government is very important through various policies created in the development process. It is important to know to what extent the Medan City Government, through the Medan City Regional Education and Training Personnel Agency, provides opportunities and strategies for developing employees within the Medan City Government.

2. Literature Review

The human resources development strategy is a series of decisions and actions that result in the formulation and implementation of plans to improve human resources capabilities (Sahputri et al., 2023). Human Resource Development is an effort made to form quality human beings who have skills, work abilities and work loyalty to an organization. Quality human resources create a competitive advantage for companies (Maslan and Panjaitan, 2024; Zainal et al., 2018). Sometimes quite a few organizations reject prospective employees because they do not meet the intended qualities (Darmawan et al., 2020). The current era of globalization seems to provide a flow of technology and information as well as the mobility of human resources from one place to another (Adnani et al., 2023). One of the human resource developments that must be carried out is through education. Education is very important in developing human resources because knowledge will be obtained one way through education. People with a low level of education tend not to have the ability to work. Organizations basically select prospective employees based on their education level (Mialiawati, 2020; Zainal et al., 2018).

Human resource development is not only through education and skills development, but there are many ways to develop them. Development strategies include, through training, training aims to develop individuals in the form of improving skills, knowledge and attitudes. Education, human resource development through education aims to improve work abilities, in the sense that development is formal in nature related to career. Coaching, coaching aims to organize and develop humans as an organizational sub-system through planning and assessment programs. Recruitment. Recruitment aims to obtain Human Resources according to the classification of organizational needs and as an organizational tool for renewal and development. Through system change. System change aims to adjust organizational systems and procedures in response to anticipating threats and opportunities from external factors (Zainal et al., 2018).

Other strategies that can be carried out by an organization are providing opportunities for employees to channel ideas and ideas, giving awards to employees who excel, and holding training. Human resource development is an effort made to form quality human beings who have skills, work abilities and work loyalty to an organization. Sometimes quite a few organizations reject prospective employees because they do not meet the intended qualities (Darmawan et al., 2020). The era of globalization seems to provide a flow of technology and information as well as the mobility of human resources from one place to another. One of the human resource developments that must be carried out is through education (Mialiawati, 2020). Education is very important in developing human resources because knowledge will be obtained one way through education. People with a low level of education tend not to have the ability to work. Organizations basically select prospective employees based on their level of education (Ningsih et al., 2022).

The strategy of increasing human resources to be able to face opportunities and challenges as well as increasingly rapid developments needs to be carried out continuously, so that human resources remain productive human resources. Efforts that must be made to increase human resources are as follows (Rejeki, 2022). Improving Competency Competency includes 3 three things, technical competence, knowledge and skills, to achieve agreed results, the ability to think about problems and look for new alternatives, conceptual competence, the ability to see the big picture, to test various controls and change perspectives, and competence to live in dependency. : the ability to interact effectively with other people, including the ability to listen, communicate, find other alternatives, the ability to see and operate actively within the organization. What is meant by competency is the ability and characteristics possessed by Civil Servants in the form of knowledge, skills and behavioral attitudes required in carrying out their office duties. So it can be concluded that competence is the ability or skills and characteristics that a person has to solve problems and look for alternative solutions, change perspectives or views and the ability to interact affectively with other people in carrying out tasks and functions (Adam et al., 2020).

The term continuously learning organization has a broad meaning (Seufert & Seufert, 2000). In general, this means an organization that is flexible, responsive, adaptive, not bureaucratic and so on. Then it also explains that a learning organization is an organization that continues to learn seriously and together. Then transform himself so that he can collect, manage and use his knowledge better for the success of the organization. Learning or organizational learning can occur in individuals and groups and the organization itself (Huang & Yao, 2017). Developing creativity and innovation Creativity is the bringing together of knowledge from various different fields of experience to produce new, better ideas (Njase & Lambert, 2020). The definition of innovation is the introduction of new, better ways of doing things in the workplace. Innovation does not imply absolute renewal and change can be seen as an innovation if the change is considered new to

the person, group or organization that introduced it (Abun & Macaspac, 2023). Intellectual capital generally refers to everything that an organization knows so that it can provide competitive edge, different from other types of capital such as land, buildings, equipment and cash. Intellectual capital is the knowledge possessed by an organization's human resources: institutions and knowledge of team members who discover various innovations, electronic networks that flow information at speed throughout the organization so that it is able to act faster than competitors, collaboration and joint learning between the organization and customers (Halim, 2024).

Human capital is a source of innovation and renewal as well as a focus for all ideas. Human capital is formed and deployed when more and more time and talent of individuals working in an organization is devoted to activities that produce innovation (Sutia & Sudarma, 2013). Global competence, society needs to be conditioned to be critical of quality (Shen & Yue, 2023). Building a competitive attitude to enter the global era, means building reliable human resources, having broad insight, and at the same time being concerned with progress (Nurhayatin et al., 2023). In relation to efforts to anticipate competence, demands for the realization of creative human resources, innovation and the ability to utilize intellectual capital cannot be separated from environmental changes, because environmental changes will demand major and fundamental changes in the way of life in various world of work arrangements which include, among others: employees, managers and organizational leaders. Human resource management is part of the management discussion, namely a separate study discussing human resource management. Efforts to develop human resources are efforts to develop management (Darius, 2022). Meanwhile, management is part of organizational development efforts. Management development is a planned change effort to improve the effectiveness of the organization as a whole.

3. Method

The method used is a descriptive method, namely a research method that describes the characteristics of a phenomenon being studied. This descriptive methodology focuses more on the research subject rather than why what happened to the research subject. Descriptive research methods primarily focus on describing the nature of a demographic segment, without focusing on why the phenomenon occurs. This research aims to analyze the development of human resources in the Medan City Government. This research includes case study research which focuses on the changes that occurred in local government after bureaucratic reform. The data collected comes from various sources, ranging from print, electronic, documents and statutory regulations relevant to the research topic. Data analysis was carried out through extensive research, namely research based on data in the field and then conclusions were provided.

4. Research Results and Discussion

Actual issues currently developing in government implementation include the implementation of bureaucratic reform which has always been an important agenda for every regional government. The implementation of bureaucratic reform aims to realize good governance, as an effort to increase accountability for government performance (Han, 2020). Good governance means being able to manage state resources and affairs in a way that is accountable and responsive to the needs and interests of citizens (Brunnschweiler et al., 2021). The rule of law, efficient public sector management and an active civil society are essential components of good governance. Governance talks about people or employees, institutions or institutions, and financing for development, which involves how employees

through institutions decide how to obtain, produce, use and distribute the resources they have to achieve their organizational goals. Broadly speaking, governance consists of the rules and processes that determine how decisions are made and implemented. Good governance requires rules and processes that are legal, fair, appropriate, accountable, transparent, efficient and enable collective action to solve problems related to the public interest (Piwowar-Sulej, 2021).

The development of human resources, in this case the civil servant within the Medan City Government, is the task of the Medan City Regional Education and Training Personnel Agency. There are several strategic issues faced by the Medan City Regional Education and Training Personnel Agency, including the number of human resources being insufficient compared to the needs in Job Analysis and Workload Analysis, the competence of the civil servant which includes technical managerial and socio-cultural competence is still lacking. , discipline and performance of the civil servant are still lacking, as well as a lack of optimal management of personnel services (Dirani et al., 2020). Strategy in achieving organizational goals, the Medan City Regional Education and Training Personnel Agency has established its programs and targets, where the first goal of the work program is efforts to improve the quality of apparatus in implementing regional development with the target of increasing civil servant competency, so that work professionalism increases and can be followed by all civil servant within the Medan City Government, as well as being able to fulfill job competencies, as well as an effort to improve employee work discipline. The next work program is improving services in the management of personnel administration as well as financial management and performance of regional apparatus (Adam et al., 2020).

Currently, competency is a measure of an employee's professionalism. Competence is an ability or skill that results from experience involving understanding/knowledge, concrete actions and mental processes that occur over a certain period of time and repeatedly produce abilities/expertise in a certain domain. Meanwhile, performance is work achievement or work results which are translated into quality and quantity (Njase & Lambert, 2020). achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Efforts to improve employee skills can be carried out through education and training, seminars, courses and development, as well as employee placement based on their expertise. The strategy carried out by the Medan City Regional Education and training personnel agency in developing human resources is implemented through various types including structural/managerial, technical and functional training, technical guidance for Civil Servants, as well as advanced education for Civil Servants through study assignments and study permits . Based on data obtained by the Medan City Government through the Regional Education and Training Personnel Agency, it has implemented various strategies in developing human resources within the Medan City Government. Human resource development is a process of increasing knowledge, abilities and competencies so that employee performance can increase (Ningsih et al., 2022).

The research results show that there are still problems which are the factors causing the low achievements of the Medan City Achievement Index (Darmawan et al., 2020). There is no baseline in determining the set performance targets. In the absence of a measurement baseline, there is no reference for determining annual performance target increases that are adjusted to real regional conditions and the budget's ability to achieve these targets. The value of employee qualification and competency dimensions is still low (Zainal et al., 2018). As explained above, the qualification dimension has a weight of 25% while the competency dimension is 40%. The qualifications of many Medan City Government employees still have an education level below D3, namely more than 30%. Limited budget for competency improvement. Competency improvement is carried out through training, seminars,

workshops, internships, courses, and the like. Efforts that can be made as improvements in 2023 are calculating civil servant IP as a whole, increasing budget allocations for organizing technical training, especially technical training, seminars, workshops, internships, courses and the like. Providing opportunities to increase educational level qualifications through study assignments and study permits that are tailored to competencies.

It is said that human resource development is a process to improve the ability of human resources to help achieve organizational goals (Rejeki, 2022). All aspects of human resource development focus on developing the most superior workforce so that organizations and individual employees can achieve their work goals in providing services to the public. Human resource development for civil servant is something that must be implemented in order to improve services to the public. It is stated that human resource development can be understood as preparing individual employees to assume different or higher responsibilities within the organization. Human resource development professionals provide programs to direct, train, and develop staff by enhancing the skills, knowledge, abilities, and skills necessary to perform well in the workplace. In this case, the Medan City Regional Education and Training Personnel Agency has offered a program designed to encourage the personal and professional career growth of employees which enables each regional apparatus to increase efficiency, productivity and achieve its goals.

5. Conclusion

the results of this research, it shows that the Medan City Regional Education and Training Personnel Agency has implemented various strategies for developing the civil servant within the Medan City Government. These strategies include developing human resources with the aim of improving the quality of the apparatus in implementing regional development and increasing the competence of the apparatus. Apart from that, there are efforts to improve the quality of apparatus management and development, which includes measuring the civil servant Professionalism Index. The Regional Education and Training Personnel Agency also provides wider opportunities for civil servant to develop their skills, as a step in fulfilling position requirements. This step includes training, workshops and various other development programs designed to hone the capabilities of the apparatus. Furthermore, there is a significant focus on improving the discipline of regional apparatus, which aims to ensure that civil servant works with integrity and in accordance with applicable regulations. All of these strategies are directed at forming civil servant who are not only competent, but also have high integrity, so that they can provide better and more efficient public services.

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