

Human resource development strategy in empowering the employees

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Abstract - Implementing human resource development strategy in empowering senior and junior employees for the training of the labor force in order improve discipline, work attitude and work ethic in order to achieve more than theory. The aim of this research is to know how the company execute the strategies for implementing strategy management theories. Several obstacles have been found that they can influence the performance of job training. So, it takes research back to minimize existing problems through. The assessment indicator used in this study is 4 (four) strategic management phases with the following indicators 1) environmental analysis, 2) formulation of strategies, 3) implementation of strategy and 4) evaluation and control. The humanitarian approach in developing human resources is more effective than the theoretical approach. In other words, the theoretical approach plus the humanitarian approach is harmoniously applied

Keywords: strategic management; SWOT analysis; human resources management

Introduction

In order to measure the success of the economic development of a region, namely by using one of the indicators used in this study is to look at the employment indicator. According to the Central Statistics Agency (BPS) the employment indicators include the condition of the Labor Force Participation Rate (TPAK) and the Unemployment Rate. The Labor Force Participation Rate or Participation (TPAK) is the percentage of the number of job seekers to the working age population or society.

According to the results of a report conducted by the Gianyar Regency National Work Unit (Sakernas) from 2017 to 2018 there was an increase from 78.17 percent to 79.10 percent, but decreased in 2019 to 76.21 percent. According to BPS, TPAK is used as an indicator of the difficulty level of the workforce in obtaining work. The low TPAK rate indicates that there are few job opportunities available for the working age population. On the other hand, a high TPAK rate indicates the large number of available job opportunities. The low TPAK rate for Gianyar Regency in 2019 shows that the availability of jobs has not been able to fully accommodate the labor force offered on the job market. This imbalance triggers one of the classic problems in an area, namely unemployment. From this, a solution is needed so that there is no increase in unemployment in the future through the development of human resources.

Development of Human Resources is part of the process and goals in national development that expect this process to bring benefits and encourage the process of national development. Through the training channel, the development of Human Resources can be realized because through training, it can provide an important role because it is expected to be able to produce professional individuals and provide higher abilities or skills in carrying out responsibilities.

The Gianyar Regency Manpower Office in order to improve community skills formed a Regional Technical Implementation Unit (UPTD) Agribusiness and Industrial Training Center (BLK)

UPTD. BLK Industrial Agribusiness in Gianyar Regency is regulated in Regent Regulation No. 60 of 2014 with the aim of equipping participants with skills in various vocational fields and providing motivation to work independently. the number of vocational job training organized by Industrial Agribusiness Training Center (BLK AI) Gianyar there is only one type of vocational, which is still focused on bread and cake making training 3) Industrial Agribusiness Training Center (BLK AI) Gianyar does not carry out in-depth evaluation or monitoring after job training activities are carried out, so Industrial Agribusiness Training Center (BLK AI) Gianyar does not have data what is the percentage of absorption of the training provided to participants so that they are able to have an independent business after job training.

Table 1 Employment Conditions of Gianyar 2017-2019

Explanation	Year		
	2017	2018	2019
Labor force	303.470	311.415	303.899
Workers	300.370	306.437	299.586
Unemployment	3.100	4.978	4.313
TPAK (percentage)	78.17	79.10	76.21

Studies using SWOT analysis have been carried out quite a lot by previous researchers. Take as an example the research of Subaktilah et al (2018; Ermaya, 2019; Suci et al, 2019; Budiarti & Suswanta 2020; Alam, 2016; Nurdiana, 2018; Raharja, 2016; Zainal et al, 2020; Hanrahmawan, 2010; Hefniy & Fairus, 2019; Mahardika, 2015) used a swot analysis which included internal (internal) and external (external) factors in the development the business.

Judging from the obstacles mentioned above, it is necessary to solve problems in the strategy that has been implemented and the strategy that will be implemented so that it is better so as to be able to maximize future job training activities so that it can create good job training for participants in receiving the absorption of the material provided by the instructor, so that work training activities run smoothly and well at the Vocational Training Centers (BLK), are able to create a skilled workforce and can create their own jobs.

Strategic management, as defined by many management experts, is a series of managerial decisions and long-term and short-term decision-making actions within a company, both large and small companies. This includes environmental analysis, both external and internal environment, strategy formulation, strategy implementation, and evaluation and control (Wheelen & Hunger, 2012).

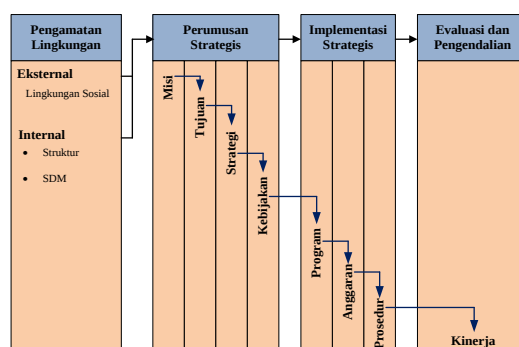


Figure 1 Stages of Strategic Management
Source: Wheelen & Hunger (2012)

The purpose of the implementation and use of strategic management in the public sector can be explained as follows. (1) To implement and evaluate the chosen strategy effectively and efficiently. (2) To re-evaluate performance and/or review and reassess the situation and make various adaptations (adjustments) and improvements (corrections) in the event of discrepancies in the execution or

implementation of the strategy. (3) To update the strategy that is formulated and executed to suit developments in the external environment (external). (4) To review existing business strengths, weaknesses, opportunities and threats. (5) To always innovate products so that they are always in accordance with consumer tastes.

Method

This research begins, by identifying internal variables which are internal factors of the company with indicators of the 7P elements of the marketing mix according to (Kotler & Armstrong, 2012), namely product, price, place, physical evidence, people, process, promotion. External variables in this study consist of several aspects from the external environment of the company according to (Salman et al., 2017). The types of data in this research are quantitative and qualitative, and data sources are primary and secondary data. The method used to determine sample in this study using non-probability sampling. The non-probability sampling technique is a sampling technique that does not provide an opportunity for each member of the population to be used as a research sample (Ridwan & Kuncoro, 2012). The non-probability sampling technique used in this research is purposive sampling. According to (Ridwan & Kuncoro, 2012) purposive sampling is a sampling technique used by researchers if the researcher has certain considerations in taking the sample or determining the sample for a specific purpose. The sample are General Manager, Resort Manager, and all staff from the Sales and Marketing Department totaling 7 people. The collection methods used in this study were interviews and questionnaires.

This study uses a combination of several analysis techniques were IFAS (Internal Factor Analysis Summary) matrix EFAS (External Factor Analysis Summary) matrix IE (Internal-External) and SWOT matrix. According to (Rangkuti, 2016), the tools used for compiling the company's strategic factors is a SWOT matrix, and QSPM (Quantitative Strategic Planning Matrix) analysis. According to (Purwanto, 2012) QSPM analysis is an analysis that is used to find the alternative strategy whether the best to be applied in a company. In analyzing the data in this study, the researchers observed and interviewed internal and external factors of the company to the corresponding respondents. Furthermore, sorting the data and identifying the result files from the interviews into tabulations of internal and external factors which will be used as questionnaires to be distributed and filled out by 7 respondents. The results of the distribution of the questionnaire will be used to measure the weight, rating, and score of the IFAS and EFAS. After obtaining the total IFAS and EFAS scores will be used to determine the current position of the company then combine internal and external factors into the SWOT matrix to formulate four strategies between SO (Strength-Opportunity) strategies, ST (Strength-Threat) strategies, WO (Weakness-Opportunity) strategies, and WT (Weakness-Threat) strategies. The final stage of data analysis in this study is to evaluate alternative strategies to find alternative marketing communication strategy that must be prioritized through QSPM analysis.

The main data sources in qualitative research are words and actions, as well as document data and interview results. In addition to field observations, namely observing research objects and documentation, this research was also conducted through interviews. In this study, researchers determined informants using purposive sampling techniques, namely choosing informants according to research objectives who really understood and related to job training at the Industrial Agribusiness Training Center (BLK AI) so as to provide precise and accurate information.

Data analysis technique

SWOT analysis is believed and widely used because it has been proven to be an effective tool in solving and helping to structure problems, especially by conducting an analysis of the strategic environment, which is commonly referred to as the internal environment and the external environment.

Table 2 SWOT Matrix (Rangkuti, 2006)

Internal Factor External Factor	Strength (S)	Weakness (W)
	Opportunity (O)	Threats (T)
	SO Strategy (Strategies that use strengths and take advantage of opportunities)	WO Strategy (Strategies that minimize weaknesses and take advantage of opportunities)
	ST Strategy (Using strengths to avoid threats)	WT Strategy (Strategies that minimize weaknesses and avoid threats)

The alternative strategies produced at least 4 (four) strategies as a result of the SWOT matrix analysis.

(1) Strength-Opportunity (SO) strategy. This strategy is made based on the mindset of utilizing all strength to seize and take advantage of opportunities as large as possible. (2) Strength-Threat Strategy (ST). Strategies in using strengths to overcome threats. (3) Weakness-Opportunity (WO) Strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. (4) Weakness-Threat Strategy (WT) is based on business activities to minimize existing weaknesses and avoid threats.

Results and Discussions

Analysis of Internal and External Factors

Based on the Strategic Management model developed by Wheelen and Hunger (2012) which uses 4 stages or dimensions, each of which has several indicators, namely environmental analysis (external environment and internal environment), strategy formulation, strategy implementation, then evaluation and control are as follows.

Table 3 Internal Factors

Factor	Parameter	
Strength	1	S Curriculum based on strengthening SKA (Skill, Knowledge, Attitude)
	2	S The ideal organization in support of the program
	3	S Competent instructors
	4	S Programs that provide knowledge and income (pocket money) for participants
	5	S Adequate facilities and infrastructure
	6	S The target audience for the program is diverse

Weakness	W 1	Don't have a permanent building yet
	W 2	There is no post-activity evaluation activity
	W 3	Only have 1 (one) type of vocational
	W 4	Socialization media (website, facebook, ig) that is not maximized

The results of the IFAS matrix calculations are presented in the following table.

Table 4 IFAS Matrix Calculation Results

Strength (S)	External factor	Quality	Rating	Score
S	1. Curriculum based on strengthening SKA (Skill, Knowledge, Attitude).	0.12	4	0.48
S	2. The ideal organization in support of the program	0.08	2.5	0.2
S	3. Competent instructors	0.12	4	0.48
S	4. Programs that provide knowledge and income (pocket money) for participants	0.12	4	0.48
S	5. Adequate facilities and infrastructure	0.12	4	0.48
S	6. The target audience for the program is diverse	0.12	3.5	0.42
	Strength total			2.54
Weakness (W)	1. Don't have a permanent building yet	0.08	3	0.24
W	2. There is no post-activity evaluation activity	0.12	4	0.48
W	3. Only have 1 (one) type of vocational	0.08	3	0.24
W	4. Socialization media (website, facebook, ig) that is not maximized	0.04	2.5	0.1
	Weakness total			1.06
	Total (S-W)			1.48

In addition to the calculation of the internal factors above, the following are external factors from the implementation of the Gianyar Agribusiness Training Center (BLK AI) strategic management.

Table 5 External Factor

Factor	Parameter	
Opportunity	O1	Ideal access area (located in the center of town)
	O2	High public interest
	O3	Supporting regional superior sector (eating and drinking accommodation)
	O4	The productive age population is quite high
Threat	T1	Globalization / development of Science and Technology (IPTEK)
	T2	The Covid-19 pandemic has limited large-scale activities

The following is the result of calculations from external factors, namely the threats and opportunities owned by the Industrial Agribusiness Training Center (BLK AI) of Gianyar.

Table 6 Calculation Results of the EFAS Matrix

Opportunity (O)	External factor	Quality	Rating	Score
O	1. Ideal access area (located in the center of town)	0.15	3	0.48
O	2. High public interest	0.17	4	0.70
O	3. Supporting regional superior sector (eating and drinking accommodation)	0.17	3.7	0.64
O	4. The productive age population is quite high	0.17	3.5	0.61
	Opportunity total			2.40
Threaten	1. Globalization / development of Science and Technology (IPTEK)	0.15	3	0.46
T	2. The Covid-19 pandemic has limited large-scale activities	0.17	3	0.52
	Threaten total			0.98
	Total (O - T)			1.42

Similar to the preparation of the IFAS table, the weighting and rating of the EFAS table also refers to how much influence and impact the factors of opportunities and threats have on job training at the Agribusiness Industry Training Center (BLK AI) (BLK AI) Gianyar.

Industrial Agribusiness Training Center (BLK AI) Gianyar is in quadrant I (one) with results (positive; positive) meaning the company has opportunities and strengths. The strategy that must be taken in these conditions is to support an aggressive growth policy or a growth oriented strategy by taking advantage of existing opportunities and the internal strengths of the organization.

In accordance with the research objectives which examine how the organizational development strategy at the Industrial Agribusiness Vocational Training Center (BLK AI) in order to improve job training performance is carried out based on internal and external factors that influence the course of job training at the Industrial Agribusiness Vocational Training Center (BLK AI) Gianyar, several strategies can be formulated, which are as follows.

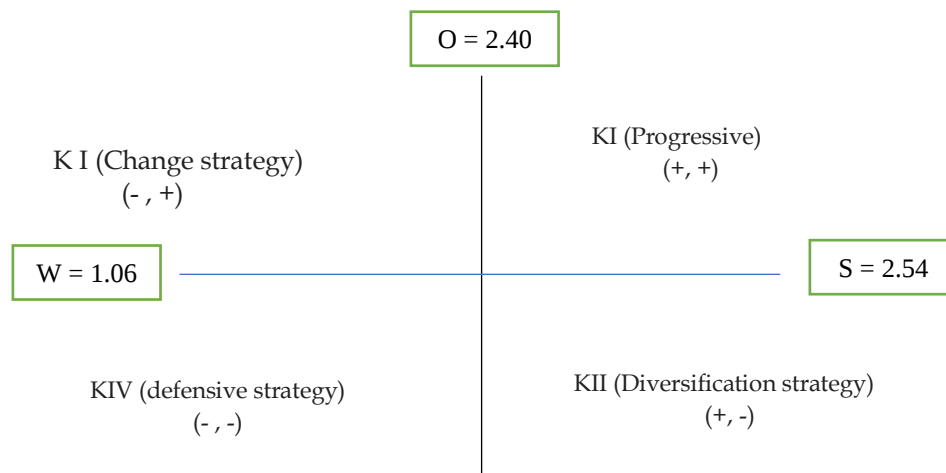


Figure 2 Matrix Space Agribusiness Industry Job Training Center (BLK AI)

	Strengths (Kekuatan)		Weakness (Kelemahan)	
	Internal	Eksternal	Internal	Eksternal
	1. Kurikulum berbasis penguatan SKA (Skill, Knowledge, Attitude) 2. Organisasi yang ideal dalam mendukung program 3. Instruktur yang kompeten 4. Program yang memberikan pengetahuan serta pemasukan (uang saku) untuk peserta 5. Sarana dan prasarana yang memadai. 6. Sasaran peserta program yang beragam		1. Belum memiliki gedung tetap. 2. Belum adanya kegiatan evaluasi pasca kegiatan. 3. Hanya memiliki 1 (satu) jenis program 4. Media sosialisasi (website, facebook, ig) yang belum maksimal.	
Opportunity	Strategi SO		Strategi WO	
1. Akses wilayah yang ideal (berada di pusat kota) 2. Minat masyarakat yang tinggi 3. Sektor unggulan daerah (akomodasi makan minum) yang mendukung 4. Penduduk usia produktif cukup tinggi	1. Merumuskan skema pelatihan yang prosedur dan targetnya lebih dinamis. 2. Pemberian pelatihan kepada instruktur program kejuruan dalam upaya pengembangan program. 3. Menambah kategori jenis peserta pelatihan. 4. Menggandeng Dinas Komunikasi dan Informatika untuk membantu penyebaran informasi. 5. Mensosialisasikan informasi pelatihan secara berkala dalam penyebaran informasi kepada warga. 6. Mendata seluruh penduduk usia produktif di Kabupaten Gianyar bekerja sama dengan BPS Gianyar.		1. Berkordinasi dengan bidang keuangan organisasi mengenai permasalahan gedung. 2. Melakukan studi banding pada BLK di kabupaten/provinsi lain untuk mengetahui kondisi-kondisi organisasi BLK di tempat lain. 3. Membentuk tim evaluasi guna menilai bagaimana kinerja organisasi pasca pelatihan kerja. 4. Membentuk website dan akun resmi dalam media sosial untuk mempermudah masyarakat mendapatkan informasi.	
Threats (Ancaman)	Strategi ST		Strategi WT	
1. Globalisasi perkembangan IPTEK 2. Pandemi Covid-19 membatasi kegiatan berskala besar	1. Menambah sarana pembelajaran di era pandemic dengan memaksimalkan kegiatan secara daring. 2. Mengadakan sosialisasi secara online agar tetap memberikan pengetahuan kepada masyarakat di era pandemic. 3. Melaksanakan prosedur dan kebijakan di era pandemi dengan taat saat proses pelatihan secara offline. 4. Menyediakan alat-alat penunjang protokol kesehatan. 5. Memodifikasi tata interior gedung agar peserta tidak berkumpul dengan skala besar		1. Pengadaan gedung. 2. Penambahan instruktur 3. Persiapan sarana dan prasarana protokol di era pandemic. 4. Koordinasi terkait anggaran, skema kegiatan, SOP mengenai penambahan jenis kejuruan.	

(steady increase, don't let it decrease). This strategy is considered appropriate in overcoming the problems that occur at the Gianyar Industrial Agribusiness Training Center (BLK AI).

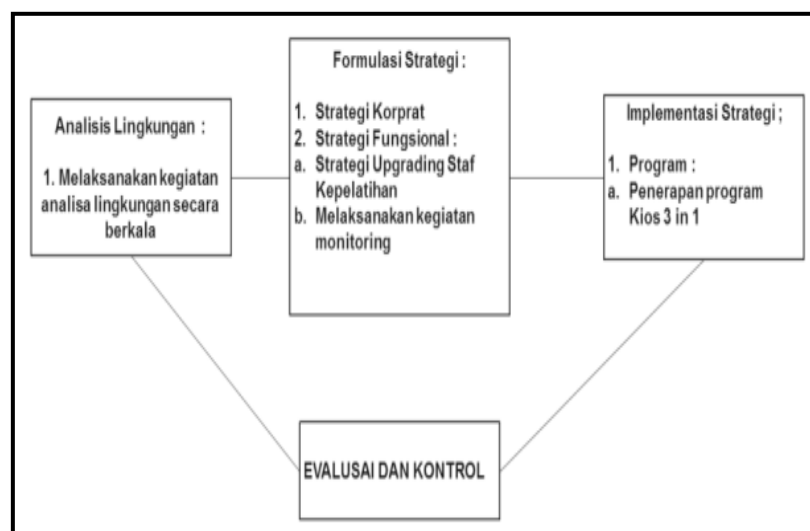


Figure 3 New Organizational Development Model Ideas

3.1 Environmental Analysis

Carry out environmental analysis activities on a regular basis. In carrying out environmental analysis indicators, the Industrial Agribusiness Training Center (BLK AI) requires an analytical tool called a SWOT analysis. The Industrial Agribusiness Training Center (BLK AI) Gianyar can quickly create a general and real picture of the organization's strategic situation. Environmental analysis using SWOT should be carried out periodically considering the changing external environmental conditions. After conducting a SWOT analysis that maps out the analysis of the company's external and internal environment, the company must think about how the company uses SWOT analysis in formulating the strategy to be carried out.

3.2 Strategy Formulation

Strategy formulation is the development of long-term planning for effective management through environmental analysis. In this indicator, the Industrial Agribusiness Training Center (BLK AI) is appropriate to apply strategies internally or for its own organization. These strategies are as follows:

3.3 Corporate Strategy

As a whole or all of the human resources at the Industrial Agribusiness Training Center (BLK AI) Gianyar have a general attitude towards the growth and development of things outside the organization that can affect the running of the organization. This general attitude can be said to be an open attitude, a sensitive attitude and an attitude of being willing to follow or an attitude of being willing to accept things outside the organizational environment.

3.4 Functional Strategy

Functional strategy is a strategy that should be implemented by an organization in order to achieve company goals by maximizing the resources they have. In a functional strategy, there are several ideas from the author on how steps or strategies can be carried out. This strategy is addressed to the Head of the Gianyar Industrial Agribusiness Job Training Center (BLK AI) with the following information.

3.5 Upgrading training program for training staff

An upgrading training program for training staff can be carried out by the head of the Gianyar Industrial Agribusiness Job Training Center (BLK AI) for training staff who are deemed capable or can be upgraded to their position as trainers. This can be implemented because the department

programs owned by the Gianyar Industrial Agribusiness Training Center (BLK AI) are still minimal. The Gianyar Industrial Agribusiness Job Training Center (BLK AI) can utilize its training staff to attend the necessary vocational basic education, so that if it is thought that procuring new instructors will take a long time and process, this solution can be used.

3.5.1 Carry out monitoring

Carry out the monitoring that has been regulated in the Regulation of the Minister of Manpower and Transmigration of the Republic of Indonesia No. 8 of 2014 concerning guidelines for implementing competency-based training to assess how the performance of the Gianyar Industrial Agribusiness Training Center (BLK AI).

3.5.2 Strategy Implementation

(1) Programs

In addition to the strategy mentioned above which is specifically implemented internally, there is also a strategy implemented by the Gianyar Industrial Agribusiness Job Training Center (BLK AI) regarding the implementation of programs that can be given to training participants.

(b) Implementation of the 3 in 1 (three in one) program

Implementing the program according to Law No. 13 of 2003 concerning Manpower which was strengthened by Government Regulation No. 31 of 2006 concerning the national job training system and PP No. 23 of 2004 concerning the National Agency for Professional Certification (BNSP). Implementation of the 3 in 1 Kiosk program at the Gianyar Industrial Agribusiness Job Training Center (BLK AI) is expected to have a positive impact on the current condition of society so that people have easy access to training, certification and getting jobs (placements). Apart from that, agencies/companies can also find and obtain skilled workers according to what is needed through this 3 in 1 facility, so that each party can benefit. There are three target models from the 3 in 1 Kiosk that can be carried out at the Industrial Agribusiness Job Training Center (BLK AI), namely as follows.

Improving the quality of competency-based training graduates to ensure placement according to market needs, increasing productivity in all fields and layers to ensure national competitiveness, encouraging apparatus and community initiatives, at central and regional levels to tackle unemployment.

(c) Evaluation and Control: Of all strategies, program formulation and others, evaluation and control is one of the activities that must be carried out as an assessment material.

Conclusions

Based on the findings and analysis of data regarding the Gianyar Regency Human Resource Development Strategy, it can be concluded according to these indicators, it can be concluded as follows.

In terms of internal factor indicators, the Industrial Agribusiness Vocational Training Center (BLK AI) Gianyar has the parameters of instructors or trainers, which in providing job training activities, the number is not ideal, but the current instructors are competent. In terms of facilities, facilities and infrastructure, although the age of the Industrial Agribusiness Vocational Training Center (BLK AI) is still relatively young, the facilities and curriculum of the Gianya Industrial Agribusiness Vocational Training Center (BLK AI) are complete and even quite superior. The facilities for the Industrial Agribusiness Training Center (BLK AI) in Gianyar are complete, although the kitchen for the training activities is not up to standard. Meanwhile, the curriculum is competency-based.

In terms of indicators of external factors, the Industrial Agribusiness Training Center (BLK AI) can be influenced by threats from outside, namely the community. In terms of the community parameter, the job training activities that were held were widely attended by the community in terms of the number of participants who registered for each activity. Apart from that, the productive age population and regional leading sectors also influence the course of job training activities. The high number of productive age groups is an opportunity for the Industrial Agribusiness Job Training Center (BLK AI) to provide skills for people of productive or working age.

In addition, there is also a threat to the course of job training at the Industrial Agribusiness Training Center (BLK AI), namely globalization and the Covid-19 pandemic, because in implementing job training, the Industrial Agribusiness Job Training Center (BLK AI) is not optimal enough in the use

of science and updated technology, besides this the era of globalization requires that the human resources needed are human resources that are able to compete on the international stage in accordance with the demands of the business world. In addition to the Covid-19 pandemic. One of the biggest threats to the Gianyar Industrial Agribusiness Training Center (BLK AI) in carrying out job training during this pandemic is the obstruction of all major activities involving the general public.

Strategy formulation is the formulation of a strategy that can be implemented after knowing how the internal and external environment is at the Gianyar Industrial Agribusiness Job Training Center (BLK AI). The strategy formula can be formulated as well as possible by the Gianyar Industrial Agribusiness Vocational Training Center (BLK AI) after knowing what are the strengths, weaknesses, opportunities and threats for the Gianyar Industrial Agribusiness Vocational Training Center (BLK AI). In accordance with the findings and analysis of the author, the Gianyar Industrial Agribusiness Training Center (BLK AI) in carrying out strategy formulation can be said to be good. Starting from the activities of formulating the vision and mission, strategies, policies. However, the Gianyar Industrial Agribusiness Training Center (BLK AI) does not yet have a specific strategy regarding job training being implemented.

Job training is given to people who have graduated from high school/vocational school/equivalent, then villages which they think need to get training, then the assisted residents of Gianyar Regency Penitentiary. There are two types of programs, namely Non-Boarding and MTU (Mobile Training Unit) which in their implementation do not burden participants with the slightest cost.

In implementing the program, the Industrial Agribusiness Training Center (BLK AI) only carries out one type of vocational, namely food manufacturing or processing in the context of processing cakes and bread. Most of the program is budgeted by the APBN, while only a little from the APBD.

In this indicator, the Industrial Agribusiness Vocational Training Center (BLK AI) has not carried out internal evaluation and control activities so that the Industrial Agribusiness Vocational Training Center (BLK AI) does not have its own assessment of organizational performance.

SUGGESTION

Organizations must analyze more deeply regarding the problems that occur at the Industrial Agribusiness Vocational Training Center (BLK AI) which have quite crucial weaknesses and require appropriate handling strategies to solve problems such as creating an official website, forming an evaluation team, and compiling SOPs in accordance with the activities that have been carried out.

Coordination and development of the Industrial Agribusiness Job Training Center (BLK AI) in the pandemic era. The activities carried out by the Industrial Agribusiness Training Center (BLK AI) experienced a delay in accordance with state directives, however, on the one hand, there was high public interest in the activities carried out. Coordination can take the form of a comparative study at BLK on how to develop programs in the pandemic era, in addition to coordinating with other agencies for the development of information, social services, etc.

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