

## Management of Human Resource Development for Social Welfare Workers: How Does the Garut District Social Service Utilize this Resource System?

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### Abstract

Human resources have an essential role in utilizing organizational systems and are required to have high performance and quality, human resources are one of the most critical factors in an organization, both public and private organizations because humans plan to oversee the implementation activities within the organization. Where the human in question must be sufficient in number according to needs and have adequate skills according to the demands of the tasks in the organization, this study uses a descriptive method with a qualitative approach and data triangulation analysis. The study results explain that the application of the concept of human resource management in the Social Welfare Personnel of Garut Regency generally applies a pattern of improving the performance of human resources, which is integrated into organizational culture education. it includes norms and values that direct the behavior of organizational members to behave by the prevailing culture to be accepted by their environment, over all the concept is expected to change systems and services to the community for the better, because of the rapid progress of science in the background. The organization must also be balanced with perfect human resources, because it cannot be denied that the application of organizational culture has an essential role in determining organizational growth.

*Keywords: Management, Human Resources, Social Welfare.*

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## A. INTRODUCTION

Humans are social beings who have the nature to socialize, work together, and need the existence of other humans, it is undeniable that humans are not able to live alone and most of their goals can be fulfilled if they are in good relationship with others, therefore the existence of An organization is needed as a forum that can gather and facilitate humans in working together and socializing (Destiana et al., 2015; Sedarmayanti & Rahadian, 2018). The organization is a means in which some people work together to achieve a certain goal, as well as within the scope of the organization of course it has the most important factors that can realize its various goals and one of them lies in the development of human resources, as we know. that the existence of human resources plays a major role in moving various actions and decisions in the realm of the organization, then the performance of human resources is highly demanded to be able to develop and run every management system that can advance the organizational environment for the better, for that to support the achievement of ideal and transparent organizational goals, it is necessary to develop quality and highly integrated human resources (Kuchinke, 2010; Suryani., 2018).

The development of the quality of human resources in Indonesia has not yet been implemented, even now it is caused by a centralized system that does not provide opportunities for regions to be able to develop optimally, especially in terms of developing education, making the improvement of human resources in Indonesia not evenly distributed as a whole. , but with the enactment of Law No. 22 years. 1999 which the government later revised through the decision of Law No. 32 years. 2004 which contains about improving the quality of human resources to optimize and advance the role of public organizations to provide the best services to the community. Human resource management is a means to improve the quality and knowledge of human capabilities. By improving human resources, it will also improve the performance and power of work, so that it can realize employees who have discipline and high performance so that a big role from the leadership is also needed.

Human resource management is one of the pillars of improvement in addition to institutional aspects and system utilization, as contained in various management literature, the achievement of organizational goals managerially begins with the planning function, the involvement of the apparatus in planning has a significant role, especially about attitudes and behavior, the attitude of

the apparatus involved in planning plays an important role in achieving the performance of public sector organizations in addition to the influence of several other technical variables. Suppose in the planning stage, quality human resources have an important role in achieving the targets set. In that case, the next bureaucratic managerial process in the form of direction, implementation, and evaluation must also be supported by quality officials (Ulumudin, 2017).

In such a context, human resource management is challenged to answer the problem of improving the quality of the apparatus. Until now, the quality of the bureaucratic apparatus in providing public services in Indonesia is still a very serious problem. People as users of bureaucratic services often complain about the quality of the apparatus in carrying out their functions. Various forms of complaints arise starting from the service process, the time needed to complete the affairs, the attitude and behavior of the apparatus, to those relating to the quality of service results, these serious unresolved problems in the end positioned Indonesia as a country that is not conducive to public services (Rozarie, 2007; Jufrizen, 2017; Achmad, 2021).

Human resources are one of the most important factors in an organization, both public and private organizations, such as the existence of the District Social Welfare Personnel in the Garut Regency area who supports the implementation of a performance-based budget approach to mapping targets and utilizing the District Social Welfare Personnel in development of social welfare, In line with the above description, the task of the District Social Welfare Personnel (TKSK) of Garut Regency which is under the coordination of Pasirwangi District, Garut Regency is functioned to handle the handling of Persons with Social Welfare Problems (PMKS), especially those that occur in Garut Regency, as for The task of TKSK in the implementation of social welfare by Law No. 11 of 2009 concerning social welfare includes, collecting data on the Handling of Social Welfare Problems and Potential Sources of Social Welfare needed in the settlement. social welfare budget (Kurniawan, 2013; Sunarsi & Teguh, 2020).

Through human organizations can coordinate and communicate many actions, organizations can create powerful and reliable social tools. The organization can combine its resources with the support of other resources outside the organization, namely by intertwining organizational leaders, workgroups or experts, machines and raw materials into one. At the same time, the organization continuously reviews the extent to which it has functioned and tries to adapt to the expected goals so that employee performance is achieved optimally, therefore, the organization is required always

to develop and improve the performance of its members. Performance improvement is closely related to how the organization develops the organizational culture in it (Sururi, 2017).

Good governance has a broad role, namely improving and increasing the rights of citizens (decent standard of living) integrated with the government sector, the private sector and the community sector, including non-governmental organizations (NGOs) through programs services, regulation and empowerment of the community as a whole. The role of the government both at the center and in the regions is very important in realizing the ideals and goals of the state, nation and society, as stated in the preamble of the 1945 Constitution. Organizations as a tool to achieve common goals (objectives of the organization and its members), as stated in the Government Regulation of the Republic of Indonesia Indonesia No. 53 of 2010 concerning the discipline of Civil Servants in chapter II (articles 3 and 4). The Government Regulation explains the obligations and prohibitions of employees, especially civil servants (PNS). This relates to the work culture in an organization that depends on its human resources (HR). Views about work culture generally emphasize the importance of shared values that become a binder among organizational members that influence the behavior of organizational members. The importance of work culture can also distinguish one organization from another.

## B. METHOD

This study uses descriptive analysis research with a qualitative approach. Researchers also want to examine a phenomenon that discusses the management of human resource development in a government office environment, in qualitative research, researchers need to explain the occurrence of a phenomenon based on a theoretical framework that is structured during the research, thus researchers do not need to be hampered by the theories contained in the research. various literatures that have been built previously, besides that qualitative research aims to capture and understand the meaning of a context in the conditions of discovery in the field. problems in qualitative research are confined to a narrow space, with a low level of variation, but have unlimited depth of discussion. Meanwhile, problems in quantitative research are usually general, have a wide area and complex levels of variation, but are located on the surface.

This qualitative research process involves important efforts such as, asking questions, developing procedures, collecting specific data from informants or participants. Analyzing data inductively, reducing, verifying, and interpreting or capturing the meaning of the context of the problem under study. Data collection techniques carried out in this study were interviews and documentation, the use of structured interview instruments was intended to obtain more in-depth information about the object to be studied (Patilima, 2005; Istiantara, 2019).

## C. RESULT AND DISCUSSION

### The Influence of Human Resources Capability on Public Services for Social Welfare Workers

Human resource management in general is a management system that is intentionally designed to ensure that the potential or talent of all individuals in the organization can be utilized (used) effectively and efficiently (Hidayat, 2018). The individual utilization is intended to achieve the goals and targets that have been determined within the scope of the organizational system, the system is then implemented into several human resource management functions which ultimately form a planning function which regulates the preparation of job analysis, HR recruitment followed by selection and placement of human resources in relevant positions, then successively the functions of performance appraisal, training and development of career management in positions, fostering relationships between individuals (employee relationships), as well as designing various quality work-life programs, the quality of human resources is a source of resources. Power that comes from humans can also be called power or strength, something that must be intact and of good quality, it can be seen from relatively easy aspects to relatively complex aspects to be managed and developed (Risnawan, 2018; Mustaqim, 2016).

HR strategic management is a process that connects human resource functions with the organization's strategic goals to make continuous improvements to its human resources. Therefore, strategically linking human resources with the organization's mission to achieve a goal becomes very important. The main goal of HR management is to achieve excellence by strategically allocating qualified employees, the important thing that needs to be considered by government organizations in developing quality human resource management competencies can

be started from the alignment stage. The alignment of HR management is to integrate decisions about people with decisions related to the results to be achieved by the organization.

Strategic management of human resources has four important meanings in the development process, including (1) utilizing planning (2) a coherent approach in the design and personnel management system based on personnel policies and staffing strategies which are usually also based on a certain philosophy. (3) align HR activities with several important policies (4) view employees as strategic resources to achieve competitive advantage (Fauzi et al., 2017; Winedar & Wibowo, 2019).

Several basic principles make human resource management strategic for an organization based on the needs of an organization, of course it is necessary to assign competent people with the types of competencies possessed to run the organization's wheels. Therefore, it is also necessary to take steps to identify behavioral criteria and the recruitment and selection process, either through promotion or transfer, the process is carried out based on the standards in the job description assigned to a person, so that based on this standard the selection of the right person to occupy a position is required. can be done. Based on the standards and criteria set, only performance measurement and potential development can be carried out so that people who have abilities with average conditions can be developed and utilized so that they have competencies that are by the organization's needs.

#### Competence of Human Resources in Social Welfare Workforce Environment

Competence is the capacity that exists in someone who can make that person able to fulfill what is required by the job in an organization so that the organization can achieve the expected results. According to Government Regulation Number 101 Article 3 concerning Education and Training of Civil Servants Positions, it states that the competencies and characteristics possessed by a civil servant are in the form of knowledge, attitudes, and behaviors required in their duties and positions, thus the competencies possessed by employees/individuals are directly related to with a job that is by the abilities and knowledge possessed so that the competencies possessed will determine the appropriate position in the organization. Determination of positions in an organization is very important, because it is related to one's abilities and knowledge. By placing employees in a certain position and according to the competencies possessed, it will affect the organization's performance.

The implementation of a reliable recruitment system is considered a starting point in human resource development. This includes an assessment of education and skills requirements as expected. It must be by policies and procedures designed by the organizational climate, as we know that every Government Organization, both provincial and regional levels, requires organizational human resource management to run systematically and efficiently. Many local governments have not developed a comprehensive human resource management system, even though human resource management is important in organizations to respond properly and appropriately to changes in the organization's external environment. Organizational adaptability to changes in the external environment can be developed by increasing human resources' capacity and competence. Human resource development means realizing the social responsibility of an organization, including government organizations (Fathoni, 2019; Sinambela, 2021).

In carrying out activities to achieve the goals that have been set, the local government must have a pattern of developing a human resource management system, in responding to various challenges of changes in the internal and external environment of the local government, human resource development must be carried out sustainably. As one of the public organizations in Indonesia, the existence of the Ministry of Social Affairs is aimed at initiating the formation of the District Social Welfare Personnel (TKSK), especially in the distribution of social participation in the Garut Regency community, in this case the local government is required to carry out social welfare development up to the sub-district level. in a better direction, development must be carried out synergistically between the government, the community and these public institutions.

Referring to Law No. 11 of 2009 concerning social welfare, namely the fulfillment of the material, spiritual, and social needs of citizens to live properly and be able to develop themselves, so that they can carry out their social functions. The District Social Welfare Officer is the implementer of social assistance that can bridge the Ministry of Social Affairs program to mobilize the community and other welfare potentials. In this case, the Regional Government, Pasirwangi District, Garut Regency is expected to foster and utilize the District Social Welfare Personnel in the development of social welfare. District Social Welfare Personnel (TKSK) of Garut Regency, which is under the coordination of Pasirwangi District, Garut Regency, supports every handling of People with Social Welfare Problems (PMKS) especially those that occur in Garut Regency. Performance is a result produced by an employee defined to achieve the expected goals (Ratnasari, 2019; Akbar, & Kartika, 2019).

The tasks of sub-district social health workers in the implementation of social welfare by Law No. 11 of 2009 concerning social welfare include, (1) Conducting social mapping in the form of collecting data on the Handling of Social Welfare Problems and Potential and Social Welfare Resources needed in the implementation of social welfare. within the community (2) Implement and assist the implementation of social welfare assigned by the Ministry of Social Affairs, provincial social services/agencies, district/city and sub-district social services/institutions (3) Coordinate with PSKS and other social welfare human resources in the administration of welfare (4) Carry out synergies, integration and synchronization with the sub-district head or the organizational apparatus below it between the organizers of social welfare and the organizers of general government tasks or community empowerment at the sub-district level.

Indicators of work quality in the Pasirwangi District office, Garut Regency, are indeed sufficient to provide good service, while some of the shortcomings can be seen from the lack of support for facilities and infrastructure and the weak improvement in human resource development that does not run according to the criteria desired by the public institution, as for the quantity The results obtained from the performance of social welfare workers in the Pasirwangi sub-district of Garut Regency are still considered less than optimal, this can be proven from the results of interviews with the Community Welfare Section of Pasirwangi District, Garut Regency, where the program issued by the social service which is bridged by the sub-district social welfare staff is still not running according to limits. the specified time, besides that there are several complaints in the community regarding the delay in the delivery of non-cash food assistance which often exceeds the predetermined time limit (Abramovitz, 2017; Muis et al., 2018). After observing some of the problems and shortcomings that exist in the Pasirwangi sub-district office, Garut Regency in the service process provided to the community, it is necessary to improve and develop appropriate services to support the implementation of a quality service, as for some indicators that need to be improved by public institutions in The Pasirwangi sub-district area will be described in the following table:



Table 1. Operationalization of Research Variable

Variable	Dimension	Indicator
Employee Performance Effectiveness	Implementation Control	a. Division of tasks
		b. Skill Upgrade
		c. Responsibility
		d. Evaluation
	Productivity	a. Input use of human resource
		b. Activity implementation process
		c. Output or conformity of work implementation with work standards and work assessments
	Quality	a. Carry out work programs with full responsibility
		b. Able to carry out all the tasks that have been given in a timely manner
	Efficiency	a. Timeliness of implementation
		b. Target setting
		c. Speed time and goal achievement
		d. saving time, cost, implementer
	Flexibility	a. Can carry out the duties, authority and delegation from superiors
		b. Able to cooperate with other institutions or parties to be able to complete every job
	Satisfaction	a. Feeling towards task/work
		b. Salary received
		c. Role within the organization

Based on the table above, we can conclude that improving the quality of human management in an organization affects employee performance. If one factor does not work well, other factors can be hampered. Individual performance is the work of employees in terms of quality and quantity based on predetermined work standards. Individual performance will be achieved if it is supported by individual attributes (ability, expertise, background and demographics) and other work efforts. Social Welfare Development is carried out to achieve a physically, spiritually, and socially prosperous community life according to human dignity. This is carried out in the context of prevention, development, rehabilitation, and support. The target of social welfare development is not only for those who fall into the category of people with social welfare problems, but can benefit the whole community.

To encourage local government efforts in implementing social welfare development to the sub-district level towards a better direction, the Ministry of Social Affairs must form an organization with competent human resources competencies and knowledge, abilities, skills, and personality characteristics that affect performance. directly in initiating the formation of the District Social Welfare Personnel (TKSK). As for the realization of community social participation as a policy that refers to Law No. 11 of 2009 concerning social welfare, namely the fulfillment of the material, spiritual, and social needs of citizens to live properly and be able to develop themselves, so that they can carry out their social functions. The District Social Welfare Personnel is the implementer of social assistance who can bridge the Ministry of Social Affairs program to mobilize the community and other welfare potentials (Hollenbeck & Jamieson, 2015; Aryani, 2019).

In an era of intense global competition, human resources are considered one of the most important factors playing a major role in maintaining the sustainability of an organization. Human resource investment aims to gain benefits for the organization in either the long or short term. Through the skills and abilities possessed by employees, they will be motivated to continue learning to build a superior business environment. Human resources are used significantly as a driver of other resources and have a strategic position that contributes to realizing the company's organizational performance by more competitive advantage. There are several indicators of competence in human resource management that are very influential on the development of a public organization, including knowing and understanding knowledge in their respective fields concerning duties and responsibilities at work, then knowing the overall main tasks of the organization, knowing how to use information, and knowing how to use information. equipment

and techniques correctly and appropriately, able to complete tasks well, overcome various problems and obstacles, and provide appropriate service information to the wider community accompanied by creativity and high morale.

#### Dimensions of Organizational Culture

District Social Welfare Workers as government organizational institutions in the Garut Regency area, of course, cannot be separated from a circle of obstacles and problems. Still, through improving the performance of human resources, it is hoped that they can change systems and services to the community for the better, because of the rapid progress of science. Knowledge in the organizational environment must also be balanced with perfect human resources (Trang, 2013). Organizational culture has an important role in determining organizational growth. Organizations can grow and develop because of the organizational culture in them, so organizational performance increases. However, it is not uncommon for organizations to be destroyed because they cannot maintain a productive organizational culture. Organizational culture as a set of norms consists of beliefs, attitudes, core values and behavior patterns, shared by people in the organization, besides the concept of organizational culture also includes norms and values that direct the behavior of organizational members to behave by the prevailing culture to accepted by the environment. Another function of organizational culture includes the subject of solving external and internal problems whose implementation is carried out consistently by a group which then bequeaths to new members as the right way to understand, think and feel about problems related to the above (Arianty , 2015; Monkelbaan, 2019 ).

Organizational culture has a very strategic role in encouraging and improving organizational performance effectiveness, especially employee performance both in the short and long term. The role of organizational culture is as a tool to determine the direction of the organization. In contrast, the four functions of organizational culture include (1) Providing identity to employees (2) Facilitating collective commitment (3) Promoting social system stability (4) Shaping behavior by helping managers feel their existence. Each of these characteristics takes place on a continuum from low to high. Organizational culture as a set of systems, beliefs, and norms that have long been in effect, agreed upon and followed by members of an organization as a guide for behavior and solving problems in an organization. Organizational culture is a way of life and lifestyle of an

organization that reflects the values or beliefs held by members of the organization (Ulumudin et al., 2019).

Organizational culture tends to establish high ethical standards among its members in terms of risk tolerance. If a strong culture supports high ethical standards, it will have a very powerful and positive influence on worker behavior. To create an ethical organizational culture, the company represented by managers must emphasize the development of employee strength, provide more rewards than punishment, and emphasize the vitality of individual growth. Organizational culture in an organization or company is usually associated with values, norms, attitudes and work ethics that each component of the organization. These elements are to monitor employee behavior, the way they think, cooperate and interact with their environment. If the organizational culture is good, it will be able to improve employee performance and will be able to contribute success to the company (Risnawan, 2018; Nawangsari & Sutawidjaya, 2019).

Based on the observations of researchers, the application of organizational culture in the Garut Regency Social Welfare Workforce is felt to be less than optimal, where there are still employees who are less disciplined in carrying out their work. This can be seen from the attitudes and behavior of employees in providing services that have not given satisfaction to the community. According to the results of researcher interviews with several sources in the field, things that are often complained about are the duration of service to consumer complaints that are responded to in a long time later, the lack of support for facilities and infrastructure, this causes there are still complaints from some consumers of Social Welfare Workers, which means there are organizational values or norms that have not been implemented significantly by employees. This condition also causes employee job satisfaction to decrease, which will consequently affect the performance of the Social Welfare Workforce organization in Garut Regency.

### C. CONCLUSION

Human resource management is part of management science that focuses its attention on regulating the role of human resources, besides that human resources are more strategic for an organization in achieving the goals that have been set. As one of the public organizations in Indonesia, the existence of the Ministry of Social Affairs is aimed at initiating the formation of the

District Social Welfare Personnel (TKSK), especially in the distribution of social participation in the Garut Regency community, in this case the local government is required to carry out social welfare development up to the sub-district level. In a better direction, development must be carried out synergistically between the government, society, and public institutions by implementing and developing strategic, efficient and responsible human resources for public services in the Garut Regency area.

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