AN ANALYSIS OF HUMAN RESOURCE DEVELOPMENT AT THE PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY OF BANDAR LAMPUNG CITY

Rohadi Yusuf[1],
Agus Purnomo[2],

Universitas Bandar Lampung[1]
Universitas Bandar Lampung[2]

email: agus.purnomo@ubl.ac.id

ABSTRACT

This study examines the efforts of Human Resource Development (HRD) at the Personnel and Human Resource Development Agency of Bandar Lampung City. Using a qualitative descriptive method, the research aims to explore and describe the current condition of HR development within the agency. Data were obtained through field interviews and document analysis. The findings show that HR development in the agency includes several aspects: (1) Education, where there are still employees whose highest level of education is senior high school; (2) Training, which has been implemented but not all employees participate in it regularly; and (3) Skills, where most employees demonstrate adequate work competence, although it has not yet reached an optimal level. Supporting factors for HR development include: (1) opportunities to pursue formal education, (2) access to training programs, and (3) individual motivation for self-improvement. However, several inhibiting factors were also identified, such as: (1) the relatively low educational background of some employees, (2) the lack of supporting facilities and frequent power outages that disrupt work processes, and (3) limited educational assistance for employees who wish to continue their studies. This study highlights both the progress and challenges of human resource development within the agency and provides insights for future policy improvements.

Keywords: *Development, Human Resources, Staffing.*

INTRODUCTION

Human Resources (HR) are a crucial component in supporting the achievement of organizational objectives (Nugroho, 2022). HR refers not only to the personnel or workforce employed within an organization but also to their potential and competence, which serve as intangible capital contributing to the organization's overall productivity and sustainability(Raudeliūnienė & Meidutė-Kavaliauskienė, 2014). In the era of globalization, managing HR has become increasingly complex, requiring a well-structured system to develop a competent, adaptive, and innovative workforce. The need for a qualified civil apparatus is particularly urgent in local governments, which are entrusted with implementing increasingly complex tasks under the regional autonomy mandate(Ariss & Sidani, 2016).

The Personnel and Human Resources Development Agency (BKPSDM) of Bandar Lampung City holds a strategic position in facilitating the implementation of regional autonomy by aligning the local workforce with government priorities and enhancing administrative efficiency. However, this agency

faces numerous challenges in human resource development, such as the presence of civil servants with only high school qualifications, limited access to continuous education and training, inadequate support facilities, and the absence of specific policies and funding support to encourage employee development. These issues reflect an urgent need for a systematic and strategic approach to human resource development.

The growing public demand for quality services has further increased the pressure on public institutions to innovate and perform efficiently. BKPSDM, as a key agency within the local government structure, must proactively develop its employees to improve the quality of governance and public service delivery. Effective HR development is essential not only to improve employee competence but also to align individual aspirations with organizational goals. According to Mahsun & Rizal, (2021) human factors are a decisive element in the success or failure of an organization, particularly within regional governments. Hence, enhancing the quality of public servants is fundamental to ensuring effective and accountable regional autonomy (Werdhiastutie et al., 2020).

Despite the recognized importance of HR development, several constraints remain within the implementation framework at BKPSDM. Employees pursuing higher education often face difficulties in balancing academic responsibilities with professional duties. Moreover, the absence of internal regulations and financial support further hinders their progress. Training programs are limited in scope and accessibility, often failing to reach a wider segment of the workforce. This condition is exacerbated by the over-representation of certain individuals in external training programs, reducing opportunities for others and limiting the diversity of perspectives within the agency.

Table 1. Educational Background of Civil Servants at BKPSDM Bandar Lampung City

No.	Education	ASN	Contract Employee
1	SMA	2	9
2	DIPLOMA	1	4
3	SARJANA (S1)	18	7
4	MAGISTER (S2)	14	-
	TOTAL	**35**	**20**

Source: BKPSDM Bandar Lampung City, 2024.

These gaps underscore the critical need for a structured, comprehensive human resource development model that incorporates education, training, and skills enhancement. A significant proportion of employees still require capacity building initiatives to meet the evolving demands of local governance. In light of these issues, this study seeks to analyze the current HR development practices at BKPSDM Bandar Lampung, identify obstacles and supporting factors, and propose strategies for improving employee performance and institutional effectiveness.

LITERATURE REVIEW

a. Concept of Human Resources

Human resources are the most valuable assets in an organization, as they not only carry out organizational activities but also contribute ideas, innovation, and leadership(Djajasinga et al., 2021). In the era of globalization, human resources have become strategic capital that influences both organizational progress and sustainability. According to Midhat Ali et al., (2021) human resources refer to individuals working within an organization, representing both potential and intangible capital that contributes to organizational goals. Effective human resource management ensures that the workforce is aligned with strategic objectives while also promoting individual growth and motivation. This dual focus fosters not only productivity but also personal fulfillment, making human resources the backbone of organizational success (Myung et al., 2021).

b. Human Resources Planning

Human resource planning is a strategic process aimed at forecasting the organization's future workforce needs in both quantity and quality. It ensures that the right personnel are available at the right time to meet organizational goals. According to Abhipsa Pal (2018), HR planning includes analyzing current workforce data, anticipating future needs, and aligning workforce development with organizational strategy. This involves collaboration across departments and includes evaluating employee qualifications, skills, experience, and career development opportunities(Dixit & Sinha, 2020). An effective HR planning process enables better recruitment, cost-efficient labor deployment, and workforce adaptability in facing external and internal challenges (Sabir, 2017).

c. Human Resource Development

Human resource development (HRD) refers to all structured efforts to improve employee competence through education, training, and career advancement, aimed at enhancing individual performance and achieving organizational goals (Wu, 2023). As stated by Midhat Ali et al., (2021) HRD focuses on behavior change, skill enrichment, and knowledge development through programs tailored to both individual and institutional needs. The process involves formal education, job-oriented training, and intellectual capacity building to strengthen employees' readiness for greater responsibilities (Reddy, 2017). HRD is critical not only for improving individual performance but also for increasing organizational competitiveness, especially in the face of changing job demands and technology (Myung et al., 2021).
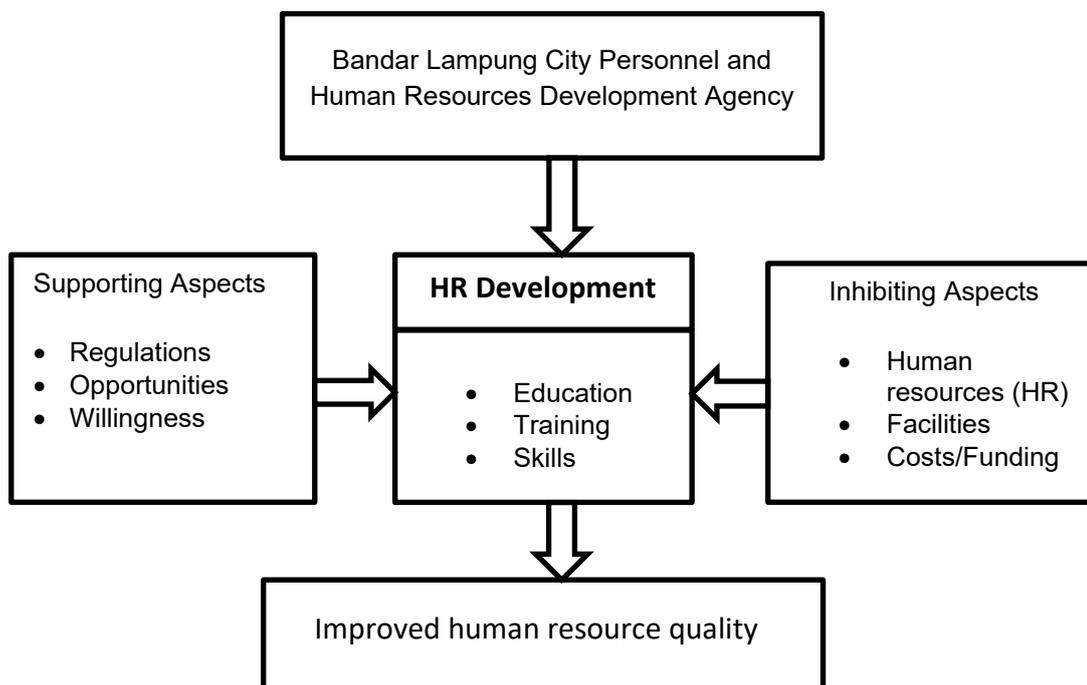
d. Conceptual Framework

Figure 1. Conceptual Framework

METHODOLOGY

a. Research Method

Considering the research background and objectives, the researcher determined that a qualitative descriptive approach is the most suitable method for this study(Aspers & Corte, 2019). This approach allows for a comprehensive description of human resource development within the Civil Service and Human Resource Development Agency (BKPSDM) of Bandar Lampung City. Qualitative methods are particularly effective for understanding the nuances of human resource development as they emphasize the collection of rich and detailed information. Data collection was conducted through direct interaction with informants in the field, utilizing interviews and document analysis to obtain relevant insights. This combination of techniques enabled a deeper exploration of the subject matter and contributed to a more thorough understanding of the development processes involved. Unlike traditional statistical methods, qualitative research provides insights often inaccessible through quantitative analysis by exploring the complexities of human experiences.

b. Data Sorces

This research utilized both primary and secondary data sources to support its objectives. Primary data was obtained through direct fieldwork, specifically via interviews with key informants involved in human resource development at the Civil Service and Human Resource Development Agency (BKPSDM) of

Bandar Lampung City. These informants provided firsthand insights into the current conditions and practices of HR development within the agency. Meanwhile, secondary data was gathered through document analysis, including government reports, internal agency documentation, academic journals, and textbooks relevant to the topics of public service and human resource development. Together, these sources formed a comprehensive foundation for a thorough and credible analysis.

c. Data Collection Techniques

The data for this research were collected using two main techniques: in-depth interviews and document analysis. Informants were selected through purposive sampling, consisting of five key individuals: the Head of BKPSDM, the Head of the HR Development Division, one functional HR analyst, and two administrative staff members. These interviews provided firsthand insights into the implementation and challenges of human resource development at BKPSDM Bandar Lampung. Additionally, document analysis was conducted by reviewing books, academic journals, and other relevant scientific literature related to public service quality and human resource development. This secondary data served to support and reinforce the findings obtained from the interviews, providing a solid theoretical foundation for the research.

d. Research Location and Schedule

The research was conducted at the Civil Service and Human Resource Development Agency (BKPSDM) of Bandar Lampung City. This location was chosen based on initial observations that indicated notable HR development phenomena. The study took place over three months, from June to August, covering the stages of preparation, data collection, processing, analysis, report writing, and thesis defense.

RESULT AND DISCUSSION

a. Characteristics of Respondents

Human resource development (HRD) at the Personnel and Human Resource Development Agency (BKPSDM) of Bandar Lampung City is implemented through three primary approaches: education, training, and skills enhancement. This implementation aims to ensure that employees possess competencies aligned with the dynamic demands of bureaucratic work. Each employee is given the opportunity to pursue higher formal education, from undergraduate (S1) to postgraduate (S2) degrees, through collaborations with various universities in Bandar Lampung.

In addition to formal education, training plays a significant role in HR development. BKPSDM actively organizes technical training relevant to civil service tasks, such as computerized financial training and online promotion services. These training programs have proven effective in improving employees' technical skills and the quality of services delivered to the public and government leadership.

In terms of skills enhancement, employees are expected to show substantial improvement in work attitude, technical capabilities, and professional insight. The implementation has shown positive outcomes, especially among those who have participated in educational and training programs, who demonstrate higher competency and responsiveness in fulfilling their duties. Employee placement is also carried out based on educational background and individual expertise, which promotes organizational efficiency and effectiveness.

Nevertheless, several obstacles hinder the optimal implementation of HR development at BKPSDM. These include the presence of employees whose highest educational attainment is senior high school (SMA) and who have yet to pursue higher education. Moreover, supporting facilities such as computers and internet access remain inadequate, and no formal financial assistance is currently available for employees pursuing further education.

Overall, the HR development efforts at BKPSDM of Bandar Lampung City reflect a strong commitment to building a professional and competent civil service workforce that is well-prepared to meet public service demands. To achieve more optimal results, enhanced policy support and improved infrastructure are needed to overcome the existing challenges.

b. Supporting Aspects

Human Resource Development at the Personnel and Human Resource Development Agency of Bandar Lampung City is supported by several factors, including providing employees with opportunities to pursue formal education up to S1, S2, and S3 levels on a rotating basis through collaboration with local universities, regular training conducted by the agency and the city government, and employees' strong motivation to improve themselves through education and training

c. Inhibiting Aspects

Several obstacles in human resource development include employees with a high school education background who have yet to utilize opportunities for higher education, limited supporting facilities such as computers and suboptimal internet access, and the lack of educational assistance for employees pursuing undergraduate and postgraduate studies.

CONCLUSION AND SUGGESTION

a. Conclusion

Based on the research findings and discussions presented above, several conclusions can be drawn as follows:

1. The implementation of human resource development policies at the Personnel and Human Resource Development Agency of Bandar Lampung City includes (1) education,

where some employees have yet to continue their studies, (2) training programs that have been conducted and resulted in improved employee skills, and (3) skills, as most employees possess adequate work skills.

2. Supporting factors for human resource development include (1) providing employees opportunities to pursue formal education, (2) offering chances to participate in training activities, and (3) employees' motivation to improve themselves through formal education. Meanwhile, inhibiting factors consist of (1) the presence of employees with only a high school education background, (2) limited supporting facilities to complete tasks, and (3) the absence of educational assistance for employees continuing their studies.

b. Suggestion

1. It is essential to encourage every employee to continuously enhance their abilities through formal education and training, thereby improving the quality of human resources. Additionally, employees should be motivated to develop their skills and competencies to support better work performance and overall human resource capability.

2. The local government needs to provide adequate work facilities, such as sufficient computers and reliable internet access, to support employees in completing their tasks efficiently and optimally.

REFERENCES

Abhipsa Pal. (2018). Motivations of Individuals Participating in Social Media: A Cultural Perspective. *Journal of Modern Accounting and Auditing*, *14*(6). https://doi.org/10.17265/1548-6583/2018.06.003

Ariss, Akram Al. Al, Yusuf & Sidani, Y. (2016). Comparative international human resource management: Future research directions. *Human Resource Management Review*, *26*(4), 352–358. https://doi.org/10.1016/j.hrmr.2016.04.007

Aspers, Patrik & Corte, Ugo. (2019). What is Qualitative in Qualitative Research. *Qualitative Sociology*, *42*(2), 139–160. https://doi.org/10.1007/s11133-019-9413-7

Dixit, Ramnath & Sinha, Vinita. (2020). Addressing Training and Development Bottlenecks in HRM: Facilitating a Paradigm Shift in Building Human Capital in Global Organizations. In *Contemporary Global Issues in Human Resource Management* (pp. 141–161). Emerald Publishing Limited. https://doi.org/10.1108/978-1-80043-392-220201012

Djajasinga, Nico D., Sulastri, Lilis., Sudirman, Acai., Leonardo Sari, Acai., Lianto Rihardi, Eko. (2021). *Practices in Human Resources and Employee Turnover in the Hospitality Industry*.

Mahsun, Mahsun & Rizal, Rizal Kurniansah. (2021). Effort for Developing Excellent Human Resources in the Hospitality Industry. *Journal of Asian Multicultural Research for Economy and Management Study*, *2*(4), 25–32. https://doi.org/10.47616/jamrems.v2i4.180

Midhat Ali, Muhammad., Qureshi, Sheheryar Mohsin., Memon, Muhammad Saad., Mari, Sonia Irshad & Ramzan, Muhammad Babar. (2021). Competency Framework Development for Effective Human Resource Management. *SAGE Open*, *11*(2). https://doi.org/10.1177/21582440211006124

Myung, Dong-Ju., Shin, Gyung-Ho., Lee, Jeong-Hyun., Kim, Eun Ji & Lee, Beom-Seon. (2021). Development of Human Resource Management Program for Protected Horticulture. *Journal of Bio-Environment Control*, *30*(4), 356–366. https://doi.org/10.12791/ksbec.2021.30.4.359

Nugroho, Sukmo Hadi. (2022). The role of human resources management in organizational perspective. *Global Journal of Engineering and Technology Advances*, *10*(3), 012–018. https://doi.org/10.30574/gjeta.2022.10.3.0040

Raudeliūnienė, Jurgita & Meidutė-Kavaliauskienė, Ieva. (2014). Analysis of Factors Motivating Human Resources in Public Sector. *Procedia - Social and Behavioral Sciences*, *110*, 719–726. https://doi.org/10.1016/j.sbspro.2013.12.916

Reddy, Donthireddy Siva. (2017). Significance of Human Resource Development in Globalised Scenario. *International Journal of Trend in Scientific Research and Development*, *Volume-1*(Issue-6), 488–490. https://doi.org/10.31142/ijtsrd3536

Sabir, Almas. (2017). Motivation: Outstanding Way to Promote Productivity in Employees. *American Journal of Management Science and Engineering*, *2*(3), 35. https://doi.org/10.11648/j.ajmse.20170203.11

Werdhiastutie, Any., Suhariadi, Fendy & Partiwi, Sri Gunani. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, *3*(2), 747–752. https://doi.org/10.33258/birci.v3i2.886

Wu, Zhiheng. (2023). Developmental Human Resource Management Practices: Literature Review and Prospect. *SHS Web of Conferences*, *165*, 02020. https://doi.org/10.1051/shsconf/202316502020