**HUMAN RESOURCES DEVELOPMENT, AS KEY SUCCESSFUL ORGANIZATION**

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**Abstract**

The success of an organization in addition affected by various factors also strongly influenced by the quality of human resources, it is necessary to empower the human resources according to the needs of the organization, through education and training, so that human resources are ready to take their duties and responsibilities. Human resources are the most important part of the organization, one of the keys to organizational success is the level of quality and expertise of human resources of the organization, a dynamic organization and want to succeed in global competition.

Keywords: Empowerment, Human Resources.

**preliminary**

The success of a new employee or employee organization that will occupy a certain position, the need for education and training aimed at helping employees to be more ready to accept their duties and responsibilities. Training and development of human resources becomes a necessity for the organization, because of the demands of work and the capacity of the employees must be balanced through orientation and training programs, are necessary. It can be assumed that training and development is crucial for workers to work better and better for the work that was being held or conducted in the future, to prepare for their responsibilities in the future. That education and training are not considered routine, it must be designed according to the needs of the organization,

From the description of the above background, some of the problems in this study can be formulated:

1. Definition of Training and Development
2. Objectives Training and Development
3. This type of training and development of employees
4. Various types of training and development of employees
5. Stages in the training and development of employees

**Method**

The method I use in the preparation of this research is the study of literature, which is looking for books, documents, internet resources and other references relevant to the problem which the author discussed in this study, which consisted of two sources. We read from the source, then we conclude and we quote the material is important and what we were looking for. Then we set them in writing. The writing method of writing methods that I use in compiling this research is descriptive writing method, which the author tries to describe the issues discussed on the study results in writing that researchers get.

**result**

Empowerment of human resources Human resources are all the people (both leaders, staff, superiors, subordinates, permanent employees, temporary employees, etc.) As a member of the organization with the role and contribution of each which influence the achievement of organizational goals. Human resources are the most important part of the organization, one of the keys to organizational success is the level of quality and expertise of human resources of the organization, a dynamic organization and want to succeed in global competition, certainly will not ignore the human resource development).

In essence, the human resources employed in human form in an organization as a driving force to achieve organizational goals. "The term is constructed from two (2) concepts, namely development and human resources. The definition of the situation may be related to humans (employees) or organization. Naddler and Wiggs (1986) said" development activities unrelated to work, but growth-oriented , whether an individual or organization. "the following is an understanding of the definition of human resource development put forward by the experts, including the following: McLagan and Suhadolnik (Wilson, 1999: 10) says: human resource development is the use of training and development, development careers, and career development, and organizational development, are integrated with each other, to improve the effectiveness of individuals and organizations. Armstrong (1997: 507) states: "The development of human resources associated with the availability and development of learning opportunities, creating a training program that includes planning, organizing, and evaluation of these programs".

Stewart and McGoldrick (1991: 1) says: Human resource development involves a variety of activities directed at the impact the process of learning, both organizations and individuals. Harris and DeSimone (1999: 2) says: The development of human resources can be defined as a systematic and planned a series of activities designed by the organization in facilitating its employees with the skills needed to meet the demands of the job, both now and in the future. Mondy and Noe (1990: 270) says: Human resource development is planned and sustained efforts made by organizations in improving the competence of employees and organizational performance through training, education and development. According to Flippo, development is a process of 1). Training to improve the skills and knowledge to do a particular job. 2). Education related to the expansion of general knowledge and background.

From the definition of human resource development put forward by the experts concluded that the development of human resources is all the effort and process to improve and develop the quality of human resources of the organization, from a better state.

1. destination development

There are various objectives of human resources development, including: a) labor productivity, b) Improving the efficiency, c) Reduce or reduce the level of damage to production equipment. d) Reduce or no accidents in doing the job. e) Able to serve customers with better company. f) employee morale. g) Opportunities for career advancement was bigger. h) A leader is able to carry out their duties properly.

Of human resource development objectives above, there are two dimensions that are affected, namely the dimensions of individual and institutional dimensions / organization. Individual dimension refers to something that is achieved by an employee, as a result of the implementation of human resources. While the dimensions of institution / organization is the result of the Human Resources Development program.

Acceptable results from human resource development program called "output", which is output in the form of human resources quality has improved. If the "output" has been restored to their respective working places then the "output" (human resources) is expected to produce "results", which is output by the dimensions of the organization.

1. Principles of Development

The principle of development is to improve the quality and quantity and the ability of employees to work, but this can be said to be successful if it has been programmed in advance. In order for development activities that have been designed and planned to be carried out effectively, managers or employers should provide stimulation or hope to employees who will take part in the development program.

The program contains development targets, policies, procedures, budgets, participants, curriculum and implementation time. The final goal of the development process is to improve the effectiveness and efficiency of the work of each employee in his position. There are a variety of useful principles for employee development, including: a) Motivation b) progress report, d) Sports, e) Individual differences.

1. type Development

The types of development that can be done for employees include: a) Development of Informal, b) development of informal, for employees to do on his own initiative. Employees can train and develop their capabilities and skills by studying various books concepts and their applications, which are directly related to the work they do. c) Development Formal, formal development undertaken by the company at great cost. This kind of development is expected to meet the company's needs, both now and in the future.

1. methods Development
2. Methods of Education (Education) 1) Method Lecture 2) Discussion Method 3) Method Case Study 4) Business Games.
3. Methods Training (Training)

1) About the Job Training method is distinguished in two ways: a) How informal way to train others who are doing the work, then told to pay attention. b) How Formal appoint a senior employee to do the job and then a trainee doing the work in accordance with what is done by senior employees.

2) Space Home A form shapes trainers, coaches, trainers, coaches, trainers, coaches, trainers, coaches, one of the front room is a simulation. Simulation of real behavior in a way, no student is able to get into the real situation.

3) Intern apprenticeship system is used for jobs requiring relatively high skills. The apprenticeship program can combine job training and experience, as well as classroom instruction in specific knowledge in accordance with the objectives of the company. 4) Specialist Course This is a form of employee training is more like education rather than training, these courses are usually held to meet the interests of employees in specific knowledge areas or outside the field of employment. These courses are usually made in the form of lighting program, in which participants can learn by yourself and adjust the speed of their learning with their own abilities.

1. SWOT analysis in the development of human resources

In a development program needs to be measured to determine how successful the implementation of the development. The success of the development program can also be viewed from a cost perspective or from the perspective of all organizations or companies. Steps that can be used to measure the results of human resource development include: a) Changes in the performance of b). Changes in personality and behavior c). Exam d). Ratings by participants developing e). Inspection by experts

The problems experienced in the development program include: a). The cost for the company; b). Employee work time is absorbed or used by training; c). Possible transfer of jobs; d). Difficulty getting experienced trainers; e). Possible lack of feelings of employees who have received training, but not promoted; f). Determine the employees to be trained; g). Decide what type of training will be given. The most important factor for the future of the company called strategic factors, which are summarized by the term SWOT, which consists of the strengths, weaknesses, opportunities and threats (threats).

1. Career development

Suwanto (2008) states that career development is a formal approach to be available when needed. Career development consists of:

a. Career planning, ie how employees plan and realize their career goals;

b. Career Management, this process refers to how organizations design and implement employee career development program.

Career development is the result of individual career and organizational career management process. One hope is to get a position or a better position than before. Thus the career for employees is a requirement that seeks to fulfill. Therefore, the problem is the extent to which open career opportunities for employees, so as to provide a clear direction for efforts to be made to achieve it.

Means is effective coaching career that includes four characteristics, namely:

1. Performance career (a career performance)

 Directly related to the effectiveness of the organization, which reflects the level of individual contributions to organizational performance.

1. attitude career

Refers to the way people see and evaluate their careers.

1. Adaptation career (career adaptation)

Directly related to flexibility, competitiveness and organizational development. Thus, the ability to adapt career shows the application of knowledge, skills, and the most advanced technology in a career.

1. Identity Kairei (adaptability career)

Contains two major components, namely the level of consistent and clear awareness of the individual's interests, values, and hopes for the future, and the level of life of the individual who consistently every time.

**Exercise**

1. Understanding Training

According to Edwin B Flippo (1995: 76) is a particular work activity. Training is a short process that uses a systematic and organized procedure where non-managerial employees learn the knowledge and technical skills within a limited purpose. Training by Wexley and Yulk (1976: 282) is a term that indicates the planning, establishment and facilitating member organization in combining the skills, knowledge and attitudes in accordance with the existing situation. Meanwhile, according to Gary Dessler (1997: 263), is the process of teaching and training new employees or those who are currently the basic skills they need to perform their jobs.

Based on this understanding, the training means systematic changes of knowledge, skills, attitudes and behaviors that continue to raise the standard of human resources diinginkan.2. type of Training

The training methods can be divided into two, namely the training in-house and externally. In-house training (IHT) may be in the workplace training seminars, workshops, internal training, and computer-based training, whose source is in the company. While external training consists of courses, seminars, and workshops of money held by professional associations, educational institutions, professional trainers, conducted by other parties outside the company ..

1. Work training

The field orientation is usually conducted by the Human Resources department, involving new employees to be directly involved in company operations.

1. Training outside

Companies often use training from outside, in the context of understanding that they were trained outside the company by insiders or outsiders (outsourced).

According to Henry Simamora (2004) training methods can be grouped in three ways, namely: a) Presentation of information Provide information on the training of trainers; b). Mechanical simulation method application is done in training; c). Training in the workplace direct execution of training on the job being done.

3. Training Strategy

The strategy adopted in the training of human resources is as follows:

1. need Assessment

The need for training is not only done quantitatively but needs to be comprehensive, that is to review and inventory of personal performance quality that currently exists with what should have been able to finish the job.

1. Preparation and Implementation

Training To make the training preparation, need to hold a meeting with all the instructors. We should not assume that the curriculum or syllabus is adequate to handle the delivery of the material. Meeting with all observers are deviations from the stated purpose.

1. Placement and increase employee performance

This placement indicates variations. Some of them are promoted or placed in a higher position before attending training. There were originally the same position, and some are transferred to another position (mutation).

4. Benefits of Training

Andrew F. Sikula (1981: 236) states the purpose of training and development are:

1. productivity

By training to improve the skills, knowledge, skills, and behavioral changes.

1. Quality

The training can not only improve the quality of labor, but it is expected to reduce the possibility of errors in the work.

1. Human Resources Planning

With this training, it will be easier to fill vacancies in the company's workers, so that the workforce planning to do as good as possible.

1. Moral

With the training will be able to improve the performance of employees and thus may cause an increase in employee wages.

1. Compensation Indirect

Giving employees the opportunity to participate in the training can be interpreted as a reward for achievements reached in the past.

1. Health and safety

Is the best way to prevent accidents in the company that will create an atmosphere of quiet work.

1. prevention Outdated
2. Self-development

Provide opportunities for workers to improve their knowledge and abilities.

The benefits of training according to William B. Werther and Keith Davis, the benefits of training can increase a person's career path and help develop it.

5. Process Training

Neo (2005: 6) states that there are seven stages in the planning process of training to be effective.

1. Do a needs assessment.
2. Ensure that employees have the motivation and basic skills required by the training.
3. Create a learning environment.
4. Make sure that the contents of the participants to apply their training work.
5. Develop an evaluation plan that includes identifying the expected results of the training.
6. Select a destination and a learning environment based learning method.
7. Evaluate the program and make changes or revisions at an early stage so as to increase the effectiveness of training.

Components within a licensed training process:

1. Training Needs Analysis

Analysis level of organization required to determine which parts of the organization requiring the training program. Analysis of the level of the position, the task of training required. Analysis of individual level to determine the characteristics of the workforce. Determine the need for training with the analysis at the organizational level, position, assignment, and individuals can be performed using a particular use that will analyze the needs of the company. 1) Analysis of Performance "Performance is needed?" 2) Analysis Task "What It Takes?" 3) Study of Competence "Competence is needed?" 4) Survey of Needs Planning "The skills and what skills are needed?"

1. Target Training

Employee training required to complete part of the implementation of the required quality standards, it is necessary to improve the quality of work in order to prepare a specific employee to a higher position placement. Associated with the company is an important element for the company, the investment made by the company that is an investment in human resources is a very true. This means addressing the problems companies with a variety of problems, so management decisions about employee training and development activities should not stop.

1. training curriculum

Made training programs should be made in the program is really tailored to the order to meet the needs of the organization that organized and at the same time create the desired administrative planning. The most effective vehicle to meet Taylor artificial competition is through the preparation of appropriate curriculum that is supported by other activities linked to curricular activities. Some things to note are: 1) The duration of the training; 2) extra-curricular activities to support curriculum activities; 3) the necessary tools such as projectors and other equipment which of course fits perfectly with the techniques and methods to be used. 4) Trainees Before discussing the training program, prematurely and the number of participants who can participate in the training program is determined, such as age, gender, work experience, and educational background. In carrying out the program, to be carried out. 5) Coach (Coach).

Before the workout is done, management determines trainers who will train employees. For companies that do not have their own coaches, these institutions specifically provide for this.

1. Internal instructor

Is a person or a team coach assigned from within the company to provide training or education to employees.

1. External trainers

Someone who is a team manager from outside the company requested to provide training for employees.

1. combination Structure

Derived from a combination of internal and external is a joint team to provide training to employees.

6) Implementation

Before implementing the training program, the role of the leader is very meaningful. In giving tasks to subordinates, a leader must be able to act as a coach. In giving tasks to employees, must, and change methods of work for long-time employee, a leader must be able to study and describe certain forms of work into two phases of work by providing a detailed implementation instructions. In the implementation of the training program, the bias in the order provide practice is to make the preparation and serving and giving a chance to try out, and enable employees to do their jobs. The training program must end with an evaluation to determine the extent of the training targets achieved.

7) Evaluation of Training

Faustinno Cardoso Gomes (2000: 209-211) states that the training program can be evaluated based on information that can be obtained at five levels, namely:

a) Reaction

The size of the reaction was designed to find out the opinion of the participants of the training program.

b) Learning

Information obtained through this type of evaluation is to determine the extent to which the participants master the concepts, knowledge and skills covered in the training.

c) Behavior

The behavior of the participants, before and after training, can be compared with the level of training effect to changes in their performance.

d) The results of the organization

The aim of collecting information at this level is to examine the impact of training on working groups or the entire organization.

e) The cost-effectiveness

Intended to determine the amount of money spent on the training program, and whether the cost of a small training or experienced by an experienced organization.

**Discussion**

Core Training Program is an ongoing learning program that was developed to develop competence in the field of Management, Marketing, and General Management. As part of the career development program, school employees are required to follow the Core Training Program in accordance with their level of responsibility. While the Professional Training Program provides training and certification programs for certain functions, as well as specific training topics such as Service Excellence, Teamwork and Information Technology.

Importance of Training Needs Analysis

* 1. Training to be a solution that is not appropriate in addressing employee performance (although the solutions that must be done is to motivate employees, design of appropriate work, better communication about the expected performance of the Organization).
	2. The training program may have a material, purpose and method is wrong.
	3. Training participants may be included in the training program even though they do not have the basic skills, the necessary skills or confidence to participate in training.
	4. Training does not deliver the expected learning, behavioral changes or financial results are expected by the Organization.
	5. Wastage of funds for training programs that are less necessary because it is not associated with the organization's business strategy.
1. analysis of the Organization

Take into account a number of factors that can affect training requirements, namely: Staff changes, changes in technology, changes in work, the changing needs of the organization, the rule of law, economic development, competition in related industries, the pattern of the new work, hit the market, social policy, the aspirations of employees, variations in performance, and equality in opportunities.

1. Task Analysis (Task Analysis)

At the level of the group / work, the need can be determined by analysis of the work (tasks) and analyze the performance and productivity. Analysis of this task will determine the responsibilities and duties of various jobs. The purpose of training and performance management. Agencies that define criteria and performance standards and identify the level of knowledge, expertise, and experience necessary to meet the standards that have been determined.

1. Personal Analysis (Individual Analysis)

After conducting an analysis of the organization and task analysis, then review the extent of impact on employee training. Related agencies conduct surveys and interviews with employees who have attended the training program. Related agencies conduct training to see today's performance or expected performance in the future.

Therefore, the relevant agencies do your own analysis to determine the readiness of employees to participate in the training include:

a). Personal characteristics (skills, attitudes, beliefs, and motivations) needed to learn the material and apply it to the work program, and

b). Work environment that will facilitate learning and do not hinder the performance of employees. Creating a learning environment in the relevant agencies.

1. The expected goals:
2. Improving knowledge and improve employee performance
3. Can cope with the demand and the problems encountered.
4. Can give a plus point for employees and can achieve good performance for the company.
5. Learning environment:
6. Social background

Social background is meant here is the environmental factors, both in the family and the neighborhood where the process of formation of human character was first formed in the family and the family has the most important position in the process of maturation. In addition to family, neighborhood also has a very important role in the formation and maturation of human character. And in fact, many characters are formed from these factors.

1. Education

Education is a factor in the maturation process and the formation of human character that is full. Because education is the term learning and learning so that people become more aware than ever before. Where education itself is the accumulation of learning done in it.

1. Study and study

Told to learn is the process of human maturation or in another language is a process of positive behavior change or better. If the changes are not good or negative direction, then learning can not be said. From this process a number of knowledge or information transformation occurs from educators is the learner.

1. Experience

Of the factors mentioned above, it will create an experience for every individual who can affect the way people solve problems. Some say experience is the best teacher, the richer the person's experience will be very supportive in carrying out major tasks which it is responsible.

Training and Development Methods involving the participants' activities, such as the case study method, role playing, business games, and laboratory exercises. So the understanding of the participants of the training materials are expected to be better.

* 1. Classroom Training (training in classroom)

Participants get a briefing on the various materials in accordance with the type of training in the classroom guided by experienced instructors in their field.

* 1. Participant observation

Make observations about the handling of employees and their problems.

* 1. Accompaniment

For participants to better understand the management and work culture, they are given a mentor qualified mentor who will assist the participants.

1. Please review (Exam)

Periodically, test or review or the percentage written or oral conducted to understand the experience of participants.

1. Job Training (Internship)

So that participants can understand merea jobs, they are also given the opportunity to do the On The Job Training (Internship) in the work units associated with the placement of them later, so they can be ready to work at the time of placement.

1. On The Job Training includes:

a. Training work instructions

b. rotation position

c. Apprenticeship and Training

**Evaluation**

Of training and development activities conducted by relevant agencies will be evaluated. E in general is still an evaluation of the participants, by filling a questionnaire at the beginning and at the end of the training, whether the training in accordance with the field work, whether good presentation, whether their contents are good, whether it's good or not. as expected, good accommodation and so on. Evaluation is very important to give feedback to the participants, companies and trainers themselves.

The evaluation was done by the relevant agencies for results that include an evaluation of the extent to which a given material can be controlled or absorbed by the participants of the training program. Furthermore, if there is an increase in the skills knowledge or skills, attitudes of participants. This evaluation can be formally within the meaning of the relevant agencies distributing questionnaires to be completed by the trainee. But it can also be done informally, through discussions between participants and training providers.

By creating an employee who has a superior ability and competence, can provide the best service for agencies, so that is an added value to the relevant agencies. It turned out that the training and development conducted by relevant agencies have a very positive impact on the performance of employees and create the achievements of employees from relevant agencies

**Conclusion**

* 1. Human resource development can be defined as the process of change in the human resources of the organization, from situation to another better.
	2. There are two dimensions that are affected by the development of human resources, namely: a. Individual dimension refers to something that is achieved by an employee, as a result of the implementation of human resources. b. Dimensions institution / organization as a result of human resource programs.
	3. The principle of development is to improve the quality and quantity and the ability of employees to work, but this can be said to be successful if it has been programmed in advance
	4. The type of development that can be done for employees can be done formally or informally.
	5. Career development is a formal approach used by the organization to ensure that employees with the right qualifications and experience available when needed.
	6. Training is a short-term process that uses a systematic and organized procedure where non-managerial employees learn the knowledge and technical skills within a limited purpose.
	7. The training methods can be divided into two, namely the training in-house and externally.
	8. The strategy to be adopted in the training of human resources is as follows: a. Need Assessment b. Preparation and Implementation Training c. Placement and increase employee performance
	9. The benefits of training can increase a person's career path and helping to complete the development of their responsibilities in the future. ,

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