POLICY AND STRATEGY OF HUMAN RESOURCE DEVELOPMENT FOR GOVERNMENT OFFICIALS IN BORDER REGIONS

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Abstract: Local government officials are required to have sufficient quality and high professionalism to be able to carry out the governmental tasks and community development in order to provide excellent service to the community. The purpose of this study is to identify the application of the principles of human resource management (HRM) on the government officials in East Kalimantan border region and to know the needs of human resource of government officials, both in terms of quantity and quality. This research was conducted in Nunukan, Malinau and West Kutai. By using descriptive quantitative approach, this study found statement of the respondents, such as regarding the recruitment process which still did not meet the expectation. In addition, the staff placed in the border region does not have adequate ability to perform the task given. Furthermore, the development process of human resource has been good; however, the sanction and reward given are still not good. From the results of this study, it can be concluded that in general, human resource management in border regionhas been done, but there is still a shortage of the number of personnel workin the borderregion. Quantitatively, itstill needs improvement, given the wide border area with great number of the people, so that the ratio between the officials and area of service is not balance. This study suggeststhat human resource management of government officialsin border areashould be done as one of the successes and efforts in order to improve public services for the community; therefore, itshould be conducted seriously.

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Implementation of regional autonomy based on Law Number 32 of 2004 on Local Government demands the role of government officials, especially regional government officials, to have adequate quality with high professionalism. It is intended to generate government officials capable of carrying out the governmental tasks and society development, which leads to excellent service for the community. In addition to the demands of high-quality and professionalism of government officials, it is also necessary to increase community participation, especially in supporting the implementation of development and implementation of government policies.

The demand of professional government officials is intended tomake the development process run effectively and efficiently. Therefore, to generate professional government officials, an organiza-

tion which is solid and able to accommodate all the individual behavior in it is required because the success of the organization is determined from the behavior of individuals in it because the success of the organization is determined from the behavior of members of the organization and the quality of leadership.Government institution is an organization, while an organization is a process of combining work in which individuals or groups have to work with the talents required to perform tasks in such a way as to provide the best channels for efficient, systematic, positive, and coordinated use of the business which are available.

Principally, state officials have multiple responsibilities. In this case, besides having to be able to carry out public service, state officials are also demanded to have ability in running the development process. Regarding themultiple task, the state officials have a title as a servant of the state and society (Solichin, 2012). In their position as an element of human resources managed by the state, state officialshave aduty to provide services to the community professionally, honestly, fairly and equitably in the implementation of state, government duties, and development (Wibawa, 1994).

In order to accelerate the regional development, especially in the border area of East Kalimantan, it is necessary to identify various potentials owned. This includes the potential and readiness of existing human resources of state officials at the border area currently in addition to other potentials (Regional Development Planning Board of East Kalimantan Province, 2004).

Along with the dynamics of society which is increasingly critical in demanding the treatment of services and equity of opportunity in development, government official as the agent of development and service should receive serious attention (Sianturi & Nafsiah, 2001). On the other hand, the strong desire of the central government and regional government to develop border area as the front line of the Indonesia's territory that borders neighboring countries (Mukti, 2001; Rais, 2004)

The various missions above certainly will be greatly influenced by human resource management practices. These practices include empowerment, development, assessment, reward and management of individual members or groups of employees (Hariandja, 2002). In this case, human resource management also involves the design and implementation of planning systems, employee formation, employee development, career management, performance evaluation, employee compensation and good industrial relations. In general, good human resource management practices should summarize a series of integrated decisions on employment relationship that affects the effectiveness of employees and organization (Hasibuan, 2011; Mangkunegara, 2012; Mangkuprawira, 2004). In terms of management, state civilofficials management can be interpreted as the overall effort to improve the efficiency, effectiveness and degree of professionalism of the duties, functions and obligation of officials, which include planning, procurement, quality development, placement, promotion, payroll, welfare and dismissal (Widodo, 2007).

The state officials referred to in this context is the state civil apparatus as defined in Law No. 5 of 2014 on the State Civil Apparatus (ASN). In this case, State Civil Apparatus is a profession for civil servants and government employees with employment agreements working in government agency. Based on the 1945 Constitution, the state and government carry out governmental and developmental duties. In addition to performing governmental tasks and development, the role of civil servant as state apparatus is also intended to achieve national goals (Winarno, 2007). The national objective as meant in the preamble of the 1945 Constitution is to protect the entire nation of Indonesia and all land of Indonesia, to promote the common prosperity, to educate the nation, and to carry out the world order based on freedom, eternal peace, and social justice. This national objective can only be achieved through a planned and directed national development that is implemented gradually, truly, efficiently and effectively (Islamy, 2004). The purpose of national development is to realize a just and prosperous society that is equitable and balance between material and spiritual based on *Pancasila* in the Unitary State of the Republic of Indonesia, which is united, sovereign in a save, peaceful, orderly and dynamic at-

mosphere of the nation, and in free, friendly, orderly and peaceful atmosphere of the world.

Good implementation of government and the implementation of national development depend on the ability of state apparatus. The capability also depends on the training and implementation of civil servant management. Human resource management for state civil apparatus includes tasks in terms of:

1) Employee planning
2) Procurement (recruitment) of employees
3) Development of employee quality
4) Employee placement
5) Promotion and mutation of employees
6) Payroll system (remuneration)
7) Discipline (reward & punishment)
8) Dismissal

Region is an area with main functions of protection and/ or cultivation; protected area is designated area with the primary function of protecting the environment, which includes natural resources and artificial resources. Cultivationarea is defined as an area which is mainly used for cultivation based on the condition and potential of natural resources, human resources, and artificial resources (Government Regulation No. 47 of 1997). That definition indicates that the area can function as protected area and can function as cultivation area, if the definition of area is used as the basis for defining border area;in addition to beborder region, geographically border region directly borders the neighboring countries and directly confronts other countries; it also can function as protected and cultivation area (Ministry of National Development Planning 2004).

In terms of the characteristics of border areas, Indonesia has two forms of border area, namely land border area and the sea border area. For the sea border area, there are some things that are specific, especially because its shape is island and it is located in the middle of the sea and even the ocean. Such characteristics of sea border area make maritime boundaries more vulnerable, as they may sink or disappear. The extent of sea border could be due to natural environmental factors (natural disaster, storm, tsunami, etc.) as well as artificial environmental factors (sand dredging). As we know, land and sea border area of East Kalimantan Province borders Malaysia (Alkadri, 2003).

Public policy is a decision on a number of options that relate to each other,which is intended to achieve a certain number of goals. Targetgroup is a person or a group of people, or an organization in a society whose behavior or circumstances want to be affected by the relevant policy. Dunn (2000) used the three elements above; and one more element is added by Mustopadidjaja (2002),namely target group. Paying attention to the position, interactive role, and the conditions of the target group in the policy process is important, as it affects the accuracy, efficiency, effectiveness and performance of the policy, as those are directly affected by the behavior and circumstances.

This study aims to identify the application of human resource management principles on the resources of government apparatus on East Kalimantan border area and to know the needs of human resources.

The expected result is the identification of the application of human resource management principles on the resources of government apparatus on the East Kalimantan border area and as an input for the East Kalimantan Provincial Government on the material of policy formulation.

METHOD

Research Approach

The method used in this research is descriptive analysis with quantitative approach. This is because the purpose of the research is to describe, answer and explain the condition of the needs of the apparatus in the border area of East Kalimantan Province.

In descriptive analysis method, the hypothesis is not proposed, but the research process is required to be creative and sensitive in capturing the existing phenomenon and analyzing the causal relationship that happened (Irawan, 2002).

The sample in this study was determinate by using purposive sampling method by pointing the research locus which is also used as research object. The population used in this study is the government apparatuses in the border area, community

leaders, and other supporting sources that exist in the border areas such as Nunukan Regency, Malinau Regency and West Kutai Regency, and community that areoften in contact with the apparatus.

Data Collection Technique

The most important data was collected by using library research scheme (literature study). In this case, the researchers collected the materials in the form of opinions or theories that support the research which was done.

Furthermore, field work research (field research) was conducted, which consists of:
a) Observation: conducting direct observation in the field or research locus.
b) Interview: conducting by asking questions directly to the respondents consisting of elements of leadership and subordinates in order to explore the data and information needed.
c) Questionnaire: the researchers ask questions to the respondents by providing a questionnaire where each question has had alternative answers as option.

Thisresearch also complemented its data collection with document research. This technique collects data by studying and examining the documents and records contained in the office or agency related to the research undertaken.

RESULTS AND DISCUSSIONS

Recruitment Process

In general, the results of measurement of recruitment variable can be seen as follows:
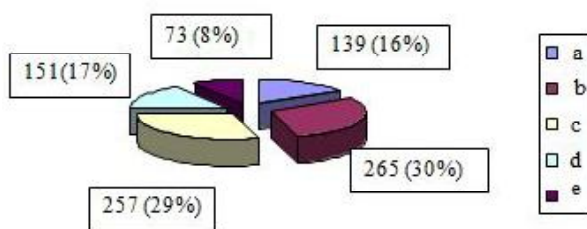
Overall Dataof Indicator1to 8 (Recruitment)

Figure 1 RecruitmentDiagram

Figure 1 shows that 16% of respondents stated that the recruitment process has been done very well. 39% of respondents stated that the recruitment process has been done well; 46% of the respondents stated thatthat the recruitment process has been done badly; and 8% stated that the recruitment process has been done very badly.The respondent's opinion above shows that more than 50% of the respondents said that the recruitment process still has not met the expectations of the community. A description of the community's assessment of the staff recruitment process can be understood when the problem is elaborated with the information obtained from interview with competent sources.

The lack of job analysis, the lack of job description in writing, as well as the lack of formulation of job specification makes the recruitment process considered does not meet the optimal standard.

Placement Process

The detailed placement process can be described as shown in Figure 2.

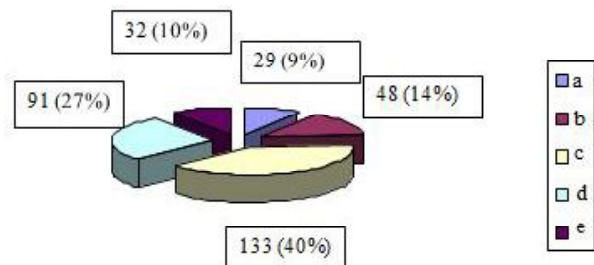### Overall Data of Indicator 9 to 11 (Placement)

Figure 2 Placement Diagram

There are 9% of the respondents stated that the employee placement process is in accordance with the public expectation and the suitability between the personnel capacity and the work to be done. Meanwhile, 14% of the respondents stated that it is quite appropriate. However, 67% of the respondents stated that the process of placement of personnel assigned to the border region is not appropriate or less appropriate between the ability of personnel with the task to be implemented.

In terms of job placement, especially for teachers, it appears that good new employeesare both civil servants and honorary staff who do not teach in the majors that became his expertise. The case is where sports teachers teach math and vice versa.

Most of the respondents thought that the placement of personnel on the border areadoes not see the work experience, expertise and suitability, but rather more likely to fill the blank formation only.

Discussion

Figure 3 shows that 13% of respondents think that employee guidance is very good, and 38% of respondents think that employee guidance is good. If the opinions of both are combined, then 52% of respondents think that employee guidance is good. The perception of respondents who stated that the guidance has been positive is based on the education, course, and training that are regularly or at any time carried out by the local government as well as the central agencies that guide their personnel.

In addition to positive perception and responses to guidance, there are also 24% of the respondents who stated that the employee guidance is not good or still bad.
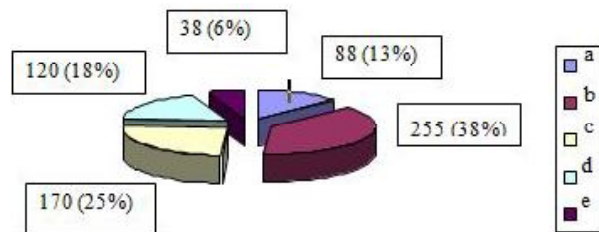

Figure 3 Guidance Diagram

Sanction and Reward

Sanction and reward are an important component in management.Guidance and personnel motivation can be seen more complete in Figure 4.

The results shown in Figure 4 indicate that 11% of the respondents stated that the sanction and reward given to the government apparatus are very good; 25% of the respondents stated thatthe sanction and reward given to the government apparatus
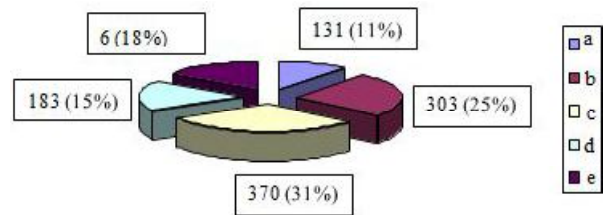

Figure 4 Reward and Punishment Diagram

are good;and 25% of respondents stated that the sanction and reward given to the government apparatus are good enough, 18% and 31% of respondents said that the sanction and reward given to the government apparatus are still not good.

Local Wisdom

Local wisdom is a factor that needs to be justified according to specific circumstances. In the case of apparatus resource management in the border area, inter-human relationship is not just the basis of formal rules, community psychology, and appreciation of the values of local excellence. In general, local wisdom values are widely absorbed.The Army Agency has begun to adopt local values in the procurement process and placement of its apparatus on the border area,while Indonesian National Police has not been able to adopt the needs of local policy in the acceptance and placement of government apparatus optimally. Read more in Figure 5.
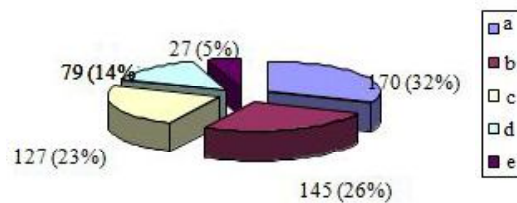

Figure 5 Local Wisdom Diagram

The results above have shown that local government has not had much creativity in human resource management in the border area. This is due to the regulation that local government is merely implementer in human resource management na-

tionally. In addition, there is no courage and clear rules in placing human resource issues, especially in border area, into specific issues that need to be addressed in a typical way too.

CONCLUSIONS ANDSUGGESTIONS

Conclusions

In general, management of human resources/ apparatuses in border area has been done, but not optimal yet. There is still a shortage of the number of apparatus resources on duty in the border area.

In quantity, there is still a shortage, considering the wide area with a great number of people, so that the ratio between officers and the area of service is not balance. While in terms of quality,there is still a weakness, which is caused by:

a. In the recruitment process, there is no specific description about which competence should be owned by the officials.

b. The existing officers are not in accordance with the competence of ability existing.

c. Officials who are competent, tend to be reluctant to serve on the border area and choose alternative location, which is still available.

d. There is transfer of officer which often occurs due to various reasons such as non-local workers who tend to request to move to another place before there is a high-quality replacement.

e. Cost, territorial, and time constraints impedes the implementation of education and training.

f. Limited means and infrastructure is a factor inhibiting communication and learning process to improve the knowledge of officers.

Suggestions

The human resource management of the state apparatuses in border area is one of the successes and the effort of public service input to the society; therefore, the human resource management has to get serious attention, including several parts in terms of:

a. The placement of government officials needs to be adjusted to the competence of the officials

b. Paying attention to the level of the welfare of the society in order to balance right and obliga-

tion by making a special formula for service providers and income.

c. Accommodate the local policies that allow local people to have a wide opportunity to be government apparatus in border area, so that indirectly local problem can be overcome.

The guide of human resource/government apparatuses in the level of provinceand regency coordinate to in order toestablish a planned regulation that reaches future perspective in filling and meeting the needs of government apparatuses, especially in East Kalimantan border region.

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