

## **Capability Development Efforts of Human Resources in Furniture Industry at Leilem Village Minahasa Regency**

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### **ABSTRACT**

The main problem of research is the development of human resources to improve the ability of furniture industry workers at Leilem Village Minahasa Regency. The research objective is to find out the steps taken to improve the ability of workers as human resources to support work productivity of workers and to determine the obstacles faced in efforts to improve the ability of workers and to find out the efforts made to overcome obstacles related to develop resource capabilities in the furniture industry at Leilem village. The research method is qualitative. The technique of determining the data source sample namely, the main data collection procedures or techniques used were observation, interviews, documentation studies, and triangulation techniques. Data analysis uses steps from Milles and Huberman. Data analysis activities conducted in three stages, namely: first; data reduction, second; data display and third; drawing conclusions and verification. Data source: Government, furniture entrepreneurs, workers. Based on the results of the analysis and discussion of the results of the research, the following research conclusions can be put forward: 1) Important steps were taken by the manager of the furniture business unit at the village of Leilem to develop the ability of workers to plan development and develop workers. This is done due to workers are very important human resources and determine the progress of the business. 2) The obstacles are; lack of work motivation, the number of orders for goods from consumers, as a result, it is difficult to determine the time for worker coaching, and the length or, time to be spent by workers in doing furniture business jobs, consequently it is also difficult to determine the time for worker coaching. 3) Efforts made by the managers of the furniture industry business to overcome various obstacles encountered in increasing the ability of workers are by providing motivation to workers and managing work time for workers.

Keywords : Ability, human resources, workers.

### **INTRODUCTION**

Human resource management in various organizations always had special attention to the importance of the workforce of an organization or company (Blaga & Boer, 2012; Blaga & Jozsef, 2014). Likewise, the furniture industry business in Minahasa as a productive business unit conducted in the furniture industry center of the Minahasa Regency, is in dire need of regulation of human resources, in achieving the goals and objectives of business activities.

Work productivity shows the level of workers' ability to achieve a certain output mainly seen from the size of the quantity (Arhas & Suprianto, 2020; Eka, 2020; Halomoan, 2020). The concept of productivity develops from technical understanding to behavior and can be measured from the aspect of physical and value productivities (Jamaluddin et al., 2019; Nasrullah et al.,

2020). Productivity in the technical sense refers to the effectiveness and efficiency in the use of resources, while productivity in the sense of behavior, productivity as a mental attitude that always strives to continue to develop. Physical productivity can be measured in terms of the quantity and quality of business products produced, while the productivity of values is measured on the basic values of ability, attitude, behavior, discipline, motivation, and commitment to work (Jat et al., 2013; Mousavi et al., 2011; Verma & Sharma, 2008). Not all furniture industry businesses can maintain good work productivity due to there are still productivity problems seen from the concept of productivity.

In furniture industry at Leilem Village as an industrial center in Minahasa was the object of this study, it turned to face a problem, which related to physical work productivity; that normally every 3 (three) workers can produce an average of 12 two-door wardrobes per month, or each worker produces 4 wardrobes per month. However, in three years, especially in 2004/2005 until the middle 2007/2008, every 3 (three) workers only produced an average of 9 cabinets of the same shape per month, or each worker produced an average of 3 cabinets per month. This means labor productivity drops by an average of 25%. Likewise, for the standard guest chair product which is usually for 3 (three) workers produces 5 (five) sets per month, in the period as mentioned, with the same number of workers producing 4 (four) units per month. This also means work productivity has decreased by an average of 22.1% per month. This condition also applies to prime guest chair products as well as other products. The main problem is the desirability of work productivity among furniture industry workers.

The productivity problem is seen from the aspect of values and behavior namely furniture industry business in the research object, faces problems, among others; the low level of ability and skills of workers, the different levels of education and experience of workers who work in the furniture industry, the declining quality of workers, which is characterized by the existence of work targets that cannot be achieved according to work plans, the existence of marketing strategies for furniture products not profitable, there are still business management practices developed with the orientation of managers or business managers, less attention to business management or results-oriented management (Alfian et al., 2019; Kale et al., 2019; Kour et al., 2019; Tomczak et al., 2018; Wang & Zhang, 2021)

According to reference (Muchdarsyah, 2003), results-oriented business management is more appropriate in productivity management, compared to productivity management-oriented or business managers. This condition is an obstacle to the production process, which consequently decreases productivity. Since 2008 the managers of the furniture industry business have begun to conduct operational steps to increase the work productivity of the furniture industry business. But the obstacles still faced by business managers in managing work productivity. This condition is an interesting thing to study in this research.

The purpose of this study as follows: 1. To design steps or efforts to develop human resources that support increased work productivity among furniture industry workers in Minahasa. 2. To design a human resource development strategy to support the development of the furniture industry in Minahasa.

## **METHOD**

In this study using qualitative research methodologies in collecting data prioritizing community. The research method used is descriptive developmental, namely research methods aimed to develop a model or method of learning. The sampling technique in this study was purposive, a sample of 30 students. The analysis was done descriptively.

## **RESULT AND DISCUSSION**

### **Description of Human Resources and Their Development**

Human resources are resources sourced from humans (Nicolau & Foris, 2018). Power comes from humans also be called power or strength (Sedarmayanti, 2001). In the implementation of development, the key lies in humans, due to humans are both executors and targets for development. The State Policy Outline explains national development aims to create a just and prosperous society that is evenly materially and spiritually based on Pancasila within the Unitary State of the Republic of Indonesia. According to Sinungan, it is very important to give special attention to humans as executors of development, which also means to give orientation and turn on motivation for development. One effort can be done is to develop Indonesia's human potential to be more productive, creative and effective in the development process (Muchdarsyah, 2003).

Based on various studies conducted by management experts and the experience of practitioners in various organizations, it can be stated axiomatically that effective human resource management is directly related to the success of efforts to increase work productivity, both individual, workgroup, and organizational level. Human resources are the most strategic resources an organization might have (Siagian, 2015).

In the geographical context, the resource is defined as a material consisting of natural resources, human resources, and capital or cultural resources that can be used to fulfill the needs of human life. Resources include natural resources that are part of the environment, include energy, mineral resources, climate, soil, natural or world vegetation, animal life, landscapes, and others are identical to land. Human resources talk about the number and abilities, physical and mental of the population (Goodall, 1987).

Blecher conceptually explains productivity is the relationship between an organization's output or results with the input needed. Productivity can be quantified by dividing output by input (Wibowo, 2010). Furthermore, Nanang Fatah explained the concept of productivity developed from a technical understanding of behavior. Productivity in the technical sense refers to the degree of effectiveness and efficiency in the use of various resources, while in terms of behavior, productivity is a mental attitude that always strives to continue to develop (Tjutju Yuniarsih, 2013). Productivity has a broader understanding of science, technology and management techniques, namely as a philosophy and mental attitude arising from the strong motivation of the community, who are constantly trying to improve the quality of life.

According to Klingner and Nanbaldian productivity is a multiplication function of the efforts of employees or workers supported by high motivation and the ability of employees or workers obtained through training. In the Oslo Conference doctrine, it is explained productivity

is a universal concept that aims to provide more goods and services, using fewer and real sources. Productivity is an interdisciplinary approach to setting effective goals, making plans, applying the use of productive ways to use resources efficiently, while maintaining high quality

### **General Concepts about the Development of Industrial Workers' Capabilities**

There are many factors affect the ability of human resources, even explained there are also several factors affect work productivity, both those related to labor and those related to the corporate environment and government policy. According to the Productivity Development Center, stated there are six main factors determine work productivity, including the ability of human resources, as follows: Work attitude, such as willingness to work in shifts, can accept additional tasks and work in a team; The level of skills, which is determined by education, training in management and supervision as well as skills in industrial engineering; the relationship between labor and the leadership of the organization or business unit reflected in a joint effort between the leader or manager and the workforce to increase productivity through a circle of quality control and concerning superior work; productivity management, namely the efficient management of work resources and systems for increasing productivity; workforce efficiency, such as workforce planning and additional work; entrepreneurship, which is reflected in risk-taking, creativity in working and being on the right track in doing work [6].

### **The role of Business Management in the Improvement Worker Ability**

Business development depends a lot on business management which includes: good business planning, effective work procedures, good communication, good interaction between managers and workers, more effective humanitarian resources, policies, good business decision making and other efforts aimed to improve business progress.

The productivity management system consists of two main parts namely: subordinate arrangements and work arrangements. The main responsibility of the manager or business manager in improving productivity in business is setting goals, creating productivity improvement programs and establishing a system of measuring productivity. Managing productivity is part of the company's efforts to implement change management, and an important factor in it is increasing human resources.

Steps or efforts to improve the ability of human resources. Related to the problems associated with the declining ability of furniture industry workers as experienced by the managers, it turns out the managers have made important steps or efforts to improve the ability of workers. The steps were taken by the managers of the furniture industry unit in the village of Leilem to develop the ability of workers as human resources determine the success of the furniture business, as follows: 1) improve business management, 2) guide workers, 3) improve the work environment and 4) making development plans. Those are the effort has been made by each manager of the furniture business unit in Leilem Village. Thus, an important step taken by the management of the furniture business unit in Leilem Village is to develop the ability of workers, namely planning and developing workers. This is done due to workers are very important human resources and determine the progress of the business. Obstacles faced in the framework of capacity building human resources. Based on data reduction, it can be made the presentation of data in the form of charts or drawings, which illustrate the obstacles faced by the managers of furniture business units related to efforts to improve the ability of workers as

human resources to determine the sustainability of the furniture industry business at Leilem Village. In conducting efforts or steps to improve the ability of furniture industry workers at Leilem Village as an important human resource in business development, it turns out based on the results of the study several manager's opinions can be explained as follows: 1) some managers do not face significant obstacles in undertaking worker development efforts, 2) some face problems due to low labor motivation of workers, 3) some face obstacles due to a large number of goods orders from consumers consequently it is difficult to determine the time for workers' coaching, 4) some face obstacles due to length or a lot of time that workers use in doing work furniture business work, consequently also difficult to determine the time for coaching workers. There are still problems or obstacles faced by managers in conducting activities to develop the ability of human resources workers in the furniture industry. The main obstacle faced by managers in developing workers' abilities is the obstacle due to the long working time of all workers for there are difficulties in coaching workers and there is low work motivation among workers. These things become obstacles as an effort to improve the ability of workers as important human resources in the furniture business.

Efforts are made to overcome obstacles in the development of human resource capabilities. Based on the data reduction, it can be stated the results of research in the form of data presented about the efforts made in overcoming obstacles faced by managers to improve the ability of human resources, in this case, industrial workers as follows: The managers of furniture businesses at Leilem Village have taken positive steps or efforts taken to overcome the obstacles as an effort to improve the ability of furniture industry workers at Leilem Village as important human resources in business development. The efforts made by managers in overcoming obstacles to increase the ability of workers are: 1) providing work motivation, 2) managing work time, and 3) managing work. For the efforts made by the furniture industry business management to overcome various obstacles encountered to increase the ability of workers is motivating workers and managing work time for workers.

## CONCLUSION

Based on the results of the analysis and discussion of the study, the following research conclusions can be put forward: Important steps taken by the management of the furniture business unit at Leilem Village developing the ability of workers and workers coaching.

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