

Strategy Development Resource Man Digital Based In Improving Employee Performance In The Great Hall Testing Telecommunication Devices, Ministry Communication And Informatics

Sari Ningsih¹, Azis Hakim²

¹²Universitas

Krisnadwipayana

sariningsih.moy@gmail.com, dr_azishakim@unkris.ac.id

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Abstract

Problem principal in study This is a development strategy source Power man Deep Digital Based increase performance employee at the Testing Center Telecommunications Equipment , Ministry of Communication and Information Republic of Indonesia not yet walk in a way effective and efficient . Problem main in study This is what is the development strategy source Power man Deep Digital Based improve it performance employee at the Testing Center Ministry of Communication and Information Technology Telecommunication Equipment Republic of Indonesia not yet walk in a way effective and efficient. Research methods used researcher is studies case use approach qualitative. Research result find effective development strategies digital- based sources Power man in increase performance employee at the Testing Center Telecommunications Equipment, Ministry of Communication and Information Republic of Indonesia, namely with give attention factor productivity work, efficiency, damage, accidents, service, morale work, career, conceptual, leadership, factors remuneration and consumers supported by the findings study that is factor creativity and factors innovative so that performance employee at the Central Telecommunication Equipment Testing Center, Ministry of Communication and Information Republic of Indonesia can walk in a way effective and efficient.

I. Introduction

Currently, development quality source Power humans in everything field on be something discourse that has emerged in the sector public nor sector private. This matter triggered by various progress Good technology, knowledge nor culture. In sector maintenance governance, effort development quality source Power man apparatus absolute held To use answer criticism and spotlight public related accountability performance agency public as well as realization good governance, so that the business world and society can served well and finally will increase well-being public.

Source Power man is asset organizations must maintained and developed. Position and role source Power man mature This has shifted become more strategic. In space scope organization government, development source Power man This become a bureaucratic reform agenda government. This matter as has arranged inside Constitution Number 5 of 2014 concerning Apparatus State Civil Service (ASN), who said that one principle in appointment and development apparatus civil state always based on principles professionalism in his position. Professionalism is fulfillment qualifications and competencies source Power man apparatus. The purpose of development source Power man apparatus This is For increase productivity employees to all level organization.

Appearance paradigm new bureaucracy need made priority in carry out bureaucratic reform, especially in matter Planning and Development The resources of the apparatus (civil servants). Bureaucracy government moment This Already should implement and develop system organization learning in the development program Government employees. Essentially organization learning is climate can push and accelerate individual, group, or organization For Keep going learn and always apply thought processes critical in understand what it should be implemented and why implement (Soetjipto and Martdianty, 2010).

Already become something phenomenon common in this country, that almost all over element leader government always put Development Human Resources on the order top from the work program. However, in its implementation human resource development No walk as it should or in other words, it's just a slogan. This matter caused by no sufficient allocated budget For HR development. Organization will more prioritize allocation budget For development physical, because the result will more visible to society compared with HR development with results new will seen a number of tens year Then. Especially in the reform era like Now Where is this existence they are in position or position the will really depend from respective constituents.

Development strategy resource man according to Handoko (1996) it is aimed at For develop ability continuous learning (Continuous learning), because dynamic change increasingly environment demand ability intellectual (brain intensive) for produce knowledge". And as proof low the quality of human resources in Indonesia can be seen from score Human Development Index (HDI). According to data from the Central Statistics Agency (BPS), Indonesia's HDI for in 2020 it was in position 70.94. There was an increase of 0.02 points compared year previously it was at 70.92. The HDI figure which is in the 70-80 range indicates that the score tall. Temporary That according to data released by the United Nation Development Program (UNDP) in 2020 Indonesia occupied ranked 107th out of 189 countries analyzed. Compared to with neighboring countries in Southeast Asia, Indonesia occupied ranking fifth. Indonesia's HDI lost from Singapore, Brunei Darussalam, Malaysia and Thailand.

Organization learning can seen as effort empowerment individual nor group For capable create knowledge, products and services through network innovative work good inside organization or outside organization. Application organization learning This more intended for employees to be able develop its capacity in a way sustainable in realize optimization organization. Explanation This is supported by the results study Kamijo (2017) that "planning HR needs and placement are directed at needs HR competencies for organize function in accordance organizational strategic plan".

Based on the results of observations in the field, the digital-based human resource development strategy is to improve employee performance at the Telecommunications Equipment Testing Center, Ministry of Communication and Information of the Republic of Indonesia. It's still not working as the organization hoped. This can be seen with various indicators as follows:

1. Related to the level of work productivity which is not running as it should, where employees, especially newly recruited employees, lack technical mastery skills or technical skills at work. This problem is because they have not participated in the training held by the Telecommunication Equipment Testing Center, Ministry of Communication and Information of the Republic of Indonesia and have also not participated in training outside agency, namely from ISO. According to the researcher's observations, this problem is suspected by the Digital-based human resource development strategy in improving employee performance not being implemented effectively. 2. The level of employee work efficiency is not yet optimal, for example related to work efficiency, this is because employees at the Telecommunication Equipment Testing Center, Ministry of Communication and Information of the Republic of Indonesia still have to attend education and training to support their work results. Because education and training take up so much time that employees cannot carry it out effectively. According to the researcher's observations, this problem is suspected by the digital-based human resource development strategy in improving employee performance which has not been implemented effectively. 3. In connection with damage to tools or machines used to test telecommunications equipment at the Telecommunications Equipment Testing Center, Ministry of Communication and Information of the Republic of Indonesia, it still often occurs. To repair these tools, they must be sent abroad, such as to the United States, Germany, England and also Singapore. So the Telecommunication Equipment Testing Center, Ministry of Communication and Information of the Republic of Indonesia must have a back up (reserve) the tools or machines to be able to do the work, because up to now we have not been able to cope on our own from damage to the related equipment. According to the researcher's observations, this problem is suspected by the Digital-based human resource development strategy in improving employee performance which has not been implemented effectively and efficiently .

2. Research Method

Research methods used researcher is studies case with use approach qualitative. Based on Arikunto (2003) that " method studies case as one of the type approach descriptive is research conducted in a way intensive , detailed and in-depth to something organism (individual), institution or symptoms certain with narrow area or the subject ." Whereas according to Moleong (2014) that “ research with approach qualitative intended as procedure research that produces descriptive data in the form of written words or oral of people and behavior can observed ". With use the methods and strategies described above, are Possible For gather meaningful information, in - depth data. Meaning is true and certain data that lies beneath the data that can be observed as something mark. Study This is the data collected related with development strategy source Power man digital based for enhancement employee performance at the Testing Center Telecommunications Equipment , Ministry of Communication and Information Republic of Indonesia; therefore that is , the desired data consists from information descriptive. SWOT analysis is used For identify effective approach in Enhancement Digital- Based HR Development for Employee Performance at Testing Centers Telecommunication Equipment.

3. Results and Discussion

Based on strengths, weaknesses, opportunities and challenges show that internal factors are more factors influential in development Human Resources Deep Digital Based Improving employee performance at the Testing Center Telecommunications Equipment, Ministry Communication and Informatics Republic Indonesia compared to with factor external so that For solution problem SWOT strategy is used. From the analysis and strategy that will be used can determined a number of priority possible problems quick handled, ie with use the WT strategy to period short with consider this strategy can realize in development Human Resources Deep Digital Based Improving employee performance at the Testing Center Telecommunications Equipment , Ministry Communication and Informatics Republic optimal Indonesia .

Strengths , weaknesses , opportunities and challenges show that internal factors are more

factors influential in development Human Resources Deep Digital Based Improving employee performance at the Testing Center Telecommunications Equipment , Ministry Communication and Informatics Republic Indonesia compared to with factor external so that For solution problem SWOT strategy is used .

Table 1.

Weighting Results For Development Human Resources Deep Digital Based Improving Employee Performance at Testing Centers Telecommunications Equipment, Ministry Communication and Informatics Republic Indonesia

Criteria	Ratings	Weight	Score
<i>Strengthness (Strength)</i>			
a. Own <i>skills</i> can produce decision For the most usefulness for institution	4	0.11	0.44
b. <i>Utilitarianism</i> will produce strength with usefulness maximum, so HR development to direction more strategic	4	0.11	0.44
c. Has telecommunications human resources standard adequate qualifications for institution	4	0.11	0.44
d. Own standard quality standard international	3	0.09	0.27
e. Collaboration revolution digital industry with various institution related	4	0.11	0.44
f. Have work procedures standards organization international	4	0.14	0.56
g. Courage holder interest absolute required To use unite source Power people and existing potential for acceleration human resource development in order to have impact positive for users service domestic and foreign BBPPT testing and calibration	3	0.09	0.27
h. Consistency exists education and training For support career	4	0.11	0.44
Amount			3.30
<i>Weakness (Weakness)</i>			
a. Produce conflicting and non- contradictory decisions satisfying all party, when employee No achieve organizational targets	3.00	0.18	0.54
b. Not all digital telecommunications human resources have it certification international so that etc employee Not yet effective in implementation service organization	3.00	0.14	0.42
c. Limitations amount completeness test equipment	3.00	0.14	0.42
d. Need regulation or umbrella law For offset development revolution digital industry	4.00	0.18	0.72
e. Regulation Minister of Communication and Information Telecommunications is necessary reviewed and adjusted with development era ie digital revolution	3.00	0.14	0.42
f. Resistance in testing device telecommunication with exists violation morally sometimes No compare straight with enhancement use of ICT	3.00	0.14	0.42
g. Lack of customization with development middle technology develop	2.00	0.09	0.18
Amount			3.12
<i>Opportunity (Opportunity)</i>			

Criteria	Ratings	Weight	Score
a. Produce mature decision Because results performance employee chance increase organizational targets as is the work agenda of the Testing Center Telecommunication Devices	4.00	0.16	0.64
b. Ability facilities and infrastructure laboratory owned telecommunications has level international	3.00	0.12	0.36
c. Ability means laboratory level international	4.00	0.16	0.64
d. Indonesian workers are equipped with operational skills machine as well as knowledge relevant	3.00	0.12	0.36
e. Readiness service telecommunication related equipment communication service Then cross air	4.00	0.16	0.64
f. ICT advances that occur in the cyber world moment This	3.00	0.12	0.36
g. Competence excellence in human resources in the field telecommunications and digital	4.00	0.16	0.64
Amount			3.64
Threat (Challenge)			
a. 're welcome own argument every employees who can a dilemma arises , however Because draft viewing <i>utilitarianism</i> something decision For more usefulness big Maha results the ending that is considered the best	4.00	0.17	0.68
b. There is a source Power man ready foreigners enter the country with ability more superior , because ability the technology more Good from domestic	3.00	0.13	0.39
c. Still happening exists clash interest so that disturbing performance employee at the Testing Center Telecommunication Devices	3.00	0.13	0.39
d. Balance new in environment healthy work , and existence interaction humans and technology new	3.00	0.13	0.39
e. Insufficient service maximum because Human Resources that have not control knowledge telecommunication globaly	3.00	0.13	0.39
f. Abuse technology and information are also increasing tall and complex	4.00	0.17	0.68
g. Unpreparedness of internal human resources face entry more modern digital telecommunications	3.00	0.13	0.39
Amount			3.31

Internal factors as well as external above furthermore become base preparation SWOT matrix below This :

Table 2.
Testing Centers Telecommunications Equipment , Ministry Communication and Informatics
Republic Indonesia

Internal Environment	Strength (Strength-S)	Weakness (Weakness-W)
	1. Own <i>skills</i> 2. <i>Utilitarianism</i> will produce HR development to direction more strategic 3. Has telecommunications human resources standard adequate qualifications 4. Own standard quality standard international 5. Collaboration revolution digital industry with various institution related 6. Have work procedures standards organization international 7. Courage holder interest absolute required Consistency exists education and training	1. Produce conflicting and non-contradictory decisions satisfying all party 2. Not all digital telecommunications human resources have it certification international 3. Limitations amount completeness test equipment 4. Need regulation or legal umbrella 5. Regulation Minister of Communication and Information Telecommunications is necessary revisited 6. Resistance in testing device telecommunication 7. Lack of customization with development technology
External Environment	Opportunity (Opportunities-O)	SO Strategy
	1. Produce mature decision 2. Ability facilities and infrastructure laboratory owned telecommunications 3. Ability means laboratory level international 4. Indonesian workers are equipped with operational skills machine 5. Readiness service telecommunication related equipment communication 6. ICT advances that occur in the cyber world 7. Competence excellence in human resources in the field telecommunications and digital	1. Utilization source Power apparatus (S4, O2) 2. Distribution Work in accordance with job description (S3, O3) 3. Policy development career apparatus State civil (O5, S1, O1) 4. System supervision employee optimized (O4, S2)
	Threat (Threat-T)	WO Strategy
		1. Mutually integrated efforts synergize (O1, W2) 2. Enhancement facility Work with equipment renewable (O1, W3) 3. Policy more regulations firm and detailed (O1, W2)
	ST Strategy	WT Strategy

1. 're welcome own argument every employees who can a dilemma occurs 2. There is a source Power man ready foreigners enter 3. Still happening exists clash interest 4. Balance new in environment healthy work 5. Insufficient service maximum 6. Abuse technology and information 7. Unpreparedness of internal human resources face entry digital telecommunications	1. Inter collaboration organization (T4, T5) 2. Adequate benefits for employees who excel (S5, T5)	1. Optimization budget in a way more efficient and effective (W1, T4) 2. Continuous education and training (T4 , W4)
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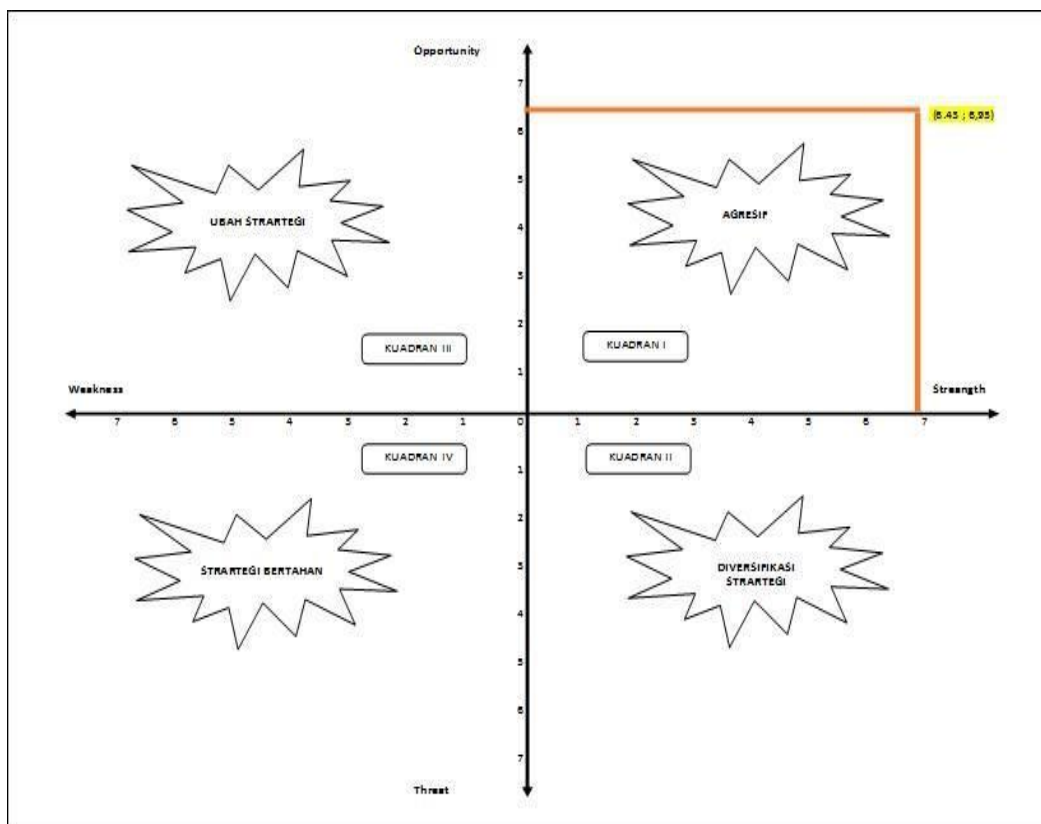


Figure 1.
Draw Point Strategy

Analysis and strategy will used can determined with a number of priority possible problems quick handled, ie with use SO strategies to period short with consider this strategy influential in development Human Resources Deep Digital Based Improving employee performance at the Testing Center Telecommunications Equipment, Ministry Communication and Informatics Republic Indonesia furthermore For period intermediate using the WO strategy. From the results of the SWOT Analysis, strategies For development Human Resources Deep Digital Based Improving employee performance at the Testing Center Telecommunications Equipment, Ministry Communication and Informatics Republic Indonesia can done with create a strategy that minimizes weakness For take advantage existing opportunities

Based on results SWOT analysis mentioned above, then there are effective strategies in development Human Resources Deep Digital Based increase performance employee at the Testing Center Telecommunication Devices, namely in aspects Productivity Work, Efficiency, Damage, Accidents, Service, Moral, Career, Conceptual, Leadership, Rewards, and Consumers with all the parameters. For know the development strategy source Power man internal digital based increase performance employee, researcher can describe each factor as following :

1. Productivity Factors Work

Research result from studies cases that have been mentioned above , can be carried out in a SWOT analysis for know strengths , weaknesses , opportunities , as well threat from aspect productivity Work with *technical skill* parameters employees , human *skills* employee and *managerial skills* employee in development Human Resources as following :

1) *Strengths* (Strength). Own *skills* can produce decision For the most usefulness for institution. Excess other that is *utilitarianism* will produce strength with usefulness maximum, so development Human Resources toward more strategic. 2) *Weaknesses* (Weaknesses). Produce conflicting and non- contradictory decisions satisfying all party, when employee No achieve organizational targets. 3) *Opportunities* to produce mature decision Because results performance employee chance increase organizational targets as is the work agenda of the Testing Center Telecommunication Devices . 4) *Threats* (Threats). You 're welcome own argument every employees who can happen dilemma, however Because draft viewing utilitarianism something decision For more usefulness big so results the ending that is considered the best .

2. Efficiency Factor

Research result to aspect efficiency with efficiency parameters power , efficiency time , and efficiency material standard in development Human Resources at the Testing Center Telecommunication Devices , as following :

1) *Strengths* (Strength). Have Human Resources telecommunication standard adequate qualifications for institution . 2) *Weaknesses* (Weaknesses). Not all Human Resources digital telecommunications has certification international so that part employee Not yet effective in implementation service organization. 3) *Opportunities* (Opportunities) abilities facilities and infrastructure laboratory owned telecommunications has pray international. 4) *Threats* (Threats). There is a source Power man ready foreigners enter the country with ability more superior, because ability the technology more Good from domestic .

3. Damage Factor

Research result to aspect damage with reducing parameters damage goods, reduce damage production and reduce machines in context development Human Resources at the Testing Center Telecommunication Devices , as following :

1) *Strengths* (Strength). Own standard ISO international standard quality, 2) *Weaknesses* . Limitations amount completeness test equipment, 3) *Opportunities* capabilities means laboratory

pray international. 4) *Threats* (Threats). Still happening exists clash interest so that bother performance employee at the Testing Center Telecommunication Devices.

4. Accident Factors

Research result to aspect accident with reducing parameters level accidents, Costs treatment reduce, and create environment healthy and safe work in perspective development Human Resources at the Testing Center Telecommunication Devices, as following;

1) *Strengths* (Strength). Collaboration revolution digital industry with various institution related, 2) *Weaknesses* are necessary regulation or umbrella law For offset development revolution digital industry . 3) *Opportunities* for energy Indonesian workers are provided with operational skills machine as well as relevant knowledge. 4) *Threats* balance new in environment healthy work , and existence interaction humans and technology new .

5. Service Factor

Research result to aspect service with increasing parameters excellent service, improve satisfaction work, and transparency (open and able accessed all party) in field development Human Resources at the Testing Center Telecommunication Devices, as following;

1) *Strengths* (Strength). Have work procedures standards organization international, 2) Regulatory *Weaknesses* Minister of Communication and Information telecommunication need reviewed back and adjusted with development era ie digital revolution. 3) *Opportunities* (Opportunities) readiness service telecommunication related Equipment Communication Air Traffic Services 4) *Threats* (Threats) lack of service maximum because Human Resources that have not control knowledge telecommunications globally .

6. Moral Factors

Research result to moral aspects with parameters to create employee morale more kind and enthusiastic For finish work in field development Human Resources at the Testing Center Telecommunication Devices, as following;

1) *Strengths* (Strength) courage holder interest absolute required to use unite source Power people and existing potential for acceleration development Human Resources to have impact positive for users service domestic and foreign BBPPT testing and calibration. 2) *Weaknesses* (Weaknesses) resistance in testing device telecommunication with exists violation morally sometimes No compare straight with enhancement use of ICT, 3) *Opportunities* (Opportunities) for ICT advances that occur in the cyber world moment This , 4) *Threats* (Threats) of misuse technology and information are also increasing tall and complex .

7. Career Factors

Research result to aspect career with increasing parameters career, improve skills and improve performance field development Human Resources at the Testing Center Telecommunication Devices, as following;

1) *Strengths* (Strength) consistency exists education and training For support kerier , 2) *Weaknesses* are lacking adjustment with development middle technology developing , 3) *Opportunities* (Opportunities) competence superiority Human Resources field telecommunications and digital, 4) *Threats* Unpreparedness Human Resources in face entry more modern digital telecommunications .

8. Conceptual Factors

Research result to aspect conceptual with increasing parameters proficiency manager, improve manager's technical skills, improving the manager's human skills in field development Human Resources at the Testing Center Telecommunication Devices , as following ;

1) *Strengths* (Strength) skills knowledge technology owned by Human Resources can maximized with innovative ideas , 2) *Weaknesses* (Weaknesses) develop conceptual existing telecommunications Not yet maximized , 3) *Opportunities* for excellence Human Resources field telecommunications and digital continues must developed with support government central and regional , 4) *Threats* (Threats) each existing concept designed with Skills conceptual is results from the ideas that emerge from in self employee not enough aspirated in a way Good .

9. Leadership Factors

Research result to aspect leadership with internal public relations parameters Work more flexible, and motivational in Work more directed in field development Human Resources at the Testing Center Telecommunication Devices, as following;

1) *Strengths* (Strength) have environment work with build strong *teamwork* . 2) *Weaknesses* are required development more *networking* broad and sustainable , 3) Motivational *Opportunities* work and build environment more work good , 4) *Threats* (Threats) target organization Not yet achieved .

10. Remuneration Factor

Research result to aspect reply service with increasing parameters compensation, bond cooperation , and improve stability Work employee , in field development Human Resources at the Testing Center Telecommunication Devices , as following ;

1) *Strengths* (Strength) There is compensation provided besides wages principal, 2) *Weaknesses* (Weaknesses) Delay wages paid after work completed and accepted by workers , 3) *Opportunities* exist Spirit high work and create satisfaction results work achieved , 4) Job *threats* No can resolved appropriate time a week impact to service public .

11. Consumer Factors

Research result to aspect consumer with parameters give more benefits OK , get it quality goods or quality in field development Human Resources at the Testing Center Telecommunication Devices , as following ;

1) *Strengths* (Strength) Success in give satisfactory service to society / consumers, 2) *Weaknesses* still not enough consistency in every services provided by employees in their field, 3) *Opportunities* (Opportunities) Provide quality excellent service with capabilities and technology owned , 4) *Threats* are needed proper service time and quality .

Researcher can criticize Sikula's (2011) theory is linked with condition empirical in the field that there is Development Strategy factors Human Resources Digital Based in Improving Employee Performance at Testing Centers Telecommunications Equipment, Ministry of Communication and Information Republic of Indonesia, namely factor productivity work, efficiency, damage, accidents, service, moral, career, conceptual, leadership, reply services and factors consumer. But deep its implementation factors the Not yet entirely walk in a way effective, like moral factors so Still there is problems encountered related service to public.

Based on matter mentioned above , researcher explain that theory Sicula (2011) used as tool analysis Still Enough relevant and current, though Still there is weakness at level empirically in the field. However thereby For complete lacking effectiveness theory the researcher find novelty, namely factor creative and innovative, so Development Strategy Human Resources Digital Based in Improving Employee Performance at Testing Centers Telecommunications Equipment, Ministry of Communication and Information can walk as it should be .

4. Conclusion

Application development source Power man internal digital based enhancement employee performance at the Testing Center Telecommunications Equipment, Ministry of Communication and Information Republic of Indonesia not yet fully effective. Effective strategy For develop source Power man internal digital based increase performance employee at the Telecommunications Equipment Testing Center of the Ministry of Communication and Information Technology Republic of Indonesia , namely with method paid notice factor productivity work, efficiency, damage, accidents, service, morale work, career, conceptual, factors leadership, remuneration and consumers supported by the findings study that is factor creativity and factors innovative so that performance employee at the Telecommunications Equipment Testing Center , Ministry of Communication and Information Republic of Indonesia can walk in a way effective and efficient .

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