ANALYSIS OF HUMAN RESOURCE DEVELOPMENT OF ENGLISH LANGUAGE CENTER IN MANADO

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Abstract

The research's goal is 1) exploring the human resource development strategies at the English Language Center in Manado, and 2) identifying the factors which might encounter the strategies. The research type is descriptive that describe about an overview and explanation of the human resource development strategies at the English Language Center in Manado.The findings figure out that 1) the human resource development strategy at the English Language Center in Manado is throughout formal education, where employees have got opportunity to pursue higher education profoundly. An employee training is the following strategy; however, it is not conducted regularly in asmuch as limited budget, which restricts the training time as well. Due to the lack of budget and stipulated training time that is impactful to an unoptimal of human resource development strategies at the English Language Center in Manado. The hindrance factors of human resource development strategies at the English Language Center belong to external obstacles such as rapid economic changes, changes in legislation, and political developments. Internal obstacles is a part of the strategic planning which is ineffective,organizational structure which is not central and not well organized and limited budget. However, limited budget takes a significant impact as a barrier to human resource development strategies at the English Language Center in Manado among those mentioned.
Key words : Quality and Performance

Abstrak

Penelitian ini bertujuan untuk 1) Bagaimana strategi pengembangan sumber daya manusia Di Lembaga Pendidikan English Language Center Manado. 2). Faktor-faktor apa yang menghambat strategi pengembangan sumber daya manusia di Lembaga Pendidikan English Language Center Manado. Jenis penelitian adalah Penelitian ini bersifat deskriptif yang bermaksud memberi gambaran dan penjelasan mengenai strategi pengembangan sumber daya manusia pada Lembaga Pendidikan English Language Center Manado.Hasil penelitian menunjukkan bahwa 1) Strategi pengembangan sumber daya manusia di Lembaga Pendidikan English Language Center Manado adalah melalui pendidikan formal. Dimana pegawai diberikan kesempatan untuk mengikuti pendidikan secara bebas. Strategi selanjutnya adalah pelatihan pegawai namun pelatihan tidak dilaksanakan secara berkala karena anggaran yang terbatas yang menyebabkan waktu pelatihan terbatas pula.Ketersediaan anggaran dan waktu pelatihan yang terbatas menyebabkan tidak optimalnya strategi pengembangan sumber daya manusia pada Lembaga Pendidikan English Language Center Manado 2) Faktor-faktor yang menghambat strategi pengembangan sumber daya manusia di Lembaga Pendidikan English Language Center terdiri atas ; hambatan eksternal yang meliputi perubahan ekonomi yang cepat, perubahan perundang-undangan, dan perkembangan bidang politik. Sedangkan hambatan internal mencakup rencana stratejik yang tidak tepat sasaran, struktur organisasi yang sentralistik

dan mekanistik, serta anggaran yang terbatas. Anggaran yang terbataslah yang paling besar pengaruhnya sebagai penghambat strategi pengembangan sumber daya manusia pada Lembaga Pendidikan English Language Center Manado.

Kata kunci : Mutu dan Prestasi

I. INTRODUCTION

In Management Literature or Administration, it is wellknown about approach to analyze organization particularly human resource. The approach which is usually used to analyze human resource in an organization are diagnostics analysis and system approach. Diagnostics approach consists of four components or four pace that relevant each other. First, the remark about human resource condition. Second, goal management. Third, an option of conducting from vary alternative to achieve a goal. Fourth, evaluation of the result. Diagnostics approach can be applied in any kind of situation. It is used in Human Resource Development. It is a bound of decision integrated to the relationship among employees that influences an effeSystem approach is an approach which view an organization as an integral part from wide environment. The environment consists of internal and external ones. External environment is a condition of economics, social, law and so forth. Whereas, internal environment such as human resource that is employees in an organization.

The most important asset in organization that should be had andpaid attention by managemen human resource oforganization. Term of Human Resource indicates to group of people in an organization. When all managers involve in human resource activities as part of their job, so they try to facilitate a contribution of the people to reach a plan and strategy of organization. The meaning of human resource trial is an element of people who exist in organization. However, we do realize that engines, equipment and financial assets are essential resources in an organization . On the other hand, human resource is the main subject in it. They give creative things in each organization. People design and create goods and services, control the quality, market the product, allocate financial resource and determine entire strategy and goal of organization. Yet, it is impossible without effective people for an organization to reach its goal or aim. Human resource can make other source of organizationruns well. None of the factors in organization activity have impacts directly to the organization prosperity except from human resource.

External environment such as cultural change is one of external factor that brings about the organization to look for new strategy in order to empower human resource to be

more effective. Besides, internal factors like the indirect compensation, the need to research law and social pressure and the demand of practical employees inadequate as factors which develop human resource in organization become more important. Therefore, a success activity or development is mainlydetermined by capable and highly skillful employees. It is necessary to do effort such as cultivation and perfection of employees intensively and synergy so that it can be more effective as it is. Kind of approach, they are dianostics and system approach as mentioned above can be used to analyze and cultivate human resource.

Diagnostics approach is emphasize to the internal of organization like goal, resource, action as well as financial matter. In view of completing with system approach which helps to see the essential of external environment in organization.System approach is an approach that visualizes an organization and its environmental as sub system as mutual understanding and bound for one after another (input) process – organization – ELC as a non formal education as a part of a vast system is unbounded from the effect of external and internal impact happened. The condition demands highly adaptation to the change of on going environment. To achieve a goal, it is necessary to have a rightful strategy and goal plan.One of the applied strategy can be used is human resource development.This strategy is begun from a diagnostics for organization to reach its aim. In fact, the strategy of Human Resource Development in English Language Center is still ineffective. In reality, this problem can motivate the writer to do a research about strategy of human resource development in English Language Center. This reason is empowered by the lack of analysis of the strategy of Human Resource Development particularly in ELC.

II. THEORETICAL STUDIES

To know about the strategy of Human Resource Department in English Language Center. To know about the factors that impede the Strategy of Human Resource Department in English Language Center.

A. Definition of Strategy

Strategy derives from Greek : Strategum, Strategos, strateges (miitery term)means a strategy for a general intric / cheat, as well as to manouver the militery toward enemy, by using resource, to control logistics to negotiate with opponent. Strategy itself is started to be used on 5th century B.C for the sake of ten tribes called Board of 10 Strategy. The next strategy development is used for manufacturing business, computer, and agriculture as

well. It is also used for country sake which has vast and wide meaning in order to function all of availability of Human Resource in the country to achieve its goal.

Strategy came up since the component among human creature. Not only human being who need strategy but also animal do. Both human and animal are tend to compete each other. In order to win the the competition, both human and animal, try to be ahead of others, to be outstanding one after another, so it becomes strategy.

Based on the reality, human rate are difficult to seperate themselves with the use of strategy or tricks. Anyway,strategy is used in any kinds of field of life, such as, psychology, economics, business, military, and many more.In additional,strategy is necessary to answer external environment permanently or any changes. Strategy is an art using capability and source in organization to achieve its target through relationship with its environment effectively in a beneficiery condition (Salusu,2000:101). In a business matter, strategy is often used to indicate a special conduct by a manager in order to balance a potential action that comes from his opponent. In general, as vice versa, strategy of organization is a doing action to get a goal and main target of organization. The opinion is stated wellknown by Steiss (Salusu, 2000:90). Meanwhile, according to Bryson, (2003:189), in view of strategy as a form of aim, policy, program, action, decision, as well as source allocation which has definition on how the strategy is, what will be done in organization and why an organization commits it. Along with Quinn, (Bryson:2003) describing about strategy provides a fundamental in advance in order to adapt and to achieve a vast goal. In order to know the final result of a policy, can be seen from the cause of real impact by the society either things that is expected or unexpected as a consequent from a real or not action of government to view of every problem which comes up in community.

Seeing from the aim of strategy which has vision and mission in an organization, therefore, all policies, program, action, decision and allocation of human resource should be developed in English Language Center. Strategy is an integrated and comprehensive framework which indicates optional that determinesthe form and goal of activities of organization to achieve the aim. Human resource department should be function as a partner of a leader of organization to manage a strategic plan in organization because human resource is a key word to consider the strategy. Strategy of policy consists of three main components. They are: (a). Allowance of study, the allocation of tuition fee and training as well as proposal to join the training. (b). Position, (c). Recruitment In order to

know whether a strategy is success or not in English Language Center, can be measured from four variable component of human resource development, they are education, training, position and recruitment.

a. *Strategy of Allowance of Study, Tuition Fee and Training*

Allowance of study, allocation of tuition fee and training as well as proposal to join training held by organization is a strategy to progress the ability of knowledge, skill and attitude that will apply in a daily activity as profession in organization. To measure a successful of education and training can be acknowledged from the progress of employees' productivity, the minimum mistake in a job, the capability to solve a new problem in a work and also apt to follow the development of high technology.

Attitude or capability to have teamwork with other background as for instance : level of education, level of cariers, temperament, work point of view and main duty, race, nationality and religion are ability obtained from education.

b. *Strategy of Position / Placement*

Position is a type of leadership strategy of organization in advance of a process of recruitment. Mis position of employee can lower his work spirit, becomes frustrate and disappointed which finally influence to the performance and his work productivity. We must pay attention to the employee position seriously since it can give good effect both to organization and employee like loyalty and high responsiblity to the job and be positive thinking.

In other word, staff position is based on the right position and capability could make the employee works well and responsibles on his job. Having the right position of an employee for the sake of organization and employee, he should therefore pay full attention on the principal ' The right man on the right place doing the right job, in the right time .

c. *Strategy of Recruitment*

When an organization is getting developed to anticipate external environ-mental change, therefore, recruitment is the way to face the shortcoming or lackness of a need of human resource. Occasionally, organization recruits to enhance, sustain as well as to adequate all man power according to the need of human resource.*A definition of recruitment according* to Noe et al (2000) states that recruitment is an activity of organization previously in order to identify and look for potential employees.

Apart from size, product or service given, each organization should recruit applicant to fill a position in an organization. Filling a vacancy in an organization whether it is

because of the development of the growth , structural changes and its function or employee rolling need to look for the right personal to fulfil the requirement on a vacant position. The source of employee may comes from internal or external resources. Human resource in an organization is very important source and it can only be gained through recruitment. Hence, type of strategy of human resource development in English Language Center got from a process of recruitment.

B. Definition of Development

Development of the quality of human resource is a main inquery to accelerate the importance in a structure, the progress of quality of human resource here consists of two aspects. They are physical aspect (aspect of quality) and non physical aspect (non physical quality) which relevant to the ability to work, think and other skills (Notoatmojo;1998). The aspects can influence things that organization can or cannot do. According to Milkovich (1994:15), some factors which give effect to organization is aim, financial situation, technology and organization culture. Further, Leonard Nadler (1969), in a Conference organized by the American Society for Training and Development. Leonard Nadler defines HRD as those learning experiences which are organised, for a specific time, and designed to bring about the possibility of behavioural change."

On the contrary, according to Kellog (Moekijat 1991:8) devines that development is a change of people who probable work more effectively. Whilst, Manullang in his book (1988:199-200) manually stated that man power need to be filled by kind of knowledge and skill through man power development program which is particularly designed by an organization in order to help employee to increase an ability, knowledge as well as to develop attitude. Further, Manullang (1988:8) added that vary activities that can be done by an organization to develop man power are as follows : (a). Training / education,(b). Rolling position (c). Work delegation (d). Promotion (e). Mutation (f). Counselling (g). Member on duty in organization and (h). Conference.

Next, Armstrong (1997) states that the development of human resource related to available opportunity and learning development, training programs which consists of plan, performance, as well as evaluation of the programs. On the other side, Briant and White (1987) said that there are 4 aspects in a development of human resource quality as a trial to increase human capability, they are :

1. Development must give pressure to the capacity of people who will do to increase capability and energy needed as well.

2. Development must emphasize the equity, an un equity development of level of community will destroy their capability.

3. Development means empowerment of community as a result of new development which is more useful to community when they have relevant power. Development must have rightenous increasement to level of rooted society.

4. Development means the sustainable and inter dependance term among countries in the world. Due to the sustainable concept and the prosperity of the development so limited and scarcely resource will become a main point to develop the capacity itself. Along with it, Stewart and McGoldrick (BasoAmang,2014) state that human resource development encompasses activities and processes which are intended to have impact on organizational and individual learning. Whereas, Harris and Desimone (Baso Amang,2014) say that human resource development can be defined as a set of systematic and planned activities designed by an organization to provides its members necessary skills to meet current and future job demands.

C. Definition of Education and Training

In Chapter (1) Verse (1) says that the government policy of Republic of Indonesia No. 101 Year of 2000 about education and training of civil servant described that education and training of civil servant in advance called Diktat is a process of teaching and learning to expand knowledge of civil servant in person. According to Martoyo (1994 : 53) says that education and training are performed both for new personal so that he can work properly and for all personal in order to increase his qualification to do his present as well as future work. The aim of education and training based on government policy No. 101 year of 2000 of training and education of civil servant personnel are :

1. To develop education, expert, skillful and attitude to do the task professionally according to the good personnel and attitude of civil servant on the institution.

2. To create personnel who is able to perform as a pioneer of unity of nation.

3. To firm attitude and spirit of work oriented onservice, controller and society development.

4. To create equity of vision and dynamic perception in doing government task and development to have good governance.

D. Recruitment

In an organization whether because of its growth, structural change and its function or staff rotation, it must be through a recruitment process as a whole activities to look for

applicants with motivation, ability, skillful as well as knowledge needed to bury the identified lackness. Principally, recruitment is a process to look for, find out and to welcome applicant to be personnel in a certain organization. Recruitment is a process of searching and boundling of applicant who is ableto apply as employee. The process is started from the apllicant who look for a job and ended by application. The result is a group of job seeker from a selection. Process of recruitment sometimes handled by specialist called recruiters. And the process of recruitment is important since the quality of human resource in organizationdepends on the quality of recruitment process (Handoko 1999:69). Right man on the right placemeans to place a person on the position on his field of work or on the right place. According to Gomes (2000 : 117) that position is series of plan of activity to be done to decide whether an applicant accepted or not, whether personnel fix or not to be put on certain position in an organization.When technology of organization change, so it is necessary to train the personnel. At least, new theory should be formulated to the organization from outside in order to place new position. Besides,vacancy can happen in main position (such as executive, technician and professional) where there are not highly personnel in the organization.

There are two main sources of recruitment can be used namely internal and external sources. Internal source has something to do with the personnel in organization. While, external source is personnel which is not available in organization. Internal sources, when there is vacancy of position. The first place to be done by organization is replacement. Through recruitment of internal policy, personnels in organization are given first chance to place the vacant position. The available personnels are so effective source of recruitment. This is because the personnels who are available at present know well about the expectation of the organization, work performance, skill and knowledge needed to various job and the action to be conducted in organization. They know how to identify personnel which will give contribution effectively.

External sources, external sources of recruitment consist of personnels who become member of organization. The benefit of recruitment from external source is that organization can recruit many applicants. This is certainly easy for organization to recruit highly potential applicant rather than normally done in internal source. Outside applicant will assume to bring new idea, new technical work, method of production and new training into the organization that will bring about new idea of profitability.

F. *Training, Reward and Education*

Training is a systematic process to change personnel's attitude to get improvement of organizational target. (Simamora 1997 : 42) says that in a training, personnel learns about capability, skill, invention and specific attitude which is related to the job. Training sometimes provides specific skill to the personnel or help him to correct his weakness in the work. Instruction is given to develop skills that can directly applied in his work field, by means of training, it can increase work performance on personnel present job. The difference between training and development, training is specially assist personnel to improve his job performance to be better, whereas, development represents an investment oriented to future need. Training is more specific focus and should give skill that benefit for organization in advance. While, development is based on the fact that a personnel will need series of knowledge, skill, and developing ability to work well and have good career. Both training and development can be held intwo situation: (1). Work which need personnel with skill, knowledge or different attitude from what he has now. (2). Progress in organization requires personnel to have skill, knowledge or different or new attitude. The main purpose of training is basically catagorized into :

• Mending work performance. Personnel who works improper way of satisfaction due to lack of skills should follow training. Sometimes new employee or new promoted personnel has no skill and ability needed to be competed in their work field.

• Update skill of personnel deals with technology enhancement. By training, trainer measures that personnel can effectively face new technology. The change of technology means that all kind of job must sometimes alters and skill as well as ability of personnel must be upto date through training, so technology development will be integrated successfully in an organization.

• To lessen or decrease learning time for new personnel so that he can be competent in his field. New personnel does not have skill and capability needed to be job competent that is an ability to achieve output and standard of quality expected. An important related issue is an elected personnel in a training program motivated to be succeed. Motivation is a vital item in a training process. Personnel who does not intend to study more in training program can decrease spirit and trial that has been arranged well. One of the reason of lackness of motivation from trainee is an unrelevant between successful in training program and success and reward in work field. Thus, the relationship can be tighten by trainee, so, organization will see that trainee prefers to learn more in training program and transfer

Organizational condition can either make easier or impede the development and training. Organization that demands on autonomy or creativity can support the activity of development and training differently rather than organization which support dependance and comfort. The content of training program and responsibility in development and training

E. Position / Placement

As an advance of the selection process of personnel recruitment that has been done before that is how to pay attention on position of personnel with principal The can be different in organization with different climate.The structure of organization can effect the activity of development and training. Organization with human resource management and different function is likely supporting the development and training.   Finally, financial and human resource which available in an organization influence the level and type of development and training activities.

During recession many organizations sometimes deduct cost of training budget. Job analysis, personnels who have no skills or attitude for certain job might be trained. While, those expert who bring skills and basic capability on the job, however, each work has unique aspect to certain organization where the work applied. Further, a manager learns about optional program and selects the best program for his personnel. Human resource can suggest inputs on this choice. In development and training phase, therefore, the training program is planned and implied. Training program should consist of activities and learning experience that will fulfill the target made in every assessment. Several activities of different training, include on the job training and off the job training can be used. Eventually, the manager or human resource expert will evaluate the impact of development and training to the need of the organization. First step in evaluating the success of training program is to determine the criteria of evaluation. This criteria must be based on the beginning target of training. For instance, is the aim of training to share new information to change certain attitude, to gain new skill, or to change certain behavior? After making criteria, the trainee can be evaluated in order to consider whether the training is successful or not. The evaluation must also assess whether learning process in training program is totally transferred to the real implimentation of work fieldor not.

III. RESEARCH METHOD

a. Type of Research

This is a descriptive research which describes and explain about a strategy of human resource development at English Language Center as non formal education as well as factors that impedes the strategy of human resource development. Base of the research is survey approach. Moreover, the function of survey approach is to measure symphtom or indication without investigate why the symphtom exist, so it is unnecessary to know the relationship between variable since it is only used data collection to reslove the problem than hyphotesis test, Consuelo (Husein Umar, 2003: 82).

b. Location Of Research

The research was held at the office of English Language Center Manado because there is some term of reason related to the human resource development which needed to be paid attention,particularly to increase the ability of staffs obtaining organizational goal.

c. Population and Sample

This research used full sample that few population become sample. In addition, responden sample of this research is to make use of answering questions by questioneer. Next, completing the data obtained from spreading questioneer, moreover, series of interviews profoundly to the key informan. Decision of key informan is according to the reality that the aforementioned person knows, understands and be able to give and well related to this research. The informen involved are:a). Head of English Language Center staff.;b). Head of Human Resource Department. Human Resource Development is the core center of how to develop human resource in order to achieve high quality of work performance (Anonym, personal communication, August 15,2017). Along with this, the same statement about the strategy of human resource development also described as the process through out training and in house training in stipulated time to enhance the quality and competency of human resource department in English Language Center in Manado. (Anonym, personal communication, September 05,2017)

d. Data Collection

In order to obtain field data, mainly primary data from this research, therefore, it is used data collection as :

a. Questioneer, it is a list of written questions about some problem that have something to do with the object of research.

b. Interview, it is a technics of data collection used by free interview to the informan to dig for more indication of the informan to answer the question.

c. Observation, it is a technics of data collection used by observing directly to the object researched.

Data analysis in the process of research is an

urgent target since it is a phase to provide

series of information with objective rational

about the data or fact found on the field.

IV. RESEARCH RESULTS

A good human resource management is aim at contribution to the development that can be given by all personnels in an organization to achieve its goal. It is no matter what is the target of organization to be achieved. In fact, an organization with human resource involved not only by a target, but also with variety of instrument to raise up efficiency, effectivity and productivity of work performance wholly in an organization. Human resource in English Language Center with sixty six (66) personnels have own job description based on their work field which can be described as follows : a. The condition of personnel based on genre; b. Condition of Human Resource based on Formal Education. Seeing from gender the number of personel at English Language Center are:male 53 people (80.30%) and female 13 people (19.70 %). Furthermore, we can see from the table below about the condition of human resource at English Language Center based on its gender as below :

Table 1 : Condition of the Staffs based on Genre

Gender	Frequency	Percentage
Male	53	80,30
Female	13	19,70
Number	66	100

To recognize about human resource according to formal education followed by personnel of English Language Center (ELC) can be shown on this tablebelow:

Table 2 : Condition of Human Resource based on Formal Education

No	Last Education	Frequency	Percentage
1	High School	50	56,06%
2	Academy/Diploma/University	3	4,55%
3	Undergraduate	10	34,85%
4	Post Graduate	3	4,55%
	Number	66	100

B. External Obstruction

External barrier is all impact deals with the growth and development from outside of the capability of English Language Center to control it, meanwhile, it is a subject matter to value the increasement as well as the development which would influence significantly, either positive or negative to English Language Center. In general, kind of barrier classified into: a. politic aspect;b. legislation aspect; c. Technological develop-ment aspect;

V. CONCLUSION

Based on the result of analysis, therefore, it can be concluded that the strategy of human resource department in English Language Center is through formal education. The employees are given good opportunity to follow education freely. The next strategy is in house training, event though it is not continued because of limited budget that influence to timetable of training. The budget provide and time limit training caused of the not optimum strategy of human resource development and English Language Center in Manado. Another strategy is employee position. The realization of employee positioning is relevant to the strategy of human resource development in English Language Center is not optimum either. As a result, it can be seen from irrelevant position that gives strong impact to employees who have something to do with the positon. The factors which obstruct the strategy of human resource development in English Language Center consists of external barrier, they are the rapid of economics development, the changes of lawful and the politics issue. On the other hand, the internal barrier consists of strategy plan that does not get to the stick of target, centralized and mechanism structural of organization as well as limited budget. The limited budget is one of the biggest effect as the barrier of human resource development in English Language Center Manado.

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