

ANALYSIS OF HUMAN RESOURCE DEVELOPMENT STRATEGY IN THE MINISTRY OF LAW AND HUMAN RIGHTS

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ABSTRACT: Human resources development is one part of human resource management that must be implemented by every organization. In public organizations human resources development is better known as competency development. Competency development is carried out to improve the competence of each civil servant by organizing various activities, one of which is by carrying out education and training. Training can be carried out by various methods both classically and non-classically. The Ministry of Law and Human Rights through Human Resources Development Agency for Law and Human Rights and Law and Human Rights Education and Training Center Law and Human Rights carried out the development of human resources by organizing trainings that are currently conducted online (Distance Learning and e-learning). Currently Human Resources Development Agency for Law and Human Rights has also initiated the Ministry of Law and Human Rights Corporate University, which is expected to be able to answer problems related to human resources development.

Keywords -HR Development, Educational and Training, Kemenkumham RI, Corporate University

I. INTRODUCTION

In the inaugural speech of the President of the Republic of Indonesia elected Joko Widodo period 2019 - 2024 which states that currently will conduct infrastructure development and human resources development and the top priority is the development of human resources. Various efforts in building human resources one of them by improving the standardized education and training system in accordance with the needs of the organization that impacts on the structuring of human resources competencies that become one of the programs with the aim to improve the quality of human resources.

Human resources development programs conducted by each organization will have an impact on the progress of the organization in achieving the goals of the organization. Human Resources Development is a way or process conducted by the organization to create various activities in facing challenges that occur effectively (Kadarisman, 2008). Armstrong (1997) stated that human resources development is related to the provision of opportunities, development and learning, designed by the organization by making a variety of training activities that include from the planning process, implementation to the implementation of evaluations on human resources development programs.

It can be interpreted that human resources development is a plan designed by an organization that is sustainable by creating or designing various programs or activities to increase knowledge, skills and attitudes by providing opportunities to all employees as widely as possible to be able to improve the competence that has in supporting the demands of the work that is currently being done and prepare competencies for future work.

In public organizations, civil servants as human resources have a role to provide services to the community. The provision of services to the community is in line with the purpose of public organizations, namely to provide public services. Civil servants are required to provide professional public services, so civil servants must have good knowledge, skills and abilities in order to provide professional public services. Improving the professionalism of civil servants is done by providing various facilities, suggestions and infrastructures as well as programs designed to improve public services and quality of human resources by HR development programs planning that are in accordance with the objectives of the organization.

One of the program efforts in the framework of human resources development which organizations in public organizations with the conduct of education, training and development. In public organizations, human

resources development is often with education and training (Training), while in private organizations human resources development is more racial training with and development (training and development).

Education and training have different meanings. According to Hardjanto (2012) states that education is the relationship between general improvement and understanding of the environment as a whole and the process of developing knowledge, skills, thoughts, dispositions, character of a person and so on. While the training according to Nadeak (2019), which states that training is all activities that have been designed by the organization in order to improve performance and complete the work that is currently or that will be faced.

It can be concluded that education is an effort made by the organization to provide knowledge, skills that can influence in completing a job that will have an impact on the goals of the organization. While training is an activity designed by the organization in order to improve skills in order to develop the potential that has in order to complete the work that it does now and in the future.

Civil servants as assets for public organizations, have an important role in order to bring the organization better and achieve its goals. As an asset, civil servants should be given competency development. As mandated by Government Regulation No. 11 of 2017 concerning Civil Servant Management in Article 203 paragraph (3) which states that every civil servant has the same rights and opportunities to be included in competency development, and paragraph (4) which states that competency development is carried out at least twenty hours of lessons in one year. Based on Government Regulation No. 11 of 2017 concerning Civil Servant Management, civil servant competencies are divided into three, including technical competencies, socio-cultural competencies and managerial competencies. Competency development can be carried out by organizing education and training both classically and non-classically.

Human Resources Development Agency for Law and Human Rights as an agency that has the task to carry out the development of human resources in the field of law and human rights against civil servants in the Ministry of Law and Human Rights. Human resources development is carried out by organizing various trainings that have an impact on improving competence of civil servants within the Ministry of Law and Human Rights.

The Ministry of Law and Human Rights is a large government agency, consisting of 11 Echelon I Units, 33 Regional Offices, 136 Immigration Technical Implementation Units, 681 Correctional Technical Implementation Units, 5 Technical Implementation Units of Heritage Hall and 19 Immigration Representatives in overseas territories. This Ministry of Law and Human Rights has 62,567 civil servants spread throughout Indonesia and immigration representatives abroad. Many civil servants in the Ministry of Law and Human Rights have an impact on the development of human resources that make the opportunity to develop competencies organized by the Human Resources Development Agency law and human rights is very limited, therefore must determine the right strategy in order to improve the competence of civil servants.

The implementation of training conducted by Human Resources Development Agency of Law and Human Rights is still focused on training with classical methods. The implementation of training with classical methods there are limitations in its implementation, given the limited limitations of participants and budget constraints that become constraints in the implementation of the training activities. Based on the Regulation of the Head of State Administration Agency No. 13 of 2011 concerning Guidelines for The Implementation of Education and Technical Training, Article 18 paragraph (4) states that "Training programs can be held classically or non-classically. Training programs are classically conducted face-to-face in the classroom, while non-classical training programs are conducted in a variety of ways including, distance learning, training in the workplace, etc."

From the problems as described earlier that occur in the development of human resources in the Ministry of Law and Human Rights, the objectives of the research in this article are as follows:

1. To analyze supporting factors and inhibitory factors in the development of human resources in the Human Resources Development Agency of law and human rights of the Ministry of Law and Human Rights.
2. To analyze the right HR development strategy that can be done by the Human Resources Development Agency of Law and Human Right Ministry of Law and Human Rights.

II. THEORETICAL REVIEW

In this article will be analyzed using theories related to strategy management, strategic planning and human resources development. Strategy management is the most important part of the organization that can determine the direction of leadership in bringing the organization.

2.1. Strategic Management

According to Efri (2019) which states that strategy management is a series of decisions and actions formulated based on considerations contained in the internal environment and external environment of the organization to achieve organizational goals in the long term. While strategic management according to Sondang P. Siagian (2008) which states that strategic management is a decision and action made by the

leadership of the organization with attention to the external and internal environment aimed at all organizational devices in order to achieve the organizational goals that have been set. It is concluded that strategy management is a variety of decisions and actions that have been determined by the leaders of the organization by paying attention to various environments both internal and external environment to achieve the goals of the organization in the long term. Strategy management is determined by the role of leadership that will determine the direction of the organization will run because in carrying out strategy management, the leadership must be able to make a plan that is in accordance with the vision, mission and objectives of the organization so that the organization can run as it should.

2.2. Strategic Plan

Strategic plan or Strategic Plan is part of the management of the strategy carried out by the leadership of the organization by making performance targets based on the vision, mission and objectives of the organization, then conducted an analysis of internal and external factors that are used as a performance target that can be done by employees in the implementation of a job in the organization. Badrudin (2013) stated that strategic planning is a long-term plan that is comprehensive, by providing formulation of organizational direction and procedures for allocating resources to achieve goals at a certain period of time. Robbin and Mary (2004) stated that the Plan is a plan that applies to organizations to be a common target for the organization and seeks to incorporate the organization into its environment. The strategic plan is designed by the organization's leadership by broadly setting goals in order to achieve the vision, mission and objectives of the organization. The steps that must be passed in planning a strategy according to Hellriegel and Slocum (1992), as follows:

1. Develop the mission and objectives of the organization.
2. Diagnose opportunities and threats, analyze external factors
3. Assess strengths and weaknesses, analyze internal factors.
4. Generate alternative strategies.
5. Determine the actions that must be taken in order to achieve the goal.
6. Develop a tactical plan aimed at implementing the Plan.
7. Control and assess the results that have been done.

The process of strategic planning if implemented in accordance with the stages outlined above, will result in appropriate and appropriate strategic planning for the organization.

Quality Strategic plan not only lists the vision, mission and objectives of the organization, but is able to imply the benefits that will be obtained. A good plan is able to unite and strengthen each stakeholder to make a change in achieving the goals of the organization. In preparing good strategic planning, various leaders of the organization should be included.

2.3. Human Resources Development

HR as an organizational asset is very important, it is due to human resources that are able to bring the organization in achieving its goals. Without the role and participation of human resources, the organization is not able to carry out its vision, mission and objectives. Organizations must nurture, improve their knowledge and skills and improve their attitudes, develop human resources for all employees. HR management is a strategic approach that aims to manage human resources as the most important asset for organizations that individually and collectively have contributed to the achievement of organizational goals (HarsukoRiniwati, 2016).

Human resource development is part of human resource management which is a form of effort made by the organization to improve the quality and performance of employees so that it will have an impact on the achievements of the organization. According to John M. Werner (2012) stated that human resources development is a series of activities designed by the organization systematically and planned that aims to provide opportunities for its employees to learn the skills needed to meet the demands of current and future jobs. Meanwhile, according to Richard Swanson (2001) stated that human resources development is a process carried out by the organization to develop and release expertise through training, development and development of organizations aimed at improving performance. It can be concluded that human resources development is a series of activities or programs that have been designed and planned by the organization in accordance with the needs of the organization, by being given the opportunity to all employees to develop their skills so as to help in solving the demands of the work faced in the present and in the future.

From the various definitions of human resources development put forward by experts, the goal of human resources development is to improve the quality of human resources better, so as to help complete the work faced both now and in the future. In the public sector, the development of civil servants' human resources is carried out through education and training organized by work units or work units in the field of human resources development, such as the Human Resources Development Agency, or Education and Training Center. Through the use of this theory, human resources development is expected to be able to obtain appropriate strategies and can be applied to overcome the development of human resources in the Ministry of Law and Human Rights.

III. RESEARCH METHOD

This research is qualitative research. As stated by Cresswell (2008) states that qualitative research is an approach that aims to explore and understand a central symptom. In qualitative research there are various types of research that can be used, but in this study, researchers use applied research types, as stated by I Made Laut (2020) Applied research is a type of research used to solve a problem that occurs somewhere, such as in organizations, agencies and in companies. This research aims to solve a specific problem or in making a decision.

Data collection techniques are carried out by primary data collection conducted through observation, interviews and documentation. In this study, data collection was conducted through primary and secondary data collection. Primary data obtained based on research taken directly from the source. In this case, primary data is used based on the results of interviews to predetermined informants. The designated informants come from internally from the Human Resources Development Agency of Law and Human Rights of the Ministry of Law and Human Rights and from external such as from the Career Development Section of the Bureau of Personnel and Several Regional Offices of the Ministry of Law and Human Rights.

Secondary data is conducted with literature studies that can be used to support primary data that has been obtained in the field. Secondary data is obtained from literature studies conducted by researchers by studying and studying various literature derived from books, article rules and journals or so on.

IV. RESEARCH RESULTS

From the results of research conducted by researchers that the Human Resources Development Agency of law and human rights of the Ministry of Law and Human Rights is an echelon I unit that has the task to carry out the development of human resources in the field of law and human rights as mandated by the Regulation of the Minister of Law and Human Rights No. 29 of 2015 concerning Organization and Work Procedure of the Ministry of Law and Human Rights of the Republic of Indonesia. The Human Resources Development Agency of Law and Human Rights has a technical implementation unit that assists in the development of human resources in the work area that has been mandated in the Regulation of the Minister of Law and Human Rights No. 4 of 2018 concerning Organization and Work Procedure of the Education and Training Center for Law and Human Rights.

Various efforts made by the Human Resources Development Agency of Law and Human Rights in improving the development of human resources for all civil servants within the Ministry of Law and Human Rights. Currently, human resources development strategy conducted by the Human Resources Development Agency of Law and Human Rights by creating the Ministry of Law and Human Rights *Corporate University*. This is as conveyed by the Secretary of the Human Resources Development Agency for Law and Human Rights, R. Natanegara Kartika Purnama (2021) who stated that:

“Human Resources Development Strategy conducted by the Ministry of Law and Human Rights by creating the Ministry of Law and Human Rights Corporate University. The Ministry of Law and Human Rights corporate university will be able to answer the problems of human resources development that are currently not met”.

Human Resources Development conducted by the Human Resources Development Agency law and human rights by organizing training conducted classically and non-classically. But during the current Covid-19 pandemic, training is conducted online-based, such as Distance Learning (PJJ) and *e-learning*. This was also expressed by the Secretary of the Human Resources Development Agency for Law and Human Rights, R. Natanegara Kartika Purnama(2021) who stated that:

“During the current Covid-19 Pandemic, human resources development strategies conducted by the Human Resources Development Agency of Law and Human Rights by organizing online-based education and training, such as e-learning or distance learning”

Training with distance learning method is done face-to-face with *the application of Zoom cloud meeting*, so that interaction between teachers and participants face-to-face, usually training with distance learning method is carried out more than five working days. While training with *e-learning* method is done only limited to discussion without any face-to-face between teachers and participants. *E-learning training* is usually carried out only five working days because training carried out by *e-learning* method is only strengthening.

The training organized by the Human Resources Development Agency of Law and Human Rights and Education and Training Center of Law and Human Rights have different strategic paths. Because, the Education and Training Center of Law and Human Rights is a technical implementation unit of the Human Resources Development Agency of Law and Human Rights which has a predetermined working area based on The Minister of Law and Human Rights Regulation No. 4 of 2018 concerning Organization and Work Procedure of the Education and Training Center for Law and Human Rights. The flow of training implementation strategy implemented by the Human Resources Development Agency of Law and Human Rights, as follows:

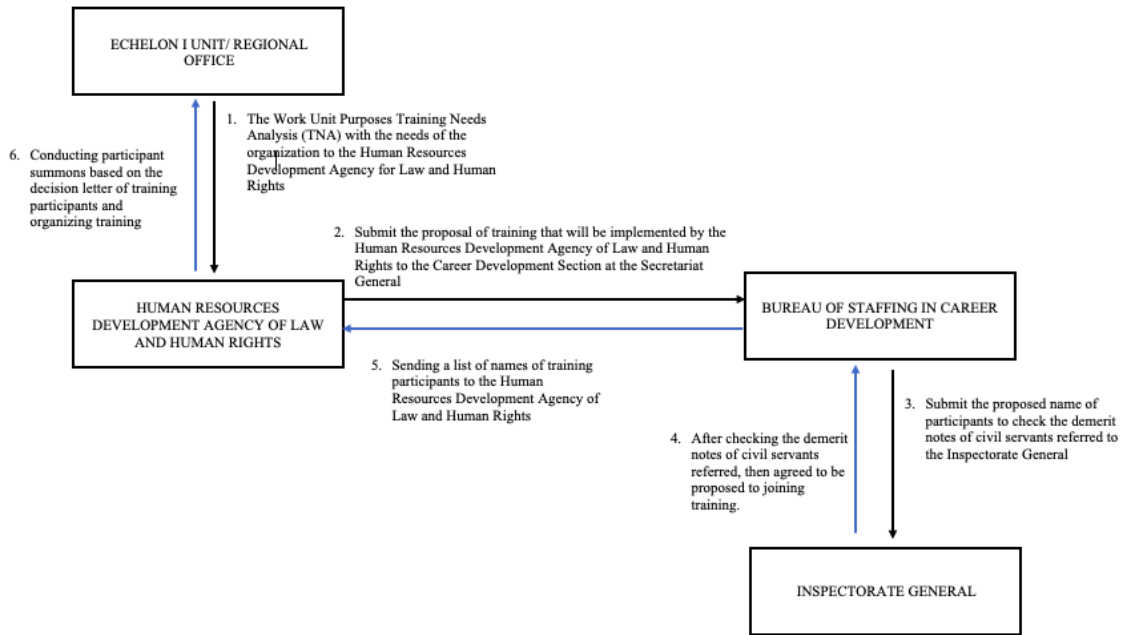


Figure 4.1. Flow of Human Resources Development Strategy through the Implementation of Education and Training at the Human Resources Development Agency of Law and Human Rights

Sources: processed by researchers

While the flow of human resources development strategies that can be implemented by Education and Training Center of Law and Human Rights, as follows:

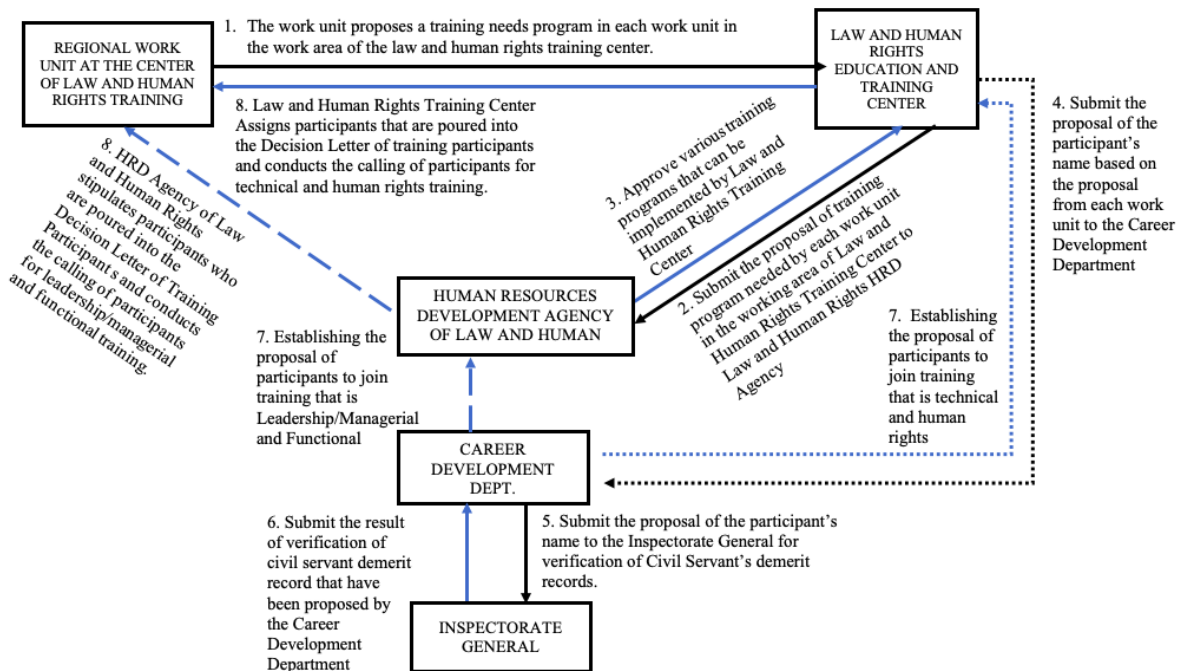


Figure 4.2. Flow of Human Resources Development Strategy through the Implementation of Education and Training Center of Law and Human Rights

Sources: processed by researchers

Basically, the development of human resources carried out through the implementation of education and training carried out by the Human Resources Development Agency of Law and Human Rights and the Current Education and Training Center of Law and Human Rights, is in accordance with the Plan of the Ministry of Law and Human Rights and the strategic objectives of the Human Resources Development Agency of Law and Human Rights. Considering, in the Strategic Objectives of the Human Resources Development Agency of Law and Human Rights there are points in the Human Resources Development Agency of Law and Human Rights

conducting training programs, development and assessment of competencies based on Information Technology. The target of the strategy has been implemented by the Human Resources Development Agency of Law and Human Rights which organizes training based on information technology. However, it is still not able to facilitate the needs of training in each work unit. This was expressed by various sources at the Regional Office of the Ministry of Law and Human Rights, one of which was revealed by Rifqi Adrian Kriswanto (2021) as follows:

“Education and training conducted by the Law and Human Rights Human Resources Development Agency and the Law and Human Rights Education and Training Center have fulfilled the mapping of educational and training needs at the Regional Office of the Ministry of Law and Human Rights of South Sumatra. However, there are still unmet education and training, such as education and training of the treasurer, budgeting and management of information technology. It is expected that the Law and Human Rights Human Resources Development Agency through the Riau Islands Education and Training Center of Law and Human Rights can organize the necessary education and training as delivered”.

The implementation of training conducted by the Law and Human Rights Human Resources Development Agency and the Education and Training Center for Law and Human Rights did not escape the supporting factors and inhibitory factors, as for the supporting factors and inhibitory factors in the development of human resources carried out by the Human Resources Development Agency of Law and Human Rights and the Education and Training Center for Law and Human Rights today, as follows:

1. Supporting Factors

Success in organizing an activity does not escape the supporting factors and has a positive influence on the success of a program. In this case, supporting factors in the development of human resources implemented by the Human Resources Development Agency law and human rights through education and training activities, among others:

a. Leadership.

The head of Human Resources Development Agency the Law and Human Rights as the head of the work unit has a very important role in supporting the development of human resources for civil servants within the Ministry of Law and Human Rights. Various efforts are made to improve the quality of education and training carried out by the Human Resources Development Agency of Law and Human Rights, as follows:

1. The head of the Human Resources Development Agency of Law and Human Rights jumped directly to monitor the training activities carried out. The activity aims to know the problems and obstacles that occur in the implementation of training. The head of Human Resources Development Agency of Law and Human Rights held a coordination meeting between high leaders within the Law and Human Rights Human Resources Development Agency held every Monday. Through coordination meetings between leaders, it is expected to find the right solution for improving the quality of training implemented.
2. The head of the Human Resources Development Agency of Law and Human Rights is currently working with the Faculty of Administrative Sciences, University of Indonesia to provide improved quality of education for civil servants within the Human Resources Development Agency of Law and Human Rights.
3. The Head of Human Resources Development Agency of Law and Human Rights initiated a variety of applications that can support the quality of competency development, including The Learning House Application which is still being developed and the *Situational Judgement Test (SJT)* application that is currently used to know the competence of each civil servant.

b. Facilities and infrastructure.

1. The Human Resources Development Agency of Law and Human Rights has a very large area, in order to provide the freedom of learners to be able to use all rooms to gain knowledge and learning. Considering, training is not only implemented in the classroom, but can be carried out outside the classroom.
2. Human Resources Development Agency Law and Human Rights improve the quality of the internet network by replacing all internet networks with fiber optics, so as to support the quality of the internet when organizing training activities that use information technology.

c. Trainers Competency.

Human Resources Development Agency Law and Human Rights has Trainers who comes from high leadership primary and diverse municipalities of Echelon I Unit, this competency becomes a force for human resources development agency law and human rights because it has Trainers who provide knowledge in accordance with their respective competencies.

2. Inhibitory Factors.

There are things that can hinder the implementation of human resources development in training activities carried out by the Human Resources Development Agency of Law and Human Rights, as follows:

a. Cooperation between leaders and participants.

The head of the work unit often does not give participants the opportunity to participate in training widely. The head of the work unit often gives tasks to civil servants who follow the training. In fact, participants who follow the training have been free from daily activities.

b. Availability Trainers.

Currently, the number of trainings organized by the Human Resources Development Agency of Law and Human Rights causes the limited Trainers so that the Human Resources Development Agency of Law and Human Rights must ask for assistance to lecturers of The Polytechnic of Correctional Sciences and The Polytechnic of Immigration Sciences, as well as administrator and supervisory officials at the Regional Office of the Ministry of Law and Human Rights in providing material to participants.

c. Coordination between work units.

The appointment of training participants is the role of the Career Development Department in the Secretariat General Staffing Bureau to be an obstacle, because there are often repeated calls of participants and have to wait for the Career Development Section to appoint a replacement participant.

d. There are two apps that intersect.

The Secretariat General has an application for Staffing Management Information System (Simpeg) which has a training history feature that has been followed. Meanwhile, the Human Resources Development Agency of Law and Human Rights has competence *based human resources information system* (CBHRIS) with similar features. So, these two different applications can be an impediment in human resources development

Human resources development conducted through the implementation of good training carried out by the Human Resources Development Agency of Law and Human Rights and the Education and Training Center of Law and Human Rights is still not able to facilitate all civil servants in various regions in Indonesia. From these problems, there needs to be a human resources development strategy that can be implemented by the Human Resources Development Agency of Law and Human Rights and the Education and Training Center of Law and Human Rights, and is expected to facilitate the development of human resources in accordance with the training needs of both organizations and civil servants.

V. DISCUSSION

The Ministry of Law and Human Rights has established a Plan of the Ministry of Law and Human Rights aimed at getting the Ministry of Law and Human Rights to carry out work in accordance with the vision, mission and objectives of the organization. The Head of Human Resources Development Agency of Law and Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia as echelon I unit that has a duty in the framework of human resources development in the field of law and human rights to all civil servants within the Ministry of Law and Human Rights to prepare strategic targets based on the Ministry of Law and Human Rights Plan in order to carry out tasks in the field of human resources development in accordance with the Ministry of Law and Human Rights Plan.

As the experts have stated, strategy management is a series of decisions and actions formulated based on considerations contained in the external environment as well as the internal environment to achieve organizational goals over a long period of time (Efri, 2019). The plan that has been prepared by the Ministry of Law and Human Rights is a policy and action that has been designed with attention to various factors, both internal and external factors so that it is expected to provide convenience for the organization in achieving the vision, mission and objectives of the organization.

Human Resources Development Agency Law and Human Rights Ministry of Law and Human Rights as a unit that has the task to carry out the development of human resources to civil servants within the Ministry of Law and Human Rights to prepare strategic targets in order to provide convenience for in order to organize various programs of activities related to the development of human resources carried out. Human Resources Development by the Human Resources Development Agency of Law and Human Rights is organized through online-based training, due to the covid-19 pandemic that has not ended.

Mathis and Jackson (2008) stated that the training that will be organized by the organization should pay attention to the training strategies that have been designed by the organization. The training strategies that should be considered according to Mathis and Jackson (2008), as follows:

1. Training Need Analysis

Training needs analysis (TNA) is the initial stage conducted by the organization to determine training needs. Each work unit in the Ministry of Law and Human Rights has conducted Training Needs *Analysis*

required by the organization and every civil servant. Then the TNA was submitted to the Legal and Human Rights Human Resources Development Agency and the Center for Legal and Human Rights Education and Training to be held education and training in accordance with the needs.

2. Training Design

TNA that has been proposed by each Work Unit then each Program Field at the Center for Education and Training Development (Center for Education Development and Technical and Leadership Training and Center for Development of Functional Education and Training and Human Rights) Human Resources Development Agency of Law and Human Rights designed the appropriate training, by determining the curriculum, schedule, and so forth.

3. Training Delivery

In the field of program of each Center for Education and Training Development (Center for Education Development and Technical and Leadership Training and Center for Development of Functional Education and Training and Human Rights) Human Resources Development Agency Law and Human Rights determines the training method to be held. Currently the method determined by the implementation of training is carried out with external training. External training is conducted by organizing training through online using online media such as e-learning training, distance training, and so forth.

4. Evaluation

In the Field of Evaluation of each Center for Education and Training Development (Center for Education Development and Technical and Leadership Training and Center for Development of Functional Education and Training and Human Rights) conduct evaluation of the implementation of training, participants and teachers. By giving *questionnaires* to each participant and teacher. *Questionnaires* were submitted to participants to assess the behavior and ability of teachers in delivering materials, and instead *questionnaires* submitted to teachers to provide scores to the participants on the reaction, behavior and activeness of participants in attending training.

Basically, education and training conducted by the Human Resources Development Agency of Law and Human Rights in accordance with the analysis of training needs (TNA) that has been prepared by each work unit and submitted to the Human Resources Development Agency of Law and Human Rights or the Center for Education and Training of Law and Human Rights. Then, training programs and methods are prepared according to the needs of training in each work unit. Furthermore, the evaluation field carries out tasks to evaluate the implementation of training, participants and teachers.

During the Covid-19 pandemic, the Human Resources Development Agency of Law and Human Rights benefited, because the training that was held received an increase both from the number of participants and the improvement of the Training program. Training is carried out in accordance with the proposals given by the Work Unit, but not all training proposals can be implemented by the Human Resources Development Agency of Law and Human Rights. Because, there are budget constraints and in each Center for Education Development and Training prioritize training that is leadership and functional Head of Program at the Center for Education Development and Technical training and Leadership, states that:

“The implementation of training conducted by Center for Education Development and Technical and Leadership Training looks at the priority scale of training. Considering that every year the Secretariat General of the Ministry of Law and Human Rights issues decrees on the Appointment and Dismissal of officials, so we will prioritize leadership training, such as PKN, PKA and PKP. (DrataIswandy, 2021)”.

and Head of Program at the Center for Educational Development and Functional Training and Human Rights, stated that:

“To support the appointment of Prospective Civil Servants with certain functional positions, Center for Educational Development and Functional Training and Human Rights prioritizes the implementation of functional training whose development agencies are the Ministry of Law and Human Rights, such as Immigration Analysts, Community Advisers, Legal Extension and so on. (HernilaMilasari, 2021)”.

To meet the training needs of each work unit that has not been accommodated, researchers create HR development strategies that can be carried out by the Human Resources Development Agency of Law and Human Rights and the Education and Training Center of Law and Human Rights As for the flow of human resources development strategies that can be implemented by the Human Resources Development Agency law and human rights as follows:

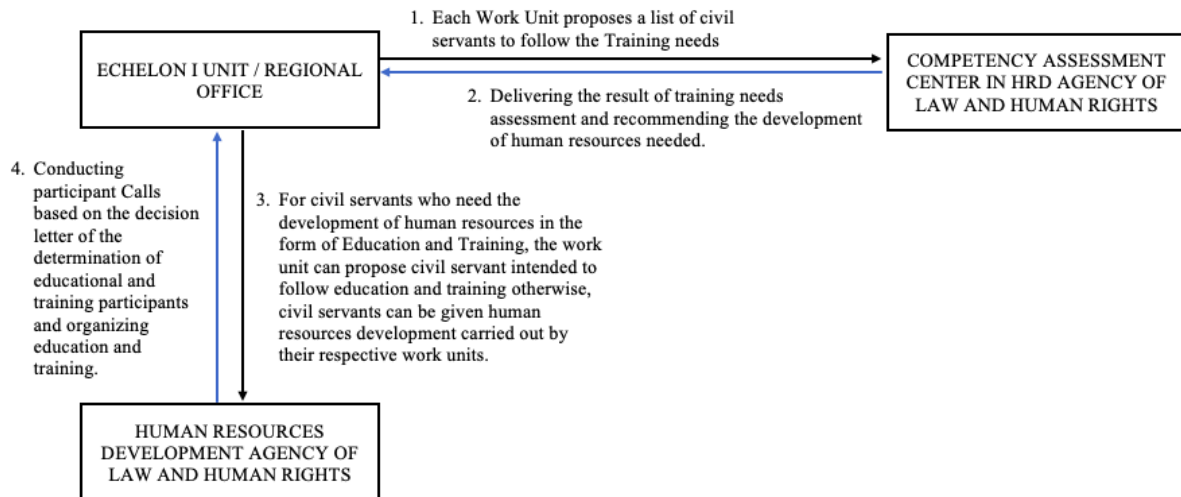


Figure 4.3. Human resource development strategy model that can be done by the Human Development Agency of Law and Human Rights

Sources: processed by researchers

While the flow of human resources development strategy that can be implemented by the Center for Education and Training of Law and Human Rights, as follows:

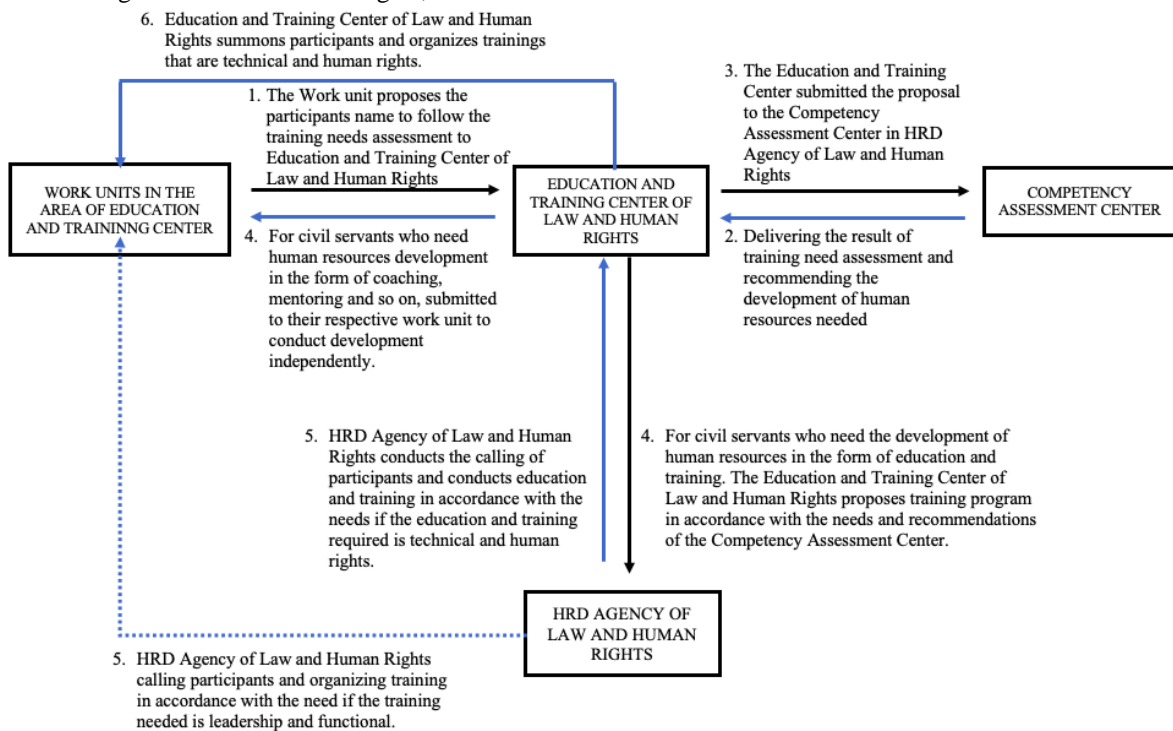


Figure 4.4. Human resource development strategy model that can be done by the Education and Training Center of Law and Human Rights

Sources: processed by researchers

Human resources development is not only done through the implementation of education and training, but there are also various methods that can be implemented for the development of human resources aimed at improving competence. In accordance with the Regulation of the Minister of Law and Human Rights Number 8 of 2021 concerning Career Management, there is a competency development that can be implemented both classically and non-classically, among others as follows:

Table 4.1. Competency Development of civil servants that can be implemented

No	Development Form
1.	Leadership Training
2.	Managerial Training

3.	Technical Training
4.	Functional Training
5.	Socio-cultural Training
6.	Seminar/Conference/ Sarasehan
7.	Workshop
8.	Course
9.	Stewardship
10.	Technical Guidance
11.	Socialization
12.	Coaching
13.	Mentoring
14.	E-learning
No	Development Form
15.	Distance Learning
16.	Detasering (Secondment)
17.	Outbound learning
18.	Benchmarking
19.	Exchange of civil servants with private employees
20.	Self Development
21.	Communitypractices/ Networking
22.	Work Practices / Internship

Source: the Regulation of the Minister of Law and Human Rights Number 8 of 2021 concerning Career Management

Researchers argue, human resources development strategy that can be done by the Human Resources Development Agency Law and Human Rights or the Center for Education and Training of Law and Human Rights by organizing training or competency development that is classical and non-classical. The training can be held in accordance with Decree No. 8 of 2021 on Career Management, such as leadership training, managerial training, technical training, functional training, socio-cultural training, seminars, workshops, courses, stewardship, technical guidance, socialization, *e-learning*, remote training, detachment, outbound, benchmarking, civil servant training with private employees / BUMN / BUMD, and internship / Work practices. Meanwhile, non-classical competency development that includes *coaching*, *mentoring*, *self-learning*, and *learning community* can be carried out independently by their respective work units.

VI. CONCLUSION

Human Resources Development Agency Law and Human Rights Ministry of Law and Human Rights has an important role in human resources development that has an impact on improving the competence of civil servants within the Ministry of Law and Human Rights. Currently, human resources development strategy implemented by the Human Resources Development Agency of Law and Human Rights by organizing trainings conducted online. Pandemic Covid-19 that occurred today, became an advantage for the Human Resources Development Agency Law and Human Rights in carrying out training because of the improvement of training and the increase of training participants. Training is currently conducted with Distance Learning and *e-learning*. Training is carried out by the Human Resources Development Agency of Law and Human Rights in the form of Technical, Leadership, Functional and Human Rights Training.

Human Resources Development through education and training conducted by the Human Resources Development Agency of Law and Human Rights and the Education and Training Center of Law and Human Rights based on the needs of each work unit that has been proposed. However, education and training conducted by the Human Resources Development Agency of Law and Human Rights and the Education and Training Center of Law and Human Rights has not been able to meet the training needs required by civil servants. So, there needs to be an HR development strategy that can be implemented to meet the needs of human resources development.

VII. SUGGESTION

Researchers advise on problems that occur in the development of human resources in the Ministry of Law and Human Rights, as follows:

1. The Ministry of Law and Human Rights can carry out human resources development through the Ministry of Law and Human Rights *Corporate University* with various types of competency

- development that can be done based on Regulation of the Minister of Law and Human Rights No. 8 of 2021 concerning Career Management of Civil Servants.
2. Human Resources Development conducted by the Legal and Human Rights Human Resources Development Agency by organizing various competency development activities both classically and non-classically, in the form of leadership training, managerial training, technical training, functional training, socio-cultural training, seminars, workshops, courses, stewardship, technical guidance, socialization, *e-learning*, remote training, detachment, outbound, *benchmarking*, *exchange* civil servants with private employees / BUMN / BUMD, and internship / Practice.
 3. Human Resources Development Agency of Law and Human Rights as echelon I unit in the field of human resources development, can authorize the Work Unit to conduct human resources development independently with the type of development, in the form of coaching, mentoring, self-learning, and learning community.
 4. Changes in the nomenclature of the Career Development Section can be placed in the Human Resources Development Agency of Law and Human Rights and have the task and function to carry out career management and talent management of civil servants within the Ministry of Law and Human Rights of the Republic of Indonesia.

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