

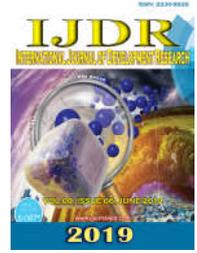


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VILLAGE GOVERNMENT MANAGEMENT IN HUMAN RESOURCE DEVELOPMENT OF KERENDAN VILLAGE OF LAHEI SUBDISTRICT OF BARITO UTARA DISTRICT OF CENTRAL KALIMANTAN, THE REPUBLIC OF INDONESIA

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ABSTRACT

Article 74 of the Act Number 40 of 2007 on Limited Liability Company reads that companies that operate their business in the area of and/or related to natural resources are required to accomplish their social and environmental responsibilities and should allocate and calculate the necessary cost thereof in their budget. Additionally, village government's limited finance for development in various sectors is one of the reasons why the role and the cooperation between the government and the companies should be established through village government management in human resource development. The methods used in the study are descriptive and qualitative ones. Data are collected using in-depth interview, intensive observation, documentation, and literature study. The data are analyzed using Miles and Huberman's interactive data analysis. The results of the study show that the village government management in the human resource development has been well-implemented in terms of planning and organizing government resources. However, the results have not been maximal because of the lack of the control and the follow-up of the village government of Kerendan village and its partners. The obstacles relate to budgetary issues and the less effective communication and coordination among institutions, while geographical location significantly influences the acceleration of program implementation.

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INTRODUCTION

Background Corporate social responsibility (CSR) aims at strengthening companies by establishing a good relationship with stakeholders and implementing social development programs for surrounding people. One of the social development programs is human resource development in the operating areas of the companies through education and training. The CSR program has significant impact on surrounding people and environment and it alleviates social jealousy and potential conflict between the companies and the stakeholders. Therefore, a good and accountable social mapping is highly required. The social mapping identifies individual, group and organizational stakeholders, the forum and the mechanism in discussing public interests, regional potentials, susceptible social groups, and other social issues. It gives more transparent, specific and measurable description and identifies people's needs in a participative way. The document of the social mapping serves for the companies as the main reference in making strategic plan and CSR

programs. Human resources development is a process of improving human quality and capability in achieving national development objective, including planning, developing, and managing human resources. The human resource development aims at improving human working effectiveness and productivity in accomplishing the task and the function for which village government is responsible. If the working effectiveness and productivity have achieved optimal level, it will surely enable government employees to accomplish their tasks. The village government management should be in a good synergy with companies, village government and villagers so that the need of the village government, including village government apparatus and the villagers for the human resource development can be met and they can achieve a better life and pursue advancement. Additionally, village government's limited finance for the development in various sectors is one of the reasons why the role and the cooperation between the government and the companies are highly required in the human resource development.

Considering the aforementioned issues as the point of departure, the study aims at finding out what are the efforts of the village government in developing human resources related to the corporate social responsibility program.

CSR as a Means to Improve Human Resources: Corporate social responsibility (CSR) starts from philanthropic spirit of companies and followed by strong public pressure among critical people, such as European, the corporate social responsibility becomes social license to operation for a company. It contains a broader meaning than allocating certain amount of fund for social activity. At the beginning it was manifested in company's charity and philanthropic activity. However, there is an effort to shift it from company's philanthropic action to corporate citizenship, meaning that there is reconciliation with social order and it contributes more to society. The concept of corporate social responsibility (CSR) is not something new and its meaning is not static. It emerged for the first time in formal academic discourse since Howard R. Bowen published his book entitled *Social Responsibility of the Businessman* in 1953. The basic idea of the CSR suggested by Bowen refers to the obligation of business actors to operate their business consistent with the existing values and the objective a society intends to meet in which their companies operate. He used the term to convince business world that they should have a mission that was beyond company's financial performance. He introduced the principles of social responsibility.

European commission defines corporate social responsibility (CSR) as "essentially a concept whereby companies decide voluntary to contribute to better society and a cleaner environment". The definition emphasizes that corporate responsibility is a concept indicative of how a company voluntarily contributes to the development of surrounding society and environment into better society and cleaner environment (Hendrik, 2008). Makna (2008) defines corporate social responsibility (CSR) as company's care that is given by allocating a part of its profit for public and environmental interests in sustainable manner following proper and professional procedure. According to Achda (2006) corporate social responsibility (CSR) may mean company's commitment to be responsible for the social, economic and environmental impacts of its operations and to continuously contribute to the development of the surrounding society and environment. The concept of corporate social responsibility emerges as a result of the fact that essentially the natural character of a company is to seek for as maximal profit as possible regardless of the well-being of employees, society and environment. The increasing awareness and sensitivity of stakeholders result in the emergence of the concept of corporate social responsibility that becomes inseparable part of the sustainability of a company in the future.

Corporate social responsibility may be simply defined as a concept that requires a company to warrant its stakeholders' interests in its operation to seek profit. The stakeholders include employees, customers, local communities, government, non-government organizations, etc. Lusa (2007) suggests that corporate social responsibility may be considered in a simpler way as mutual relationship between a company and surrounding society and environment because the company has got profit from them. In its effort to seek for the profit, the company often causes social and environmental degradation.

Human resources are the most important asset among other organizational assets because the resources influence organizational efficiency and effectiveness and require organization to make basic expense in accomplishing its tasks and functions. Additionally, they are important because they represent the drive/the motor of other resources in an organization. Therefore, it is important for an organization to continuously pay a good attention to the resources. Human resources play a very important role in the existence and the advancement of organization and it has been being the reason for organization to maintain the resources. The maintenance of the resources is conducted through a series of programs/activities to improve their knowledge and skills. Furthermore, the effort to improve the knowledge and the skills of the resources is made to develop their working proficiency and competence. Human resource development represents an activity necessary to organize that the knowledge, the ability and the skill of the resources meet the requirement of their job. It is expected that the development activity could overcome inadequacy in better completing job using the most recent knowledge and technology (Gouzali, 2000)

STUDY METHOD

The study uses qualitative approach. It aims at describing social phenomena that are observed using data that have been collected. It was conducted in Karendan village of Lahei subdistrict of Barito Utara district for 3 months from December to February 2019. The qualitative method of the study was chosen for its accuracy in describing social phenomena and village governmental institutions. It was assumed that the qualitative method fitted the planning of the CSR program that was implemented by a company in collaboration with the village government. The informants of the study were village head, some public figures, and the manager of the CSR program of the company. The data were collected using direct interview with the informants. Secondary data were collected from various written documents such as legislation as referential and comparison materials. Additionally, a number of other documents were also used, including seminar papers that have been published.

RESULTS AND DISCUSSION

The basic concept of government management is "how to improve effectiveness by doing right things in efficient and productive way by doing things right using certain function and skills to achieve predetermined organizational objective.

The government management of Karendan village has been implemented by preparing a plan based on RPJMDesa for the development program in Karendan village of Lahei subdistrict. Based on the RPJMDesa the village budget is annually formulated by allocating certain among of fund for the development of human resources. The source of the budgetary fund is corporate social responsibility fund of its partner company to support the village budget and to improve the effectiveness and the efficiency of the village budget. The village government establishes a good partnership with Ophir Company in Karendan village, which has CSR program to support the village government in developing its human resources. The RPJMDesa is prepared by organizing Musrenbang, a village meeting to prepare village development plan that is attended by various elements of village society and

also the partner company. They are in a good synergy in implementing the village development programs. The representative of the village government delivers the opening speech and opens question-answer session in which the partners can express their ideas of contributing to the implementation of the village development plan in a social-based CSR program, especially the implementation of the human resource development plan. The village government invites the partner company to make budgetary allocation for the CSR program. The implementation of the CSR program puts the emphasis on the improvement of the living quality of the villagers and also on the commitment to continuously allocate certain amount of CSR fund for sustainable economic development. It is consistent with Article 74 of the Act No. 40 of 2007 that each limited company that operates its business in the area of and/or related to natural resources are required to accomplish their social and environmental responsibilities and should allocate and calculate the necessary cost thereof in their budget. Additionally, the corporate social responsibility as stipulated in the verse (1) represents the obligation of a limited company and should be allocated in its budget as a part of company expense that should be made by considering fairness and appropriateness consistent with the Act No. 40 of 2007 on social and environmental responsibilities.

Based on the data of the results of the village government management of the CSR program implemented by considering social, environmental and economic aspects, the implementation of the CSR has been pursuant to the Act No. 40 of 2017 in which the village government and its partner company have collectively implemented corporate social responsibility program considering social, environmental and economic aspects of the village. The CSR program of the Ophir Indonesia Bangkanai includes:

Social CSR Program: Considering the social aspect of the CSR program, the Ophir Company has build a sport facility in 2012. Based on the results of the study, the building of the sport facility was supported by the surrounding people and the facility has been being well-managed by the villagers of Karendan. Additionally, a social program was also implemented by organizing education and training in the management of fresh water in Yayasan Usaha Mulia Palangkaraya. Based on the results of the study, the program involved 12 individuals who have been selected to manage the fresh water facility. In 2016 the company has also implemented a social program of education and training in mother and child health by involving cadres of Posyandu, integrated service post in Indonesian, who were also members of PKK of Karendan village. In 2017 a social program in the area of health was also implemented by renovating Posyandu posts and providing them with health instruments in addition to the continuation of the education and training program in 2016.

The company has also provided them with supporting facilities, especially for Posyandu Melati Indah in Karendan village. The company also renovated some Posyandu posts in Karendan village. In 2018 the company provided the Elementary School in Karendan village with facilities and infrastructure to support a good education process in the school that the students of the schools could develop into quality human resources in the future and could in turn contribute to the development of their village.

Environmental CSR Program: The CSR program in the area of environment was implemented by the Ophir Indonesia Bangkanai Company in 2012 by building fresh water facilities. It was expected that the facility could improve the health status of the villagers by using healthy and clean water in their daily life. Based on the results of the study there was not any river close to the village so that it was hard for the villagers to get access to fresh and healthy water. The fresh water facilities provided the villagers with clean, fresh and healthy water in their daily life and it could reduce the money they spent for the fresh water. Additionally, the facilities also provided the villagers with employment in the management of the fresh water and it increased the locally generated income of the villagers.

Economic CSR Program: The economic CSR program was implemented in 2015. Based on the result of the study, the management and the training in growing herbal plants attended by 12 individuals provides the participants with a good understanding and knowledge of herbal plants, the management of seeds, the maintenance of the growing herbal plants and the processing of the herbal plants, such as Dayak onion, into alternative medicine in a workshop in Karendan village. It confirmed the information given by Angger (CD staff) the Dayak onion was indigenous herbal plant of Karendan village that has been displayed in both local exhibition and national exhibition in Jakarta. The herbal plant can contribute to the locally-generated income of the local people of Karendan village. However, the villagers have not grown it extensively because of the geographic condition of the village that did not support the growing of the onion. Therefore, the onion was grown only for the consumption of the local people of Karendan village. According to Achda (2006) corporate social responsibility (CSR) may be considered as the commitment of a company to be responsible for the social, economic and environmental impacts of its operation and to continuously contribute to the development of the surrounding society and environment. The CSR program has been implemented by the Ophir Indonesia Bangkanai Company in Karendan village.

Closing: Organizing is a process of determining, grouping, and regulating various activities to achieve objectives, assigning people to each of the activities, providing the people with the tools necessary to accomplish their tasks, delegating authority to each of the individuals who are responsible for the activities. Additionally, the function also relates to the dissemination of information by each individual in the implementation of each activity in the CSR program of human resource development. Those involved in the implementation of the CSR program in Karendan village are members of BPD, village legislative assembly of Karendan village as coordinators with the tasks and the functions that directly relate to the working partner. It also involves the representatives of the village government with their respective working areas in the development program of the human resources of the village. It is because the implementation of the program, especially the education and the training involves the competent resource persons with their respective working areas. The program has been agreed in the planning and organizing sessions so that those involved in the implementation of the program include the government representatives who play their respective roles in the human resource development program.

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