

The Development Strategy of Human Resources Management In Children's Social Welfare Institution (LKSA) (Case Study in LKSA AL-Mubaraak Orphanage Bengkulu)

Emilda Sulasmi

Lecturer in Higher Education Management, Postgraduate of Muhammadiyah University, Indonesia
sulasmiemilda@gmail.com

Abstract

This study aims to explain how the strategy for developing human resources at the Child Welfare Institution (LKSA) by taking a case at the Al-Mubarak LKSA Orphanage in Bengkulu City. The method used is a qualitative research method with a descriptive approach, the source of this research data is the manager and caregiver of LKSA Al-Mubarak Bengkulu City and also the document data obtained through the Social Service of Bengkulu City. The results showed that the Human Resources (HR) Child Welfare Institution in Bengkulu, especially the Al-Mubarak Orphanage did not meet social ministerial regulations Number 108 / HUK / 2009 regarding Certification for Professional Social Workers and Social Welfare Workers. Furthermore also found several aspects that have not met the care standards according to the Republic of Indonesia Minister of Social Affairs Regulation Number 30 of 2011. As a suggestion from the author, the Child Welfare Institution should work with the Social Service to identify social workers who work at the Child Welfare Institution or at the Office Social who has supervisory competence and set him as a supervisor of the Child Welfare Institution.

Keywords

development
strategy; HR
management; social



I. Introduction

Development is a long-term educational process that uses systematic and organized procedures that managerial study of conceptual and theoretical knowledge to achieve general goals (Thoha, 2005). Development according to Suprianto as quoted by Mankunegara (2003) is an activity to improve the ability of employees by increasing knowledge and understanding of general knowledge including increasing mastery of theory, decision making in dealing with organizational problems. As for the components of development are; the goals must be measurable, the trainers must be professional, the material compiled must lead to the goals.

In general, what is meant by human resources is:

- a. Human resources are people who work in an organizational environment (often referred to as personnel, labor, employees or employees)
- b. Human resources are human potential as the activator of an organization in realizing its existence.
- c. Human resources are potentials and are assets and function as capital (non-material / non-financial) in the organization, which is realized as physical and non-physical potential in realizing the existence of the organization

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal result (Notoatmodjo, 2003).

Development is any attempt to improve current and future work, by sharing information, influencing attitudes or increasing skills. In other words, development is every activity intended to change behavior consisting of knowledge, skills and attitudes (Moekijat, 2002). According to Hendayat Soetopo and Wasty Soemantio (1991), the term development refers to an activity producing a new tool or method, which during the activity is continuously carried out. If after experiencing improvements, the tool or method is finally deemed sufficiently stable to be used continuously, then the development activities will end.

Development in general can be interpreted as a process of continuous change to achieve a better situation based on certain norms. Korten in Salawati (2020) said that "Development which is oriented to human development, in its implementation requires a direct involvement in the community receiving the development program, because only with the participation of the community receiving the program, the results of this development will be in accordance with the aspirations and needs of the community itself".

In addition, as studies that are oriented towards real action, the concepts of community empowerment must be grounded to earth. Ideas and ideas that are dreamy and tend to be unrelated to the real conditions that occur in the community are actually not in accordance with the main goal of almost all community empowerment programs, namely to increase the capacity of the community to improve their quality of life independently and sustainably (Syobah, 2018)

As for the benefits of human resource developments are:

- a. Increased organizational work productivity, meaning that there is no waste, due to carefulness in carrying out tasks, the growth of cooperation between various work units carrying out different and even specialized activities, increasing determination to achieve the targets set and smooth coordination so that the organization moves as a unified entity intact.
- b. The realization of a harmonious relationship between superiors and subordinates: delegation of authority, interactions based on mature attitudes both technically and intellectually, respecting each other and the opportunity for subordinates to think and act innovatively.
- c. The occurrence of a faster and more appropriate decision-making process: which involves employees responsible for carrying out operational activities and not merely being instructed by managers
- d. Increase morale of the entire workforce
- e. Encourage management openness through the adoption of participatory managerial styles.
- f. Streamlining the way of effective communication, which in this case can expedite the process of formulating organizational policies and operations.
- g. Conflict resolution functionally, in this case has the impact of growing a sense of unity and family atmosphere among the members of his organization

With regard to the development of human resources in social-based organizational elements, their presence in human service organizations can be grouped as: (a) members or workers in the organization, (b) owners or managers of the organization, (c) consumers who benefit from organizational services, and (d) the wider community, where the organization operates. Human service organizations have a primary concern, namely consumers who

benefit from organizational services. This is what distinguishes it from other forms of organization.

In these organizations, of course there are efforts to achieve the goals that have been set effectively and efficiently. Effectiveness and efficiency are very dependent on the merits of organizational development. Starting from HR, which has a big influence on the performance and professionalism of the organization. That progress in an organization or company is based on communication and intelligence in employees and managers (Edi, 2009).

This indicates that the goals of each organization are not only seen from adequate facilities and infrastructure, but how the competencies of the HR so that they can achieve the goals set. Likewise, social service organizations that also have HR. However, not all organizations assume that humans are the most important asset in an organization. An organization cannot rely solely on technological progress. It is precisely with the development of increasingly high technology that becomes a special concern for every organization. Subject to see whether the impact of high technology affects the performance of employees or it helps employees in developing their potential.

The research results of Novita Sitompul, et al (2014) showed that the achievement of street children's outreach programs in LKSA Bantul district which included fulfillment of children's rights, social interventions, collaboration with institutions and social reintegration of children who live on the road based on criteria and assessment standards for RPS declared not good while Hafara Shelter was declared good and in accordance with program criteria and standards, but needs improvement in meeting basic needs. Inhibiting factors include the lack of experience of social workers / child advocates, lack of collaboration with related institutions. Supporting factors include social interventions consisting of a series of institutional activities in fostering self-confidence and enthusiasm for street children.

Research conducted by Prihatmanti (2013) also shows that child welfare programs in the city of Semarang still need guidance from institutional and social worker aspects, however, he considers that the program activities carried out already include aspects of program development but not human resources.

Likewise, the results of Mulyadi's (2011) research which explained that the Child Social Welfare Policy and Program (PKSA) in the past tended to be carried out sectorally, limited service coverage, prioritizing the approach of institutions / social institutions, and implemented without a national strategic plan. For this reason, in the future children and social welfare policies and programs are needed that are integrated, sustainable, reaching all children who experience social problems, through institutionalized and professional children's social welfare programs and programs that prioritize the roles and responsibilities of families and communities.

Furthermore Maharani, et al (2016) mentioned that the Semarang City Government has handled street children in a repressive and preventive way through collaboration with the Children's Social Protection Home (RPSA) and the Child Social Welfare Institution (LKSA). The form of cooperation includes the distribution of government assistance for street children. The assistance provided includes capital skills in the form of salon or workshop equipment and benefits for registered beneficiary children. But with these efforts, not all street children can be handled properly. According to him, this happened because of the lack of understanding of Human Resources in the Children's Social Protection Home (RPSA) and Child Social Welfare Institution (LKSA).

Some research results that have been done show that Human Resources related to the Child Welfare Institution (LKSA) require special attention from the aspect of its

development. Likewise, what happened in Bengkulu City, for this reason, this research is important in order to analyze the development strategy of Human Resource Management in the Child Social Welfare Institution (LKSA) of Bengkulu City. The focus of the discussion is the Profile of the Al-Mubarak LKSA Orphanage of Bengkulu City, and the Human Resource Management Development Strategy at the Al-Mubarak LKSA Orphanage of Bengkulu City

II. Research Method

The research method used in this study is a descriptive qualitative method, meaning that the method expresses a particular social situation by describing reality correctly, formed by words based on data collection techniques and analysis of relevant data obtained from natural situations "(Santori and Aan. 2010: 25). This research was conducted in the city of Bengkulu. The research subjects were selected based on the specific objectives of the researchers which included: 1. Organizational Leaders engaged in the social field, 2. Heads of Social Services and 3. Communities benefiting from social activities programs from the Government and social institutions. Collecting data and information in research starts from Santori and Aan's (2010) opinion, namely "collecting data in qualitative research using observation techniques, interviews and documentation studies." After the data is collected then the researcher analyzes it qualitatively by organizing the data, describing into units, synthesize, arrange into patterns, choose what is important and what will be learned, and make conclusions that can be shared with others

III. Result and Discussion

3.1 Profile of LKSA AL-Mubaraak Orphanage of Bengkulu City

Orphanage or social welfare institution for children (LKSA) according to the Indonesian Ministry of Social Affairs (2004), which is a social welfare business institution for children who has the responsibility to provide social welfare services to neglected children by carrying out the assistance and alleviation of abandoned children, providing substitute services for people parents / guardians of children in meeting the physical, mental and social needs of foster children so as to obtain broad, appropriate and adequate opportunities for the development of their personalities as expected as part of the next generation of national ideals and as individuals who will actively participate in the field National development.

According to a large Indonesian dictionary, an orphanage or social welfare institution is defined as a home, place or residence used to care for orphans, orphans, orphans, and also includes abandoned children. Santoso gave an understanding of an orphanage as a very well-known institution to shape the development of children who do not have a family or who do not live with the family.

Meanwhile, based on the Decree of the Minister of Social Affairs of the Republic of Indonesia No.15 of 2010 stated that "Child Welfare Institution (LKSA) is a social organization or social association that carries out the implementation of social welfare of children formed by the community, both legal entities and non-legal entities."

Departing from this understanding, the LKSA has a function as a center for children's social welfare services. LKSA is a place for foster children to meet the primary needs for humans namely clothing, food and shelter, health and education that may not be obtained

from their home environment. This has been regulated in the Republic of Indonesia Minister of Social Affairs Regulation No.30 / HUK / 2011.

In order to achieve its goals and in order to carry out its functions as the Child Welfare Institution (LKSA), the AL-Mubaraak LKSA Orphanage which is the focus of this study has compiled the following vision, mission and goals:

Vision, Excellence in achievement, intelligent, skilled, noble in character and worship purpose while the mission carried is: First. Protect and provide shelter and livelihood for orphans, orphans, orphans and abandoned children; Second. Provide fostering and education for orphans, orphans, orphans and neglected children so that they have formal or non-formal knowledge for their future lives; Third. Be a liaison between the benefactors to distribute and *sodaqoh* funds; Fourth. Be a liaison between philanthropists in foster parents and foster sibling programs.

The objectives are; a) So that orphans and neglected children in the Province of Bengkulu and surrounding areas can get proper education and guidance like children in general. b). Provide mental development and skills to children as the main basic capital towards independence. c). To get the next generation of cadres, especially Muhammadiyah's struggle in realizing the creation of a just and prosperous main society in Allah's favor.

In order to realize the vision, mission and objectives, various work programs are formulated which are generally divided into 2 (two) forms, namely the Service program and the productive program.

The detailed forms of the two main programs are divided into four main areas, namely the Education Sector which focuses on providing services in the aspect of education to foster children ranging from elementary to high school level. All school fees are borne by the orphanage. For children who have the potential and are loyal to the institution or foundation they are given in whole or in part.

Next is the Health Sector which specifically provides health services to 32 Orphan Children by cooperating with health sector institutions such as Public health center and Practitioners.

Then the field of Spirituality and Physical, Spiritual and physical services are provided theoretically through recitation and learning and practically done through habituation, such as compulsory worship for 5 times, performing the midnight prayer (*Qiyamul Lail*), and Monday-Thursday fasting, fasting 6 days in Shawwal and others.

Next, the work program of the AL-Mubaraak LKSA was in the field of Skills, a form of training that had been held at the Orphans of the Muhammadiyah Orphans of Bengkulu, namely 1. Carpentry Training (*Meuble*) & Electronics in cooperation with the Bengkulu Provincial Vocational Training Center. 2. Animal Husbandry, such as Goats and Cattle. 3. Internships when on holiday. 4. Computer Training.

3.2 HR Development Strategy for AL-Mubaraak LKSA Orphanage in Bengkulu City

Viewed from the aspect of HR at the AL-Mubaraak LKSA Orphanage in Bengkulu City, it is generally obtained that human resources who work and serve at the Al-Mubarak Orphanage as a whole have the responsibility to carry out their duties and work. The relationship between the placements of human resources with the goals of the orphanage is very close, thus it will be easy to understand that if an institution or organization where the placement is not in accordance with the expertise and capabilities of the relevant human resources, then the productivity of the orphanage is low.

The orphanage as a Social Welfare Institution certainly cannot be separated from its human resources, because it is the source of the organization's course in achieving its business and goals. In the AL-Mubaraak LKSA Orphanage of Bengkulu City, the placement of employees far below their abilities or beyond their capabilities is still found, this will certainly lead to low morale and employee discipline. This happens because of the lack of human resources they have.

The data obtained by researchers found that there were 12 caretakers who also worked as caregivers. This amount is allegedly still lacking to provide services to 97 foster children. In addition, the ability of HR in this institution viewed from an educational background is also still lacking, this is evident from the data obtained, almost all administrators and caregivers have an Islamic education background. Therefore, in order to deal with it through cooperation with various parties, such as the Bengkulu City Education Office, Bengkulu City Ministry of Religion Office and Bengkulu City Health Office and other vocational institutions.

In terms of competence, the majority of caregivers at the Al-Mubarak LKSA Orphanage do not yet have a social worker certificate that is regulated as stipulated in the Provisions on generalist and specialist social workers found in social ministerial regulations No. 108 / HUK / 2009 regarding Certification for Professional Social Workers and Social Welfare Workers. Professional Social Worker is someone who works, both in government and private institutions who have the competence and profession of social work, and care in social work obtained through education, training, and / or social work practice experience to carry out service tasks and problem solving social.

"Social Welfare Workers is someone who is educated and trained professionally to carry out service tasks and handling social problems and / or someone who works, both in government and private institutions whose scope of activities is in the field of social welfare".

Referring to the national standard of care for the Child Welfare Institution (LKSA) as stipulated in Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 30 of 2011 article 1 states that the National Childcare Standard contains the norms, standards, procedures, and criteria in the implementation of childcare used as a guide for social welfare institutions of children in conducting childcare.

The National Parenting Standards for Child Welfare Institutions were prepared in response to the recommendations of the UN Committee on the Rights of the Child. The Committee in its response to the report on the implementation of the Convention on the Rights of the Child (CRC) of the Government of Indonesia, in 2004 issued four recommendations related to the situation of childcare in institutions.

The management of the Child Welfare Institution (LKSA) from the aspect of HR must pay attention to the standards stating that the Child Welfare Institution must provide caregivers who are responsible for each foster child and carry out their duties as caregivers and not concurrently perform other duties to optimize care giving. In addition, each caregiver must have the competence and experience in childcare as well as the willingness to care for which in practice get supervision from social workers or the Social Service / Social Welfare. It was further explained that procurement of caregivers must consider gender issues and children's needs based on their age and developmental stage. Determinations of caregivers need to pay attention to the opinions and agreements of children. The assignment of caregivers is manifested in the form of written work agreements as caregivers

Implementation of this strategy can be done in the form of selection of prospective caregivers by taking into account the needs of female and male caregivers according to the sex of the child being cared for and reporting it to the Social Service / Social Agency.

Likewise, caregiver competencies must at least have knowledge of the stages of child development, recognize and understand signs of violence and their solutions, support and encourage positive behavior, communicate and work with children both individually and in groups, promote and enable children to make choices and participate in various aspects of life, supervise in the positive form of children's behavior, respect each child's dignity and provide for the child's physical needs.

Other knowledge also refers to the experience of working in the field of child care, being physically fit (not having an infectious disease) and spiritual (mental) and being able to work in support of the Child Welfare Institution. And the last is commitment and willingness to care for children which is stated in writing.

In addition, to support qualified human resources, a certified caregiver or social worker is needed, this certification can be carried out by the social service. However, if that cannot be fulfilled, the Child Welfare Institution must provide social welfare personnel who have received training on childcare systems and receive regular supervision from professional social workers or from designated social institutions or from the Social Service.

IV. Conclusion

Based on the discussion above, it can be seen that the Human Resources (HR) Child Welfare Institution in Bengkulu, especially AL-Mubaraak Orphanage has not fulfilled social ministerial regulations Number 108 / HUK / 2009 regarding Certification for Professional Social Workers and Social Welfare Workers. Furthermore also found several aspects that have not met the care standards according to the Republic of Indonesia Minister of Social Affairs Regulation Number 30 of 2011. As a suggestion from the author, the Child Welfare Institution should work with the Social Service to identify social workers who work at the Child Welfare Institution or at the Office Social who has supervisory competence and set him as a supervisor of the Child Welfare Institution.

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