

### HR STRATEGY IMPLEMENTATION IN A RAPID CHANGING ENVIRONMENT

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#### ABSTRACT

*This study aims to analyze the application of human resource management strategies at the Bintan Regency Environmental Office. This research is a study that uses qualitative research. The results showed that the implementation of human resource strategies at the Bintan Regency Environmental Office has been implemented but must be developed again because basically human resources have many differences for each individual. Planning at the Bintan Regency Environmental Office has been done well through planning, implementation, organizing. In terms of organizing, human resources owned by the Bintan Regency Environmental Office are still developing and training in order to implement the policies contained in the Bintan Regency regional regulations because the Bintan Regency Environmental Office is engaged in the government sector that regulates government regulations through policies that have been regulated in law. The actuation carried out has been carried out but has not been maximized because the human resources owned by the Bintan Regency Environmental Office must continue to be skilled in dealing with regulations made by the local government of Bintan Regency and regulate policies related to the environment Policies or regulations from local governments that like to change must make human resources have planning, organizing, implementing, directing, and control so that in dealing with and issuing licenses and regulations can be carried out properly effectively and efficientl.*

**Keywords:** Strategy, Human Resource Management, Government

#### ABSTRAK

Penelitian ini bertujuan untuk menganalisis penerapan strategi manajemen sumber daya manusia pada Dinas Lingkungan Hidup Kabupaten Bintan. Penelitian ini merupakan penelitian yang menggunakan penelitian kualitatif. Hasil penelitian menunjukkan bahwa penerapan strategi sumber daya manusia pada Dinas Lingkungan Hidup Kabupaten Bintan sudah dilaksanakan namun harus dikembangkan lagi karena pada dasarnya sumber daya manusia memiliki banyak perbedaan setiap individunya. Perencanaan (Planning) pada Dinas Lingkungan Hidup Kabupaten Bintan telah dilakukan dengan baik melalui perencanaan, pelaksanaan, pengorganisasian. Secara pengorganisasian sumber daya manusia yang dimiliki oleh Dinas Lingkungan Hidup Kabupaten Bintan masih melakukan pengembangan dan pelatihan agar dalam melaksanakan kebijakan yang terdapat di peraturan daerah Kabupaten Bintan karena Dinas Lingkungan Hidup Kabupaten Bintan bergerak pada bidang pemerintah yang mengatur regulasi pemerintah melalui kebijakan yang sudah di atur dalam undang-undang. Aktuasi yang dilakukan sudah terlaksana namun belum maksimal karena sumber daya manusia yang dimiliki Dinas Lingkungan Hidup Kabupaten Bintan harus terus terampil dalam menghadapi peraturan yang dibikin oleh pemerintah daerah Kabupaten Bintan dan mengatur kebijakan terkait lingkungan Kebijakan atau regulasi dari pemerintah daerah yang suka berubah-ubah harus menjadikan sumber daya manusia memiliki perencanaan, pengorganisasian, pelaksanaan, mengarahkan, dan mengendalikan sehingga dalam menghadapi dan mengeluarkan kenijakan serta regulasi dapat terlaksana dengan baik secara efektif dan efisien.

**Kata Kunci:** Strategi, Manajemen Sumber Daya Manusia, Pemerintah

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## **INTRODUCTION**

The era of globalization from time to time brings important changes related to HR management systems and concepts in controlling significantly different organizations. To achieve an effective competitive advantage for a company or an organization, everything must be adjusted to the times. Currently, the environmental sector is still controlled or regulated by the environmental agency which is mandated by the local government of Bintan Regency. Good and creative human resources can provide innovation and creativity in presenting ideas that increase the productivity of the Environmental Agency.

Although the role of human resources determines the flow of the regulatory policy process in carrying out the activities of the Environmental Agency, there are still many people who do not understand the role of HR management. With HR management, the performance carried out will run well efficiently and effectively. Human Resources Is capital or assets that can survive by adapting to the problems of the business environment and enabling human resources to be able to respond to advances in science and technology. Human resources contribute to competitive strategies that are in accordance with future policies or regulations. This includes innovation and entrepreneurial skills, unique qualities, specific skills, more differentiated services, and productivity skills that can be developed over time depending on needs and knowledge.

Human resource management is a process that involves handling various problems related to civil servants, employees, labor managers, service heads, and other workers. According to Hasibuan (2019), human resource management is a combination of science and art in managing the interaction and role of the workforce effectively and efficiently to help achieve the goals desired by the company, employees, and society as a whole. According to Bintoro and Daryanto (2017) stated that "Human resource management, abbreviated as HRM, is a science or way of how to manage the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that goals are achieved. There are 4 main functions of HRM, namely planning, organizing, directing, controlling. Civil servants (PNS) are part of the State Civil Apparatus (ASN), which has been appointed permanently and is entitled to certain positions in its task force. As a support for the government of a country, it plays a role in creating a system in a country with the aim of improving the standard of living of the people.

According to Mutiara S. Panggabean (2020), human resources (HR) is a process that includes management, planning, leadership, and control of related activities such as job analysis, recruitment, performance evaluation, development, promotion, compensation, and termination of employment. All this is done to achieve the goals that have been set.

The management of civil servants includes the preparation and determination of needs, procurement, rank and position, career development, career patterns, promotion, mutation, performance appraisal, payroll and benefits, awards, discipline, dismissal, pension and old age security, and protection. Meanwhile, PPPK Management includes determination of needs, procurement, performance appraisal, salary and benefits, competency development, awarding, discipline, termination of employment agreements, and protection.

Improving Human Resource Management in the organization is very important to run and improve the way employees work in the Bintan Regency Environmental Office. The lack of human resources for civil servants often results in losses to the profile of the Environmental Agency because it is stigmatized by the community and from local governments. Therefore, improving human resources, namely planning, organizing, directing, and controlling must be done in order to create good performance as well as efficiently and effectively. The purpose of this study is expected to explain or explain human resource management strategies to the government, especially in the Bintan Regency Environmental Office, especially in carrying out orders from local governments and applying them to the community.

According to Simamora (Sutrisno, 2015) human resource management is the utilization, development, review, remuneration and management of individual members of organizations or groups of workers. Human Resource Management is one of the efforts made by companies to regulate their human resources. These resources are directed towards achieving the company's pre-set goals. Human resource management refers to planning, organizing, directing, and controlling. The components of human resource management have different objectives and functions and the underlying management components are:

#### 1. Human Resource Planning

Strategic planning is the process of determining the goals of the enterprise and the overall program of actions to achieve the designed goals. Strategic planning is generally long-term. Human resource planning is a liaison between an organization and human resource management, and the function of human resource planning has an unavoidable and important role because it can integrate human resource decisions towards goals.

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Planning and functions of HR Management in companies or organizations are generally defined as tools to find out the number of employees (demand) and the need or amount of labor supply (supply) needed, as well as how to find out the right position or position in accordance with the competencies possessed by employees (Utomo, 2022).

## 2. Human Resource Organizing

Organizing is the process of identifying, grouping, organizing, and building models of people's working relationships to achieve organizational goals. Organizing is a function of management, namely the process of managing people, tasks, authorities and responsibilities in achieving predetermined goals. Human resource policy to determine a person's position or position in the implementation of work in accordance with the criteria in employee recruitment based on the abilities, abilities and expertise possessed by the prospective employee. In organizations, the preparation of an organizational structure is very important so that everyone in the organization knows their duties and responsibilities, duties, rights and authorities precisely.

## 3. Human Resources Briefing

Direction is an action or thing to carry out or strive for all group members in the organization to strive to achieve goals according to goals with managerial planning and organizational efforts. According to Triwibowo (2013) briefing is to include responsibilities in managing human resources such as for morale, conflict management, delegation, communication and facilitating collaboration. Briefing is a managerial function of influencing others to follow the briefing. Direction serves to organize what is already in the planning so that it is organized and human resources who have competence are located in accordance with the existing capabilities in the organization so that it runs efficiently and effectively and runs in accordance with the planning that has been implemented.

## 4. Human Resource Control

Management control as a system used to plan various activities in order to achieve the organization's vision through the selected mission and to implement and monitor the implementation of the activity plan. Robert J. Mockler defines Management Supervision as a systematic effort to establish implementation standards with planning objectives, design feedback information systems, compare real activities with predetermined standards, determine and measure deviations, The function of control itself is useful for carrying out implementation that has been set regularly so that the organization can run to the goal.

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## **METHOD**

In this study, the author applied a qualitative approach with data analysis techniques carried out throughout the data collection process and some time afterwards. According to Auerbach and Silverstein, qualitative research is a type of study that interprets text and interview results to understand the meaning of a phenomenon. In this study, there are two types of data used, namely primary data and secondary data. The sample used was the result of an interview with the head of the general subdivision of the Bintan Regency Environmental Office. During the analysis in the field, researchers relied on interview and observation techniques. The data analysis technique used is descriptive analysis and triangulation.

## **RESULT AND DISCUSSION**

### Planning

Planning is carried out to design a competitive and changing future due to changing situations and conditions. The purpose of planning is to establish targets, procedures, programs, policies and work plans to provide or design efficient and effective implementation to achieve objectives. In addition, the purpose of planning is to carry out customer-related activities in an orderly and goal-oriented manner. The existence of good planning in a good DLH is expected that civil servants and staff can carry out the goals outlined in the regional medium-term development plan so that what is expected to be carried out well by the Biintan Regency Environmental Office. With regard to planning in management, the management of the Bintan Regency Environmental Office uses the rules contained in the regional medium-term development plan. The impact that occurs on the Environmental Agency if it does not use human resource planning, namely :

1. Activities that have been arranged in the regional medium-term development plan if not carried out can result in the cessation of programs that have been well designed every year and do not run well.
2. The completion of the draft that has been arranged will experience problems because each civil servant and staff has their own work letter.
3. Musrembang, which will be held the following year, experienced problems.

### Organizing

Organizing has a very important role and greatly determines the next step in management. The success or failure of an organization is definitely related to the role of its members. A success can be achieved if there is good cooperation between its members. Good organization will create and maintain relationships between all organizational resources by

indicating which resources should be used for a particular activity, when they should be used, where, and how to use them. Meanwhile, failure can be caused by internal factors in the organization which are negative in nature. The organization carried out by DLH is stated based on the Bintan Regent Regulation Number 54 of 2022 concerning the position, organizational structure, duties and functions and work procedures of regional offices. The impact that occurs on the Environmental Agency if it does not use human resource organization, namely :

1. One of the functions of use as a basis for the division of labor will not run smoothly or will not be carried out
2. Unable to realize planning to achieve a goal that has been set in the regional medium-term development plan.
3. Governance or management of human resources is not effective and efficient.

#### Direction

Management arranges to plan so that civil servants and talented staff are aligned with the capabilities in the planning structure and function efficiently and effectively in accordance with the implemented plan. The process carried out in the briefing aims to guide, instruct, and instruct according to the work program that has been implemented in accordance with the predetermined plan so that it runs well. The Head of the Environmental Agency provides guidance, guidance and instructions such as providing training such as evaluation meetings so that the directions carried out can run well. The impact that occurs if the Environmental Agency does not conduct a briefing on the organizational structure, namely ;

1. Planning contingency will not be well directed with what is expected in planning.
2. The arrival of unexpected absenteeism in planning and control so that it is not effective against the objectives.

#### Control

Control is carried out by an organization to carry out the planned or structured effective work of subordinates. Control requires that the activities in the planning run well in accordance with the objectives. Control also ensures that human resources in the organization are carried out according to plan. The control carried out by the Environmental Office is regulated in the regent regulation which is transferred to the head of the DLH service to be carried out by controlling subordinates such as the secretary to the head of the finance subdivision and the head of the general subdivision, as well as to the head of the field and his staff who already have their respective work letter assignments. With the control of

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planning that is carried out more structured organizationally. The impact that occurs if the Environmental Agency does not control the organizational structure, namely :

1. Not getting achievement for the next step that has been set out in the planning can not achieve the goal and show corrective action.
2. Activities carried out in such a way do not occupy the standards and norms that have been established to ensure that existing human resources, namely civil servants and their ranks, are not efficient and effective.
3. Civil servants and staff who have been organized according to standards and objectives cannot be properly understood and coordinated.

Human resource management (HRM) is a combination of practical skills and theoretical knowledge to manage the relationships and responsibilities of civil servants working in the environmental service, ensuring that civil servants follow procedures and work efficiently and effectively to achieve organizational goals. This additional effort is necessary to achieve a key element of organizational success, which requires effective control and management of employee performance. From the point of view of leadership and coaching to improve well-being. Measuring the performance of employees and staff is an evaluation of improvements provided with the work done. Consumers as service users have a very important role in employee welfare and improve a positive image for the Environmental Agency in terms of improving performance regulated in the regent regulation.

## **CONCLUSION**

The implementation of the human resource strategy at the Bintan Regency Environmental Office has been carried out, but still requires further development. This research highlights the importance of planning, organizing, training, and controlling human resources in the face of changing regulations and policies related to the environment. The role of human resources in carrying out the activities of the Environmental Agency is very important. Good human resource management can contribute to increasing productivity and innovation in the provision of environmental services.

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