

ABSTRAK

ANALISIS PERBEDAAN BUDAYA ORGANISASI DAN KETERAMPILAN MANAJEMEN PADA MERGER DUA PERUSAHAAN ASURANSI DI INDONESIA

Dalam meresponi tantangan pembangunan Negara Indonesia yang menyeluruh dibutuhkan ASN bidang infrastruktur yang memiliki kompetensi unggul dan relevan. Kementerian PUPR didorong untuk terus mengembangkan strategi pengembangan SDMnya dalam menghadapi tantangan industri 4.0, luasnya daerah operasional, dan besarnya jumlah SDM dalam memenuhi amanat Rencana Strategis Republik Indonesia. Tujuan karya tulis ini adalah untuk mengetahui pelaksanaan kebijakan strategi pengembangan SDM di Kementerian PUPR dan memberikan rekomendasi penyempurnaan sebagai pertimbangan bagi instansi dalam menetapkan strategi pengembangan SDM kedepannya. Dengan menggunakan metode kualitatif, peneliti merangkum data dari berbagai regulasi perundang-undangan serta wawancara 3 narasumber. Hasil identifikasi pelaksanaan strategi pengembangan SDM terdahulu terhadap regulasi pemerintah terkait pengembangan SDM menunjukkan adanya implementasi meritokrasi yang secara aplikasinya masih perlu perhatian yakni terkait hambatan generasi muda dalam mengikuti program pelatihan dan pengembangan. Hasil analisis menunjukkan tingkat kematangan SHRD di Kementerian PUPR pada umumnya sudah sangat matang yakni tujuh (7) dari sebelas (11) karakteristik kematangan SHRD Garavan. Implementasi Pengembangan SDM Stratejik di Kementerian PUPR masih memerlukan penguatan pada aspek Budaya Belajar, Integrasi dengan Misi dan Tujuan Organisasi, Dukungan Manajemen Puncak, Komitmen dan Keterlibatan Manajer Lini serta penguatan pada analisis lingkungan. Penulis kemudian mengajukan 7 (tujuh) rancangan strategi pengembangan SDM yang terdiri dari (1) Pemerataan implementasi program pengembangan SDM berbasiskan prinsip meritokrasi; (2) Program pelatihan adaptif dengan mengikuti prioritas kebutuhan SDM di lapangan; (3) Penguatan implementasi dan integrasi aplikasi pengembangan SDM berbasiskan TIK; (4) Penguatan program dan sosialisasi budaya belajar di lingkungan Kementerian; (5) integrasi dua arah antara kebijakan pengembangan SDM dan visium Kementerian PUPR; (6) Perluasan peran manager lini dan instruktur dalam proses pengembangan SDM serta (7) Pembekalan sukseksi SDM Generasi Y melalui pelibatan, kolaborasi dan inovasi. Rancangan strategi ini dapat menjadi masukan bagi Kementerian PUPR untuk meningkatkan efektivitas dan efisiensi program pengembangan SDM pada masa mendatang dalam menghadapi tantangan zaman untuk mencapai target visium Indonesia pada tahun 2030.

Kata kunci: pengembangan SDM, pelatihan, birokrasi, manajemen stratejik.

ABSTRACT

MINISTRY OF PUBLIC WORKS AND PEOPLE'S HOUSING HUMAN RESOURCES DEVELOPMENT STRATEGY PLAN

In responding to the challenges of developments in Indonesia, ASN (public service officer) in the infrastructure sector need to have superior and relevant competencies. The Ministry of PUPR (Public Works) is encouraged to continuously develop its HR development strategy in facing the industry 4.0, the wide operational area, and the large number of human resources for the sake of fulfilling the Republic of Indonesia mandate. The purpose of this paper is to determine the implementation of HR development strategy policies at the Ministry of PUPR and provide recommendations for improvements as considerations for agencies in determining future HR development strategies. Using qualitative methods, the researchers summarized data from various laws and regulations as well as interviewed 3 sources. The identification results of the implementation of the previous HR development strategy towards government regulations related of HR development show that there is an implementation of meritocracy which in its application still needs attention, namely related to the barriers of the younger generation in participating on training and development programs. The results of the analysis show that the maturity level of SHRD in the Ministry of PUPR is generally very mature, namely seven (7) out of eleven (11) maturity characteristics of SHRD Garavan. The implementation of Strategic HR Development at the Ministry of PUPR still requires strengthening aspects of Learning Culture, Integration with Organizational Mission and Goals, Top Management Support, Commitment and Involvement of Line Managers and strengthening on environmental analysis. The author then proposes 7 (seven) draft of HR development strategies consisting of: (1) Equitable implementation of HR development programs based on meritocratic principles; (2) Adaptive training program by following the priority needs of human resources in the field; (3) Strengthening the implementation and integration of ICT-based HR development applications; (4) Strengthening programs and socialization of learning culture within the Ministry; (5) two-way integration between HR development policies and the vision of the Ministry of PUPR; (6) Expansion of the roles of line managers and instructors in the HR development process and (7) Provision of Generation Y HR succession through involvement, collaboration and innovation. This strategic design can be an input for the Ministry of PUPR to improve the effectiveness and efficiency of future HR development programs in facing the challenges of the times to achieve Indonesia's vision target in 2030.

Keywords: HR development, training, bureaucracy, strategic management.