
Characteristics of Strategic Human Resource Development Support System

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Abstract

One of the fundamental changes in public management reform is the push to build a business-oriented entrepreneurial culture and the need to develop new human resources who have the ability to manage and implement reforms. It is clear that the current human resource development (HRD) approach is inadequate to ensure that civil servants acquire new skills. It is also not sufficient to create an enabling environment for government agencies to enhance organizational capabilities to undertake large-scale learning processes related to procedural and cultural changes. It is clear that human resource development should be placed more carefully within government structures. Therefore, one of the main challenges is to determine the traits that will enable strategic HR development to emerge in government institutions.

Keywords: *Human Resource Management (HRM), Human Resource Development (HRD), Public Management Reform*

INTRODUCTION

Due to their important role in an organization, human resources (HR) is the most important asset. Therefore, to ensure that all system components in the company run well, more attention is needed on human resources. All the capabilities or potential possessed by residents in a certain place, together with their demographic, social and economic characteristics or its characteristics, which can be utilized for development purposes are referred to as human resources. Therefore, discussing human resources means discussing the population in all its capacities and capabilities. Quality and quantity are two components of human potential. Human resources development is the only way to show human capacity which will be shown in aspects of quality. This is a mandatory one because human resources is the most important factor.

Major shifts in public management reform trends led to a more business-focused entrepreneurial culture. It also promotes the creation of new human resources capable of guiding and implementing public management reforms. Due

to the pressures created by public management reforms, which have resulted in new competencies required by government agencies, employees need to be more productive and performance oriented, better able to implement the organizational and behavioral changes needed to achieve the desired levels of performance, more partnership-building and network-oriented, and better able to make quicker decisions. It is better to manage scarce resources, physical, financial, or human, thereby increasing productivity and reducing costs (Billis, 2003).

This requires major changes in the overall human resources function and the human resource development responsibilities in particular. This requires the establishment of special employment opportunities that allow employees to develop and enhance their capabilities, and to support public engagement. Management system reform (Wang et al., 2002)

Therefore, the aim of this article is to discuss and outline the possible features of a strategic human resource development system. This system will help develop the right competencies and attitudes to successfully implement broad public management reforms.

The concept of human resources development is complex and controversial, and can be examined from a variety of viewpoints, particularly with regard to its debated foundations in economics, organizational theory, and psychology. The theoretical research presented in this article is based on organizational theory; This research mainly concentrates on the processes of organizational learning and the transformation resulting from public management reforms. In addition, it considers theories from other fields, such as capability theory, systems theory, and change theory.

The article consists of three parts. The first section examines the changes taking place in the public sector, with particular emphasis on changes taking place in the civil service and Human Resource Management (HRM). New methods for HRM should be considered in the second section. The third part of this article discusses various HRM perspectives, including a strategic perspective. Ultimately, the features that enable a strategic HRM system to assist public management reform are defined.

RESEARCH METHODS

This study uses a qualitative approach with the method of literature study. As material for this research, this research was conducted by conducting a literature research related to the supporting characteristics of the strategic HR development system. These articles were then analyzed to form this research material.

THEORETICAL STUDY

Definition of HR Development

Human resource development is an effort to increase the ability of human resources through planning education, training, and manpower management to achieve satisfactory results. To help its employees acquire the skills necessary to meet current and future job demands,

Human resource development can be defined as a series of systematic and

organized actions (Harrish and Desimone, 1998:2). Development of human resources related to the availability of learning opportunities and educational development; creating a training program includes planning, administering, and evaluating the program (Armstrong, 1997:504). According to Tubagus (2015: 83), development is defined as a person's preparation to assume different or larger responsibilities in organizations, companies, institutions, or educational institutions.

By considering all the definitions above, it can be concluded that human resource development includes all kinds of efforts made to help employees acquire the attitudes, knowledge, and skills needed to handle current or future assignments. This activity covers education and training as well as career and organizational development. In other words, HR development is related to increasing the knowledge, abilities and attitudes of company members as well as providing a career path that is supported by the company's flexibility to achieve company goals.

Public Management Reform: Impact on Human Resources Policy.

This ever-evolving hybrid phenomenon with different ideas and practices is known as public management reform. The public management reform gave the reformers a "shopping basket" which can be adapted to local needs. Authors such as Hood and Lodge (2001) have described and divided various reform routes, including performance measurement, downsizing, decentralization, corporatization, performance management, management devolution, competition and community and employee empowerment, and so on.

The pace of public management reform has not slowed down over the last twenty years. However, more complex issues emerged and reforms continued. Looking at the latest developments, "marketing" public service is now the main focus of public management. Assumptions about the status of individual property rights, personal violations, equality and redress under law, involvement in collective decision-making, and responsibilities and rights as citizens are the basis of the notion of good governance (Chapman, 1999). Today, the focus on efficiency is being replaced by issues such as good, adaptive, collaborative risk management, collaborative action, and the need to understand how policies affect society.

One of the pillars of contemporary public sector reform is human resource management (HR) reform, because government performance will increase if the government cannot recruit and recruit talented people in the right way and cannot motivate, develop and retain them (Saide and Stewart, 2005). Consequently, in many countries, the conventional model of HR management has been replaced by a newer model of staff management. "Rational management" emerged from "management of fathers" conventional (Budhwar and Boyne, 2004). Flexibility and diversity have replaced standardized and uniform employment practices.

An important part of reform is adapting HR management practices to individuals. Many countries, including the United Kingdom, New Zealand, Sweden, Canada, Denmark and others, have made a shift towards more individualized civil service arrangements. These changes are related to performance

management, pay, termination, and hiring processes (Chapman, 1999). The need for greater responsiveness and flexibility in the public sector, as well as modern labor market conditions, appear to be the main factors driving the shift towards more temporary jobs and away from lifelong careers. Public service no longer offers lifetime job guarantees or promotions based on seniority. In contrast, many workers are on part-time or temporary contracts, and staff salaries and career prospects are tied to line managers' perceptions of their performance. Lifetime government employment is still protected in some countries, but term-service contracts increase individual responsibility for performance: while civil servants remain in public service, their stay is no longer guaranteed, but is more dependent on their performance.

Most OECD member countries have also taken steps to spread HR responsibilities everywhere. Some countries, particularly with position-based systems, have shifted HR responsibilities from a central HRM agency to ministries, others have simplified rules and procedures, and some have implemented more flexible HR policies. Flexible policies and less bureaucratic procedures have been developed by central HRM agencies, even in countries with very limited decentralization of authority. Countries with position-based civil service systems are likely to increase the role of a central human resource management agency and have more centralized management systems for senior civil servants than previously; countries with traditional careers also experience the same trend. Based systems tend to increase the number of jobs that can be competed for and place human resource management practices at lower hierarchical levels and in line departments (OECD, 2004)

In addition, the role of the central HR agency has changed from strict control to providing guidance and setting standards. HRM is considered a strategic company because it fulfills the principles, mission and vision of the organization (Ingraham and Rubaii, 2007). As a result, in decentralized human resource systems, the need to ensure that human resource policies are linked to organizational and management goals increases. According to Baird and Meshoulam (1988), the goal of a strategic approach to human resource management is to integrate human resource management with organizational management and align human resources with organizational strategic goals. Human resource specialists are asked to not only work efficiently but also support social agendas such as equal work and equal pay (Ingraham and Rubaii, 2007).

The Need for a New Approach to Human Resource Development

It is clear that public management reforms have resulted in new competencies and behaviors for civil servants. For example, to implement market mechanisms, governments must acquire skills in contract and business management, as well as the ability to oversee outsourcing processes. Controlling fragmented governance systems and aligning policies, procedures and behavior of civil servants requires extraordinary leadership capacities. The capacity of civil servants to understand, analyze and utilize performance data and incentive systems to motivate them is critical to the successful implementation of performance

management systems. In addition, civil servants facing reform must manage the consequences of culturally, structurally, and procedurally radical changes, as well as the consequences of changes that instill fear in individuals (Herzog, 1991).

In addition, many people agree that human resources have the ability to enhance and assist the implementation of reforms. However, there is evidence to suggest that the human resource function is still underused in reform processes, and the implementation of HR policies has become the most important part (World Bank, 2006; Dan, 2007). Different authors have emphasized a number of important issues related to human resource development (Ramachandra, 2011; Dan, 2007), and these issues are elaborated here. First, most administrative systems are highly reactive and fragmented and lack a systematic approach. Second, HR policies are not aligned and not integrated with organizational strategy, which includes the goals and objectives of the public management reform plan. Fourth, line managers are inadequate to assume HRM responsibilities and specialists are unable to take a strategic role in addressing organizational problems. Finally, HRM is primarily concerned with formal training, which is usually regulated by civil service legislation and primarily supply-driven. By the same token, training programs often focus on developing the skills needed to solve immediate problems rather than focusing on building the capacity of civil servants to deal with ongoing organizational performance issues.

To support the process of modernization and reform of public management is the most important objective of training and development. However, there is no evidence that training and development objectives are consistent with the Public Management Reform strategy (World Bank, 2006). According to a World Bank report (2006), effective human resource development and the lack of a management system are considered to be one of the biggest obstacles in building a sophisticated public management system in the new EU member states.

In short, the current HRM approach is clearly inadequate to ensure that new civil servants acquire a wide range of skills. It also does not allow government agencies to create an enabling environment for organizations to undertake the large-scale learning processes associated with the significant cultural and procedural changes brought about by public management reforms (Wholey, 1983). Therefore, there is a need for a significant transformation of HRM responsibilities in order to meet the new demands and realities of the public sector.

Key Characteristics of HRM Systems to Facilitate Public Management Reform Theoretical Approaches to HRM and Emergence of Strategic HRM

HR is a multi-faceted concept and is still the subject of ongoing debate. This is because there is no agreement on how HRM is conceptualized, defined and differentiated. For the purpose of this article, HRM is defined as the process of facilitating long-term work-related learning at individual, group, and organizational levels through structured and unstructured learning and non-learning activities to enhance organizational performance. HRM derives its conceptual basis from three areas: organizational theory, economics, and psychology (Fenwick, 2004). Ogbonna (1992) states that a psychological perspective drives problems of ownership, motivation, and learning. It deals with the problem of psychological

contracting which seeks to recreate the notion of a working relationship with the notion of obligation, expectation, and perception. However, the main focus of organizational theory is how organizational learning occurs and develops. This is also related to creating a learning structure. The focus of the economic dimension is resource-based theory and emphasizes investment in human capital.

HRM is clearly associated with many different disciplines. However, in discussing HRM, learning and performance organizations can be considered as important perspectives. And Gavaran (1997) questions whether there is a fundamental difference between learning and performance perspectives; The literature does not fully address this theory. Some experts suggest that the reciprocal relationship between the two perspectives must be carefully considered in the learning process. Organizations and their capabilities must meet learning and performance objectives. In addition, the principles of systems theory indicate that no system component can be viewed in isolation from other components. There will be no systemic change if it only intervenes in one element of the system without causing changes throughout the system. Therefore, the success of HRM policies will be measured by their impact on business performance, even if HRM is increasingly concerned with facilitating individual, team, and organizational learning as a key to an organization's sustainable competitive advantage. As a result, performance objectives cannot be ignored if HRM is to influence organizational growth.

Most people believe that HRM can help transform the way things work in the public sector today and ease the shift towards a performance-dependent type of relationship. At the same time, civil servants can increase their commitment to the organization with more opportunities for learning and self-development. A changing perspective suggests that HRM can help government organizations succeed in a changing environment by ensuring that the rate of learning is equal to or even higher than the rate of system change. Generating appropriate competencies and behaviors stated in the institutional strategy is the main goal of HRM.

HRM strategy has become an important part of human resource management (HRM) because it can help improve company performance by building a strong relationship between HR and company goals and objectives and strategically integrating learning and development processes to produce and improve appropriate behaviors and core competencies. company.

Leading experts support a strategic HRM approach that combines the two main perspectives of performance and learning. This method suggests that HRM interventions are only useful if they help companies achieve their goals. As a result, building a strong relationship with the organization's strategic goals and creating a work environment to facilitate learning should be a key focus of HRM.

This method offers benefits in terms of public management reform. To improve the performance of government institutions, reforms must bring about fundamental changes. In situations like these, alignment of HRM with institutional strategies is critical to achieving public management reform goals. Therefore, the goals of the institution must be communicated in the form of behavior and implemented through a strategic HRM system. Strategic HRM systems enable

learning and produce appropriate behaviors and skills.

Therefore, the main question is: what are the characteristics that enable strategic HRM to emerge in government agencies?

RESULTS AND DISCUSSION

According to our scientific research, HRM systems can be considered to have strategic value in public management reform only if they can create a supportive learning environment, where there is a clear link between HRM and the strategic goals of government institutions, and the latter will be compatible with the objectives of public management reform. . As a result, institutional goals must be communicated in behavioral terms and implemented through strategic HRM systems. The strategic HRM system facilitates the development of the attitudes and skills needed to achieve the goals of public management reform and do so in a sustainable manner.

Where HRM shapes an organizational strategy, a strategic HRM system defines a strategically mature organization. HRM now focuses on various forms of learning, including informal and incidental learning, and is expanding to facilitate and support the learning process within an organization. Today, HRM is no longer limited to training (Tjepkema et al, 2000). Work is considered a normal part of everyday life, and is considered a rich resource for learning.

However, a strategic HRM system should have several possible features to facilitate the process. The presence or absence of this feature will affect the maturity level of HRM in government institutions and how successful public management reforms are implemented.

1. Supportive national policies. It is very important to have supportive HR policies across the country to ensure that systems function properly and are coordinated. This policy also provides a basis for implementing HR policies in decentralized places. This shows how important human resource development is in the context of national development.
2. The civil service model, HRM policies and strategies are created and implemented by the civil service model. The career-dependent conventional civil service system limits HR policy flexibility. Most career-based systems employ civil servants based on a bachelor's degree, academic credentials, and/or civil service examination. It is characterized by a strong emphasis on career development and little possibility of entry from the other side. Position-based systems have additional structural features that are more flexible and comparable to the tradition of private sector employment. This model concentrates on selecting the best candidate for each role.
3. HRD forms organizational strategy, the role of HR must be proactive in developing institutional strategies (Sthapit, 2010). The HRM specialist should be involved in both the implementation and strategy formulation stages. The most strategic government institutions have learning processes

that improve the nature and quality of the organization's strategy.

4. Senior management leadership, Leadership must own and respect HR policies. They should be actively involved in the development and implementation of HRM policies and strategies (McGirr et al., 2005).
5. Supportive learning environment. Public servants should be more flexible and engage in continuous learning rather than periodic training during periods of rapid change associated with implementing public management reforms. Only in an enabling environment where there is a clear link between HRM and institutional strategy and learning is embedded in the life of government institutions that support learning and development.
6. HRM integration and strategic partnership with HRM. Even though HRM is one, it is an important part of more HRM activities. It integrates with HRM activities to the extent that they are considered identical (Sthapit, 2010). While HRM creates the necessary behaviors and skills, it is very important to maintain and strengthen them with the help of other HRM areas, such as communication, selection, assessment, and rewards (Bruns, 2014).
7. Strategic partnership with line managers. It is considered essential that line managers conduct HRM operations, while HRM specialists offer assistance and recommendations (Harrison 2002). This should help reduce the gap between individual and organizational performance, thereby increasing the quality of HRM interventions (Ramachandra et al., 2011). When HRM is given to line managers, they are expected to assume greater responsibility for educating their subordinates.
8. Evaluation of the cost-effectiveness of HRM interventions should be carried out. To ensure that HRM interventions are effective, evaluations should be carried out. This will determine whether the strategic objectives and needs of the government agency have been met, and whether the learning intervention has improved organizational performance. In addition, senior managers, line managers and HRM specialists should accept the mechanisms by which HRM can be ensured. Strategic HRM will emerge and thrive when senior management sees HR specialists as business partners because they speak the same language and deliver profitable results.

CONCLUSION

It is clear that the current HRM approach is inadequate to ensure the development of new civil service competencies and to create an environment for government institutions that supports large-scale learning processes associated with the fundamental changes brought about by public management reforms. Therefore, there is a need for a significant transformation of HRM responsibilities to meet the new demands and realities of the public sector.

Only if HRM systems have the ability to create a supportive learning environment, where there is a clear link between HRM and the government's

strategic objectives, can such systems be considered to have strategic value in the context of public management reforms. national institutions, which are then adapted to the goals of public management reform. HRM strategy is the basis of a learning culture that must exist. It is critical that HRM now focuses on various forms of learning, including informal and incidental learning, and has evolved to facilitate and support the learning process within an organization.

However, to strategically join HRM, they must possess several important characteristics. These include national policies that support HRM, flexible and merit-based civil service systems, senior management leadership, an enabling educational environment, strategic integration and collaboration with HRM, and line managers and strategic partnerships. In addition, HRM specialists should have the ability to consult on changes in the organization and evaluate the cost-effectiveness of HRM interventions.

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