

The Application of the Human Resource Development Function in the Creative Industry in Ambon, Indonesia: A Study on Industry Center of Pearl Shell Handicrafts

Vera Leimena, Amiruddin Tawe, Romansyah Sahabuddin and Muhammad Azis
Department of Economics, Universitas Negeri Makassar, Makassar, Indonesia

Abstract: The new economic scenario in the 21st century is known as an economy based on science that requires the human quality that becomes the starting point of this economic dynamism. Qualified human is a player or subject who can take advantage of these developments. If people are not aware of these dynamics, this nation will be the object of a fierce wave of the new economy. Human qualities which are required to be able to participate in the mainstream of this new economy is the quality of creativity, productivity and competitive ability. These three qualities of human are a unity. There are three main functions of human resource development namely, education and training, development of the organization, career development. The function of the development is an effort to improve the productive capacity of human beings to be more competitive and superior and can be conducted through education and training that are the specificity of the discussion in this study. Education is to improve further the mastery of knowledge, concepts and knowledge. The training is to improve the technical skills to perform the job.

Key words: Human resource development, education, training, creative industry, pearl shell handicrafts

INTRODUCTION

Human Resources Management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual the organization and society (Schuler *et al.*, 1992). Another opinion also revealed that Human resources management is the part of the organization that is concerned with the "people" or human resources aspect of management position including recruiting, screening, training, rewarding and appraising (Cenzo *et al.*, 2002). As stated by Milkovich that "human resources management is series of integrated decisions that form the employment relationship, their quality directly contributes to the ability of the organization and the employees to achieve their objectives" (Milkovich and Boudereau, 1997).

Increasing productivity, creativity and competitive ability of human resources requires a systematic and purposeful management. Human resource management activities can be conducted through the implementation of the human resource management functions through education and training. Education is to enhance further the mastery of knowledge and concepts. Training is to improve technical skills in carrying out the job. Education

and training is a form of human resource development. As disclosed by Notoatmodjo, In the context of human resource development, education and training is an attempt to develop human resources, especially to develop intellectual abilities and personality (Notoatmodjo, 2009). Whereas Meija said that development is an effort to provide employees with the abilities that the organization will need in the future" (Meija *et al.*, 2001). Training is a series of activities designed to improve the skills, knowledge, experience or a change in the attitude of an individual. Training with respect to the acquisition of a particular skill or knowledge. While development is defined as preparing individuals to take responsibility for a different or higher in the organization. Development is usually associated with increased intellectual or emotional capabilities needed to carry out a better job.

Human resources development aims to produce a framework for a coherent and comprehensive concerned to develop an environment in which employees are encouraged to learn and develop. Human resource development activities including traditional training program, but the emphasis is more on intellectual capital and promote learning organizations, teams and individuals (Sedarmayanti, 2010). Training as part of education that involves learning to acquire and improve skills outside the education system prevailing in a relatively short time with

the method more emphasis on practice rather than theory. While the skill is including the understanding of physical skill, intellectual skills, social skills, managerial skills and others. Training is very important for new employees as well as long-term employees (Monday *et al.*, 2000). According Carrel. that the purpose of the training include; improving the quality of performance, updating the skills of employees, avoid application of managerial obsolete, solving problems of the organization, preparing employees to be promoted and management succession, providing the provision of training the new employee orientation, meeting the needs of employees (Noe *et al.*, 2007). While according to Cascio (2006), the purpose of the training and development of employees in the organization is to maintain and improve individual and organizational performance.

In Indonesia, the creative economy is being recognized has a very strategic role in economic development and business development. It just has not been touched by government intervention. This is because the government is not making it an important source of state income. The government is still focused on the manufacturing and agribusiness sectors (Moelyono, 2010). Pearl shell handicrafts is one of the creative industries which was developed to support the creative economy. Pearl shell handicrafts industry in the village of Batu Merah have been existing since some decades ago and made hereditary. The craftsmen process the pearl shells to be an art product. Education and training create an environment in which the craftsmen can obtain or learn attitudes, abilities, skills, knowledge and behaviors that are specifically related to the profession of pearl shell craftsmen.

An initiative of the development of creative industries in Indonesia initiated by the ministry of commerce of the Republic of Indonesia has identified some of the key issues in which a solution of the issues needs to be scheduled. One of the issues is the lack of quantity and quality of the creative human resources so that the institutions of education and training that can create a creative industry should be developed.

Center for education and training for fisheries or balai pendidikan dan pelatihan perikanan or BPPP in Ambon has implemented a training for pearl shell crafts conducted by the training centre of independent maritime affairs and fisheries or pusat pelatihan mandiri kelautan dan perikanan that is abbreviated as P2MKP of Sumber Rejeki and P2MKP of Sweet Hatukau with reference to government regulation No. 31 of 2006 on the national employment training system. Job training is to give, acquire, enhance and develop job competence, productivity, discipline, attitude and work ethic at a

certain level of skill and expertise and qualifications in accordance with the level of position or employment.

Another legal basis is the Regulation of the Minister of Marine and Fisheries No. 09/PERMEN/2008 on the implementation of training in the ministry of maritime affairs and fisheries. The implementation is the overall activities related to education and training ranging from planning, implementation, monitoring and controlling through education and training.

Pearl shell craft is one of the products of creative industries in the city of Ambon. The existence of this industry has not contributed significantly to the regional economy due to limited human resources, lack of capital and the limited access to markets. This research focused on the limitations of human resources so that the development of human resources through education and training activities for craftsman is necessary.

Moleong (2010) in their research on the feasibility review of pearl shell handicrafts industry found that the existence of this industry has not contributed significantly to the regional economy due to the limited human resources, lack of capital and lack access to markets.

Flippo (1984) in his research on business development strategies of women perpetrators of Small and Medium Enterprises (SMEs) in the city of Ambon. He studied women artisans pearl shell and he explained that the assistance and guidance in the development programs of Small and Medium Enterprises (SMEs) are still lack. The training that is conducted is not followed up by mentoring and coaching continuously. Therefore, the results are not optimal (Erfanie, 2010).

Based on the formulation of the problem statement, the research question is how the human resource development function is applied in the creative industry in industry center of pearl shell handicrafts in Ambon (Florida, 2002).

MATERIALS AND METHODS

This study was exploratory research that examined the intensive development of human resources in the creative industries in particular in the industry center of pearl shell handicrafts in Ambon. Through the exploratory study, the researchers used a qualitative strategy to collect the in-depth data or information in order to obtain an overview of human resource development in the creative industries in particular in the industry center of pearl shell handicrafts in Ambon (Jac and Barbara, 2011). Data collection techniques applied in this study consisted of observation, interview and documentations. Data analysis had performed since the beginning when the

researchers conducted the study until the end of the study. The people who analyzed the data are the researchers from the beginning in which they went to the field and interacted with the subject (person) to collect data. The data were analyzed using three grooves activities simultaneously, namely; data reduction, data presentation and conclusion or verification (Iskandar, 2009).

RESULTS

Human Resource Development (HRD) through education:

The members of P2MKP Sumber Rejeki and the members of P2MKP Sweet Hatukau were the entrepreneurs in the field of maritime affairs and fisheries, particularly for pearl shell crafts. They were given additional duties as an agent of community training. The additional tasks were provided by BPPP of Ambon in an education and training activities for the practitioner of the P2MKP. The practitioners of P2MKP became an instructor at P2MKP after they finished attending educational activities (Florida, 2002).

The education is intended for adults in the community. Therefore, they can develop their skills, enrich their knowledge, improve their technical and professional qualifications that had been already had, acquire new ways and change attitudes and behavior. The aim is to ensure that adults can develop their personality optimally and participate equally in social, economic and culture that continues to grow. The emphasis in the learning process for adults is on practical application and the basis of their experience (Fajar and Tri, 2013).

Human Resource Development (HRD) through training:

P2MKP Sumber Rejeki and P2MKP Sweet Hatukau is established in order to support the achievement of the target in terms of the fulfillment of trained personnel in the field of maritime affairs and fisheries, particularly pearl shell handicrafts. Thus, the existence of training activity on marine and fisheries in particular pearl shell handicraft that is effective and efficient as well as has a high quality is required. For the efficiency and effectiveness of the implementation of training in the field of marine and fisheries for the community, the active role of craftsmen and the society in Batu Merah village for the implementation of training through the training institute formed of by and for society independently is also required.

Human Resource Development (HRD) through training for craftsmen and society in Batu Merah village aims at producing a change in behavior on the craftsmen and society. It also becomes regeneration of the craftsmen populations that are decreased dramatically.

Procedures for Human Resource Development (HRD): In the implementation of training in P2MKP Rejeki and P2MKP Sweet Hatukau, the entire preparation and the implementation of training activities are organized by each P2MKP. The training is a short-term educational process that uses a systematic and organized procedure. During the training, participants learn knowledge and technical skills in a limited objective. There are some stages in the preparation of training as follows.

Training need assessment: Training should suit the needs of craftsmen. It means that the ability to be provided is in accordance with what is required by the craftsmen. Therefore, before conducting the training activities, the identification of training needs must first be performed. The identification of training needs performed by the management of P2MKP Rejeki and P2MKP Sweet Hatukau is based on their experience as a craftsman. They do not use methods that are commonly used to measure the needs of the training such as interviews, surveys, questionnaires, observations and focus groups discussion (Flippo, 1984).

Goal setting: The purpose of training is basically to formulate the expected ability of the pearl shell craft training. The purpose of pearl shell craft training is to change the capability that is a part of the behavior. Therefore, the purpose of training is to formulate in the form of behavior that is expected after the training is given.

The research findings in this procedure indicate that P2MKP Rejeki and P2MKP Sweet Hatukau do not set training objectives that are formulated in the form of expected behavior.

The development of curriculum: Human Resource Development (HRD) through training for craftsmen and society in the village of Batu Merah aims at producing a change in behavior on the craftsmen and the society. It also becomes the regeneration of craftsmen populations that are decreased dramatically. Therefore, in the process of this training, the curriculum used in teaching and learning is required. The curriculum is compiled by the organizer of P2MKP Rejeki and P2MKP Sweet Hatukau.

The preparation of training: Before the training is performed, the preparations which include administrative activities are first conducted. Those activities are as follows:

- Preparing a syllabus (the elaboration of the curriculum into learning activities) and training schedule

- Contacting the participants
- Contacting the teacher or trainer
- Preparing training materials and the provision of tools
- Preparing place, consumption and lump sum of the participants

The implementation of training: Training in P2MKP Rejeki and P2MKP Sweet Hatukau is intended to facilitate the transfer of skills to make pearl shell handicrafts for the craftsmen and the society in Batu Merah village. In the implementation of these training activities, there is a responsible person who responsible for daily activities. The organizing committees prepare assistive devices which are required such as projectors. They provide consumption. In addition, they make reporting of training activities.

Evaluation: The evaluation of training activities is to measure the results or the specific criteria to determine the profitability of the training. The evaluation of the training is very important and beneficial. However, in the practice, many organizations do not conduct an assessment of the training activities. At least, there are two main reasons. First, the strategy of training evaluation is not well-defined. Second, the evaluation of training technically is complex and the evaluation is only to the process. The researchers use four criteria for evaluating training activities of pearl shell handicrafts namely opinion criteria, learning criteria, behavioral criteria and outcomes criteria. Those criteria are used to guide the measure of the success of the training (Faisal and Munandar, 2009).

DISCUSSION

The function of development is an effort to improve the productive capacity of human beings to be more competitive and excel. Human resource development in the creative industry that becomes the focus of this research is conducted through education and training to improve the mastery of knowledge, concepts and technical skills. Thus, the craftsmen and the society in the village of Batu Merah are ready to do their job. In addition, they will be ready to face many challenges. They also can adapt to the changing global environment. The human resource development program carried out through educational activities aims at increasing awareness and knowledge. Meanwhile, human resource development program for training is to improve the technical capabilities to carry out the work.

Since, P2MKP Rejeki in 2012 and P2MKP Sweet Hatukau in 2013 were established, education and training

for the organizers and the trainers have not been performed. In fact, the training activities in the industrial center of pearl shell handicraft in the village of Batu Merah have been implemented since 2012. The education and training for them were conducted after BPPP existed. The category of education and training that is conducted is beginner level. Therefore, the participants for the training activities carried out at the center of pearl shell handicraft industry by P2MKP Rejeki and P2MKP Sweet Hatukau is beginner level.

After participating in education and training activities in BPPP Ambon, the participants continued this activity by doing training activities in P2MKP Sumber rejeki and P2MKP Sweet Hatukau. The research findings showed that the training needs assessment was performed based on the experience of the craftsmen. Experience is the best teacher. It is the proverb that is often heard. However, learning from the experience is not enough. There should be a concrete effort such as following up and describing the experience in the identification of training needs and implementing the training programs in P2MKP Rejeki and P2MKP Sweet Hatukau.

The training activities of pearl shell handicrafts conducted by P2MKP Rejeki and P2MKP Sweet Hatukau are not through the stages of training preparation such as; establishing goals and objectives of training, establishing criteria for success with the measuring instrument, developing the method of training and implementing, monitoring and evaluating. It is because the organizers of P2MKP do not understand the procedures for performing human resource development through training correctly. The organizers of P2MKP are the craftsmen of pearl shell handicrafts who are given additional tasks by BPPP Ambon to train other craftsmen and the society of Batu Merah village.

After the training needs are established, the next step is to set goals and objectives of the training. There are some purposes of the training. The first is increasing the productivity and quality of work. The second is increasing the moral attitude. The third is avoiding obsolescence. Target training should also be adopted to supplement their training needs. The goal of effective training in the form of a state that should be produced by a training activity that is conducted. The results of training must be explained in writing. Target training can be grouped into two categories. First, the instructional target is the principles, facts and concepts that will be studied in training activities, who teach and when they teach. Second, performance goals and individual growth are the impact of training on the outcome of the behavior and attitudes of individual trainees. It is also the impact of training on the personal growth of individual trainees.

The determination of criteria for success is performed with the means of measurement using a standard format contained in the implementation guidelines of P2MKP training. Those success criteria are in the form of the questionnaire for the evaluation of P2MKP training. These criteria consist of organizing committee, infrastructure, curriculum and training materials and training evaluation. Meanwhile to measure knowledge, skills and behavior change, the researchers use criteria (guidelines of the measure of success). In the training, many methods that can be applied but they have to be adjusted with the goal to be achieved. For the success of the training, whatever the method adopted should consider the factor of the facilities and infrastructure available to achieve the ultimate goal of training. The aim is that the participants can have a high-quality learning experience. It is a big mistake if the organizers and the trainers are less fair in determining the use of methods only because of its discretion namely using the methods that are considered the easiest one or only because the desire to be admired by the participants when the training carried out or there may be a tendency only to master one particular method.

The design of the training curriculum of creative industries including pearl shell handicrafts can be reached by using several steps as follows:

- The analysis of training needs, learning needs, resources and the possibility of constraints on training
- Preparation of training objectives
- The preparation of learning materials
- The selection of methods determination, techniques, media and the means of evaluation of learning outcomes

By performing the above steps, the kind of knowledge, skills, attitudes and values that are needed by participants of the training can be known. Therefore, they are able to perform their tasks or jobs and able to develop themselves. In addition, the learning objectives in the training become clear. The appropriate types of training materials to achieve the learning objectives that need to be studied affects every participant of the training so that they are motivated. They can determine the method and amount of time required and the order setting of presentation of all the lessons and how to evaluate it. The concept of the training curriculum in creative industry will not be separated from the problem of actualization and human resource needs. Therefore, the knowledge to create a training curriculum that fits the needs of creative industries is needed.

Preparation is an activity before making a core activity. Without preparation, activities will not be fulfilled properly in other words it is difficult to be implemented. On the contrary, the activities will be carried out well if we do the preparation. The results of the preparation is a satisfying activity. Preparation is the action in the form of training implementation plan for training activities including pearl shell handicraft. Preparation of pearl shell handicraft training implemented by P2MKP Rejeki and P2MKP Sweet Haruka is not in accordance with the procedures of human resource development.

Facilitators, trainers and organizers did not understand how to develop the existing curriculum into learning activities in the written form of lesson preparation sheet. The lesson preparation sheet that contains pearl shell handicraft training materials must be in the written form that is compiled systematically so that the materials can be easy to understand.

Implementation is an action or execution of a plan that has been prepared in detail. It is usually conducted after the planning has been ready. In simple terms, the implementation can be defined as the application. Therefore, the implementation of the training is activities and attempts to carry out all the training plan that have been formulated and they are equipped for all the needs, required tools, people who carry out, the place where the training is executed, the time when the training is implemented and the way how the training should be implemented.

In the study conducted at the center of pearl shell handicraft industry, the researchers found that the method that is used is on the job training with a percentage of at least 80% practice and 20% theory. This method is very popular because it does not require huge costs and the participants that are trained can directly practice. Participants must follow and practice any activity that exemplified or performed by the facilitator or trainer. In addition, the participants are able to make a good performance based on the appropriate training materials.

In selecting the training method of pearl shell handicraft, the organizers and the trainers should consider the aspects of training objectives to be achieved. They should refer to the outline of the teaching program that is divided into two types. The first is the design process to encourage trainees to be able to organize and obtain a new experience with reference to the past experience as a craftsman. For example, skills training, debriefing, interviews, consultations, sensitivity training and so on. Therefore, the organizers and the trainers are able to provide new insights on each trainee to take advantage of what the trainees already knew. The second is the training

process that is designed to improve the transfer of new knowledge, new experiences and new skills to encourage each trainee so that the trainees can achieve the desired knowledge and the needed skills as much as possible. Implementation is the action training activities in the pearl shell handicraft industry center. There are some points that need to be considered in the implementation of training. The first is the daily responsible person. The second is monitoring the implementation of training through daily evaluation. The third is the required assistive devices such as OHP, LCD, flip charts and so on. The order of the exercises is first providing preparation and then presenting it in the form of varied lectures.

The evaluation of training is a process of collecting data and information that are needed to the extent to which the training has been achieved whether there is a difference between the two achievements and whether there is a benefit that has been conducted compared with the expectations to be obtained. Therefore, the evaluation is based on criteria and goals that have been set that are followed by the decision of the object being evaluated.

Reviewing the training process and assessing the results of training as well as the impact of training are the focus of the training evaluation. Evaluation of training plays a role as a controlling tool in the process of training activities that will ensure a training program that is systematic, effective and efficient. The training organizers get information about the results of training activities. They also incorporate feedback from the trainees that are very helpful in improving the training program.

The training evaluation of pearl shell handicraft uses criteria as a guideline for measuring a success. It is a measurable benchmarks that can be used to assess a training activity by using a minimal set goals in planning a training activity. It aims at measuring the level of success of an activity and providing the objectivity of the evaluation. In addition, it can be used as input for the improvement of activities in the future.

To measure the opinion criteria, the researchers used the percentage of responses for each question of the training activities of the pearl shell handicraft. To measure learning and behavioral criteria, the researchers used category of the value determined in the training guideline in P2MKP with the following details.

- Very good = 91-100
- Good = 81-90
- Fair = 71-80
- Poor = 61-70
- Very poor = <60

The quality standard of the training is "Good". The training is considered good if it reaches 81-90. Meanwhile, training evaluations using opinion criteria, learning criteria, behavior criteria and outcomes criteria are to determine the quality of work and the production of pearl shell handicrafts after the training activity is given.

The quality of work shows that the quality of a worker in carrying out his duties requires accuracy, completeness and neatness. The accuracy that is intended is the accuracy of the work of making the shells handicrafts. It means that there is suitability between the plan and the predetermined time period. The completeness is a perfect thoroughness in carrying out the work of making shells handicrafts. The neatness is the clearness in carrying out the work of making crafts shells.

CONCLUSION

The process of human resources development and community organizations can be accomplished through education and training. Education and training cannot be separated in the system of human resource development. In the process of development, human resources should be powered optimally so that the human needs can be met. Training is a part of education that involves learning to acquire and improve skills in a relatively short time with a method that is more about practice than theory.

Human resources development for the craftsmen and the society of Batu Merah village is conducted through the given training as an effort to improve the ability to cope with the demands and the changes in the surrounding environment. The provision of training aims at empowering so that the craftsmen and the society of Batu Merah village become empowered and they participate actively in the process of change. Training can help them to apply their knowledge and skills that have been already had. The training can also lead to the changes in the habits of work and the changes in the information and knowledge that are applied in everyday work.

Human resource development in the creative industry in the industrial district of shells handicrafts in Ambon carried by P2MKP Rejeki and P2MKP Sweet Hatukau is not run in accordance with the procedures of human resource development. The training activity of pearl shell handicrafts for craftsmen and the society in Batu Merah village is handed entirely to the organizers of P2MKP. The organizers of P2MKP are the craftsmen who are given the additional task to train the other craftsmen and the society Batu Merah village. Thus, they do not understand the steps in developing training activities properly. P2MKP Rejeki and P2MKP Sweet Hatukau have not been able to

carry out the training function optimally because they have not built up by the government, especially BPPP Ambon as well as a lack of understanding of P2MKP about the implementation standards of the training as the reference of the programs. BPPP Ambon should conduct a continuous assistance for P2MKP Rejeki and P2MKP Sweet Hatukau.

The lack of training evaluation becomes a serious problem in the training activity. The training activity of pearl shell handicraft that is conducted at the center of pearl shell handicraft industry which is evaluated by BPPP Ambon is only at the level of reaction which uses the standardized questionnaire. The reaction rate measures the satisfaction of participants in the training activities. The results of this evaluation cannot be information that the training that was performed have been adequate. The evaluation of the level of learning and behavior should also be performed on the training of pearl shell handicrafts. The level of learning measures the level of learning experienced by the trainees meanwhile the behavioral level measures the implementation of the outcomes of training.

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