

Enlightenment and Apprenticeship as Implementation of Employees' Coaching in Human Resources Development Agency, West Pasaman District, West Sumatra, Indonesia

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Abstract—The implementation of National Development depends on the ability of the government apparatus through elements of leadership to the implementing elements, namely those who directly play an important role in development, including civil servants. Thus, one of the efforts that is expected to be able to improve and achieve the quality of work civil servants was by coaching personnel through enlightenment and apprenticeship. This was a qualitative research with descriptive method. Research informants were determined through purposive sampling. Data in this research were collected through interviews and documentation. Then, data were tested using triangulation techniques and analyzed by data reduction, data presentation, conclusion, and verification. The results of this research showed that enlightenment and apprenticeship still had some obstacles in its implementation. These obstacles came both from the inside of organization and from the outside of the organization. Therefore, several solutions were needed to overcome these obstacles.

Keywords—education; training; civil servants; Human Resources Development Agency

I. INTRODUCTION

The role of the government apparatus the implementation of national development, not only functions as a technical staff or operational personnel in the field of their duties but has a central role in implementing government and development as well as community service. Therefore, it is hoped that civil servants will be able to carry out various tasks carried out with maximum results. To be able to achieve the goals of increasing and achieving the quality of work of employees, it is necessary to carry out various strengths and efforts of the leadership of each organization and organizational unit. One effort that is expected to be able to improve and achieve the quality or work of employees is staffing. Training or coaching is needed especially for new employee who has no experience.

Enlightenment and apprenticeship are the best ways to realize organization goals. In terms of benefits, the responsibility for implementing the exercise is for all the

leaders of the organization in question, either foreman, supervisory staff, personnel manager, and the highest leader top manager. These leaders must always pay attention and as far as possible realize the effort to improve the capabilities and skills of employees by conducting enlightenment and apprenticeship. The basic consideration of agencies in implementing the training for employees is the development and career development of the employees concerned, the interests of promotion, the availability of budgets and the conditions fulfilled by employees to participate in training. For the selection of employees who are included in enlightenment and apprenticeship based on the needs of the organization, the reasons for improving the performance, abilities and skills of employees, ranks etc.

However, a number of deviant cases were found in terms of enlightenment and apprenticeship of these employees. The process of sending employees to attend enlightenment and apprenticeship were not based on the goals of making employees better at their jobs, but only for the use of the budget by sending employees who have very little workload. This was indicated in the interview with one of the staff in Human Resources and Development Agency, West Pasaman District, who said that some of the staff did not know their work capacity as staff so that many office tasks were not completed, so the staff performance was less than satisfactory.

Another problem that occurs was that the enlightenment and apprenticeship curriculum was out of date, irrelevant to the present situation, and not suitable with the needs of improving employee performance. Likewise, with the availability of infrastructure facilities at the Regional Enlightenment and apprenticeship Institution, and the location of the training was less strategic because it was very far and difficult to access (Source: interview with one of the staffs of the Public Welfare Section of West Pasaman District).

Thus the problem statement in this research were: 1) How is the implementation of the enlightenment and apprenticeship program in the Human Resources and Development Agency of West Pasaman District; 2) What obstacles are faced in the

Implementation of Employee Coaching program in Human Resources and Development Agency; and 3) What were the solutions to improve enlightenment and apprenticeship program of employees in the Human Resources and Development Agency of West Pasaman District?

This research was only limited to the implementation of employee enlightenment and apprenticeship at the West Pasaman District Secretariat. Thus the results of this research could not be generalized to all conditions in all government institutions or agencies in West Pasaman or elsewhere in West Sumatra and moreover in Indonesia.

II. METHOD OF RESEARCH

Based on the description of the background mentioned earlier, then this type of research used descriptive qualitative methods. Descriptive method is a method for examining status, a group of people, an object and/ or condition and also a thought in the present [1]. In this study, the researcher tried to describe a phenomenon, events that occur in the fields as they are without making additions or interventions to the research objectives. This research conducted in Human Resources Development Agency in West Pasaman District, West Sumatra, Indonesia. The informants of the research in this study were taken by purposive sampling which was deliberately selected based on the research objectives the researchers did. The informants in this study were several superiors in Human Resources and Development Agency in West Pasaman District and also an employees or staff in there.

The research data was collected in two ways, namely interviews and documentation. After the research data was obtained, the next step was the data tested by triangulation technique. The triangulation technique used was source triangulation that compares and re-check the degree of trust in information obtained through time and different tools in qualitative methods [2]. The source triangulation used was: 1) comparing the observational data with the results of the interview; 2) comparing what people say in public with what they said in personality; 3) comparing what someone says when researched all the time; 4) comparing the situation and perspective of someone with various opinions and views of people like other education and people in government; and 5) comparing the results of interviews with the contents of a document relating to employee's development in Human Resources and Development Agency in West Pasaman District.

The last process was analyzing data. Data were analyzed with three stages, namely: data reduction, data presentation and drawing conclusions and verification.

III. RESULTS AND DISCUSSION

A. Results

The staffs employed at Human Resources and Development Agency at West Pasaman District consisted of various level of education, as seen on the table 1 below.

TABLE 1. NUMBER OF STAFF AT HUMAN RESOURCES AND DEVELOPMENT AGENCY WEST PASAMAN DISTRICT BASED ON EDUCATION LEVEL

No	Level of Education	Total
1	Postgraduate	2
2	Bachelor	23
3	Diploma	8
4	Senior High School	14
Total		47

Based on the table 1, it could be seen that employees are at most the level of undergraduate education with a total 23 people and the least are postgraduate totaling 2 people. It can be interpreted that Human Resources and Development Agency has better human resources because it has a high level of education.

B. Discussion

1) *Implementation of employee's coaching in Human Resources and Development Agency, West Pasaman District:* Human Resources and Development Agency is a district agency whose task is to take care of personnel issues in West Pasaman District. It was stated in The Regional Regulation of West Pasaman Number 14 of 2011 paragraph 4 [3]. In addition to taking care of coaching all employees in the West Pasaman District, Human Resources and Development Agency also dealing with the implementation of coaching employees in their own institutions. One of the employees coaching is Enlightenment and apprenticeship. Enlightenment and apprenticeship is a learning process in organizations that leads to change in attitudes and behavior of employees to meet the expectations of work qualifications and the demands of organizational development both internally and externally. Based on government regulation No. 101 of 2000 [4], it was stated that the objectives of enlightenment and apprenticeship included; improve knowledge, skills and attitudes to be able to carry out professional assignments based on the personality and ethics of civil servants according to agency needs, strengthen the attitudes and spirit of service-oriented, guarding and empowering the community, creating a common vision and dynamic mindset. With the existence of the Government Regulation, it will give to the employees to improve their capacity by attending enlightenment and apprenticeship. But in the process of implementing employee's coaching through Enlightenment and apprenticeship in Human Resources and Development Agency West Pasaman District, sending employees to attend Enlightenment and apprenticeship was not adjusted to the competencies and abilities of employees, but only as a requirement. Instead of not sending the employees at all or rather than filling the office, employees who have no work in the office are given enlightenment and apprenticeship. This phenomenon is similar to that delivered by Miftah Thoha, he said that but in some cases the process of sending employees to attend the Enlightenment and apprenticeship is not based on the goal of making employees better at their jobs, but for utilizing the budget by sending employees who work empty or does not have a workload. So

there are a lot of statements instead of being in the office of pestering; it's better to be sent to attend the Enlightenment and apprenticeship [5]. So, it can be seen that the implementation of employees coaching through enlightenment and apprenticeship in West Pasaman district has not been fully implemented properly and right on target. Employees sent to participate in enlightenment and apprenticeship should be chosen first in accordance with the field of ability and competence, because the purpose of implementing enlightenment and apprenticeship itself in general is to improve knowledge, expertise, skills, and strengthen the attitudes and enthusiasm of employees in carrying out their work. So if sending the employees to be given guidance is not adjusted to their abilities and competence or only to use the budget, then sending employees to attend the enlightenment and apprenticeship will be useless and the budget used is useless too.

2) *The obstacles in the implementation of employee's coaching in Human Resources and Development Agency, West Pasaman District:* In Implementation of coaching employees through enlightenment and apprenticeship in Human Resources and Development Agency West Pasaman district, then the obstacles are encountered as follows:

a) *Competence (ability) level mismatch of employees sent to the enlightenment and apprenticeship coaching program:* In some cases, sending of employees to take part in the implementation of enlightenment and apprenticeship in Human Resources and Development Agency, West Pasaman district is often not useful. There is no change from these employees to be better in their performance after completing their enlightenment and apprenticeship. This happened because some employees in West Pasaman district who were sent to take part in enlightenment and apprenticeship did not understand the knowledge that given by the widyaiswara (instructor) during the process of implementing coaching. As stated by Moekijat, obstacles in implementation of enlightenment and apprenticeship can occur due the appointment of participants in crimes not based on needs analysis, educational methodologies and training that are not appropriate teaching aids/ learning media that are inadequate, frequent material occurrence for the implementation of enlightenment and apprenticeship adopted from abroad so that sometimes it is not in accordance with the needs of sending agencies/ organizations [6]. Based on the Moekijat statement above about the obstacles that occur in the implementation of enlightenment and apprenticeship, according to what happened in West Pasaman district in the implementation of enlightenment and apprenticeship which are always be the obstacles. The lack of understanding of employees sent for guidance in Human Resources and Development Agency in West Pasaman district occurred because of several things such as: the appointment of participants who were not based on needs analysis, educational methodology and training was not appropriate for teaching aids/ learning media that were inadequate, frequent material for implementation enlightenment and apprenticeship are adopted from abroad so

that they are sometimes not in accordance with the needs of sending agencies or organizations.

b) *Lack of facilities and infrastructure for implementing the enlightenment and apprenticeship program:* Facilities and infrastructure are very important to be considered in supporting the quality of the implementation of enlightenment and apprenticeship. Because infrastructure facilities greatly influence the process of smoothness, comfort, benefit of participants and organizers. This as stated in Government Regulation Number 101 concerning Enlightenment and apprenticeship for the position of civil servants in paragraph 20 stated that "Enlightenment and apprenticeship infrastructure facilities are determined according to the type of enlightenment and apprenticeship and the number of participants. And the supervisory agency sets the standard for completing educational and training facilities". From that statement above, it is clear that there is a need for preparations to be carried out by the education/ training institution/ organizer to prepare everything related ton infrastructure in accordance with the standards and implementations requirements. And if this has not been fulfilled, the smooth implementation of enlightenment and apprenticeship will be hampered. This happened to several employees in Human Resources and Development Agency in West Pasaman District who had finished participating in enlightenment and apprenticeship that complained that there were many shortcomings of the infrastructure facilities for the implementation. And that causes inconvenience, loss of concentration for employees in receiving new science materials given.

c) *Widyaiswara (instructor) skill and enlightenment and apprenticeship curriculum:* In addition to infrastructure, widyaiswara and curriculum also greatly influence the implementation of enlightenment and apprenticeship. Widyaiswara has an important role as a speaker in the process of enlightenment and apprenticeship, so what is conveyed by widyaiswara greatly affects the participants. However, if the coach or widyaiswara's himself has never been developed his expertise, his knowledge and always continues without any change for the better it will be saturate the participants in receiving the material from widyaiswara. Employees in West Pasaman district who had attended in Enlightenment and apprenticeship, some of them felt bored and complained about the widyaiswara whose presentation was sometimes not adjusted to the capacity of participants as employees. Widyaiswara must be able to play a role not only as a teacher, but also must be able to act as a resource, mediator, challenger, change agent, drafter and advisor [7]. The curriculum and material for enlightenment and apprenticeship are unclear and there has never been a renewal form time to time to saturate employees in Human Resources and Development Agency in West Pasaman district as a participants. If the curriculum in the implementation on enlightenment and apprenticeship is not clear, then the implementation of enlightenment and apprenticeship will be hampered.

3) *Solutions to improve the implementation of employee's Coaching in Human Resources and Development Agency, West Pasaman District*: To overcome these problems, researchers offer solutions as follows: a) The selection of employees included in enlightenment and apprenticeship must be based on organizational needs, reasons for improving employee performance, abilities and skill and rank [8]. So, based on the above opinion, it can be concluded that the solution that can be done in sending employees to participate in implementation of enlightenment and apprenticeship in West Pasaman district by considering before deciding for superiors to choose employees who will be sent to attend enlightenment and apprenticeship, whether it has been based on agency needs, adjusted to the fields his job, is it suitable for the employees to be selected to participate in the training in accordance with the rank for the development of his career in the future, and to convince the employee whether he is able to follow all the process of the implementation of the training; b) By repairing the facilities and infrastructure for the implementation of part training and education which are still lacking in order to immediately re-position them to be equipped. As is known that infrastructure is very important to be considered in supporting the quality of implementation of enlightenment and apprenticeship. Because, it will affect the process of smoothness, comfort, usefulness of participants and organizers of enlightenment and apprenticeship. Therefore the enlightenment and apprenticeship's organizers must fulfill three shortcoming of the enlightenment and apprenticeship facilities. As stipulated in government regulation number 101 concerning enlightenment and apprenticeship for the position of civil servants in paragraph 20 it is stated that "Training facilities for enlightenment and apprenticeship are determined according to the type of training and the number of training participants. And the supervisory agency sets the standards for the completeness of enlightenment and apprenticeship infrastructure facilities"; c) Widyaiswara must be professional and master the material, training methodology according to his specialty. In addition, widyaiswara must be integrated with administrative changes, namely procedural organizations and training participants, meaning that enlightenment and apprenticeship can be useful if the organizational environment could support the changes.

IV. CONCLUSION

Based on the explanation of the result, it can be obtained three conclusions, namely:

- Fostering employees in Human Resources Development Agency in West Pasaman District can be carried out through enlightenment and apprenticeship
- Constraints faced in the implementation of coaching employee's Human Resources and Development Agency in West Pasaman district, due to obstacles originating from within such as: form their own employee, infrastructure problems, budget contains, widyaiswara and enlightenment and apprenticeship's curriculum
- The solution is to improve the implementation of employee coaching in Human Resources and Development Agency in West Pasaman District, increase the ability and skills of employee with enlightenment and apprenticeship in accordance with the placement of their expertise, prepare and plan the career development or employees as well as possible and on target.

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