

# Analisis koordinasi pengembangan sumber daya manusia aparatur pada Kantor Wilayah Departemen Hukum dan Hak Asasi Manusia Banten Thun 2008-2009

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## Abstrak

Penelitian ini bertujuan untuk mengetahui koordinasi pengembangan sumber daya manusia apamtur pada Kantor Wilayah Departemen Hukum dan Hak Asasi Manusia Banten. Penelitian ini adalah kualitatif dengan desain deskriptif Berdasarkan hasil pcnclitian bahwa pada dimensi strategi ditemukan tidak adanya perencanaan strategi mcngcnai pengcmbangan pegawai dan tidak adanya koordinasi antara Kanwil-Kanwil di seluruh Indonesia (khususnya Kanwil Banten) dengan BPSDM selaku penyelenggara diklat mengenai kebutuhan diklat yang dipcrlukan. Dimensi Struktur Kanwil Banten ditemui : (1) tidak adanya baperjakat: (2) tingkatan yang terdapat antara top manajemen dengzm tingkatan hirarki yang paling rendah pada Kanwil Banten yang bersifat administratif masih terlalu tinggi yaitu 5 tingkat organisasi, sehingga masih banyak staf yang mempunyai beban tugas terlalu ringan; (3) rendahnya peran kanwil dalam pengembangan pegawai. hal ini karena pengembangan pegawai masih tersemral pada Sckrctaris Jcnderal (kantor pusat); (4) pendelegasian wewenang dalam pengembangan pegawai masih setengah hati. Pada dimensi sistem ditemui kemampuan pegawai kanwil dalam melaksanakan lugas cukup baik, namun sikap pcgawai akan aktualisasi diri rendah sehingga peniliazam prestasi atau kinclja individu meniadi rendah. Pada dimensi gaya kepernimpinan ditemui masih tcrpusatnya kekuasaan/kewenangan pada pimpinan. Pada dimensi kebutuhan pokok pegawai ditemui renilahnya gaji yang diterima pegawai. Pada dimensi kemampuan teknis pegawai, sudah ada upaya peningkatan kemampuan teknis pegawai melalui diklat, namun belum ada evaluasi untuk mengetahui sejauh mana perubahan prcstasi pcgawai setelah di training.

Kesimpulan peneliti dari temuan tersebut adalah tidak adanya koordinasi kanwil-kanwil diseluruh indonesia khususnya Kanwil Banten dengan BPSDM dan Sekretaris Ienderal. Penulis menyarankan : (1) rnembual renstra mengenai pengembangan pegawai dan melakukan koordinasi dengan BPSDM selaku penyelenggara diklat, sehingga pegawai termotivasi untuk meningkatkan prestasi; (2) Mcningkatkan peran kanwil dalam pengembzmgan pegawai; (3) sistem pengembangan sebagaimana terdapat pada undang-Lmdang masih sccara umum sehingga perlu ada kebijakan intern mengenai indikator keberhasilan sebagai penggati dari DP3, sehingga dapat meningkatkan motivasi pegawai. (4) perlu membentuk sosok pemimpin yang delegatif untuk menuju prkembangan kemampuan pegawai, (5) lerpenuhinya kebutuhan pokok pcgawai, (6) meningkatkan platihan teknis yang berhubungan dengan hukum dan Hak Asasi Manusia.....The purpose of this research was to know the apparatus of human resource development coordination in District Otiice of law and human right department in Banten year 2008-2009. This research is qualitative descriptive interpretive. Base on the output of the research that is on the strategic dimension is found that there is no strategic planning about the staffs development and no coordination between District Offices in Indonesia (especially in the District Office of Banten) with BPSDM as the supporter of education and training for the education and training requirement that needed. In the District Office of Banten?dimension structure are found; (I) no baperjakat; (2) the level that exist between top management with the lowest hierarchy level in

the District Office of Banten administratively still too high which has 5 levels of organization, so that still many staffs who have no burden of duty, (3) the role of the District Office to develop its staff is still low, it is because 'in developing the staff is still centralized on the General Secretary (central office) (4) the authority delegation to develop the staff is still with a "half heart". In the system dimension is found that the capability of the staff in the District Office in implementing the duty is good enough. But the staffs attitude of self actuality is low so that the achievement appraisal or individual work becomes low. In leadership style dimension is found that there is a power/authority centralized on the leader. In the staff's basic need dimension is found that there is still having a small salary that accepted by the staff. In the staffs technical capability dimension, there has been an effort to develop the staff's technical capability through education and training, but there is no staff yet to know how far the change of the staffs achievement aficr being trained.

The conclusion of researcher from those findings is 1 there is no coordination between District Offices in Indonesia especially the District Office of Banten with the committee of Law and Human Right Resource Development and General Secretary in developing the staff. The writer suggest : (1) make a strategic planning about the staff's development and do the coordination with BPSDM as the supporter of education and training, so that the staffs are motivated to develop their achievement; (2) develop the District Office's role in developing the staff; (3) the development system that exist in the laws is still general so it needs the internal policy about the successful indicator as the substitute of DP3, so it can develop the staffs motivation; (4) need to shape the figure of the leader who is delegate to develop the staffs capability; (5) fulfill the staffs basic need; (6) develop technical training which connect to the law and human right.