

Effectiveness Of Human Resource Development Program At Offshore Project

Umi Marfuah, Andreas Tri Panudju

Abstract: Infrastructure development required was to be more effective and efficient. GANESHA ENGINEERING FABRICATOR Ltd.Tbk (GEF) is a company that plays a key role in the development of major offshore infrastructure projects in Bojonegara, Banten. The purpose of this study was to examine the effectiveness of the implementation of HRD systems program for project staff on off-shore platform project. This is a quantitative descriptive research. The population was the entire project staff as much as 180 people, and the sample of 119 people. Data were collected through direct interview, analyzed by multiple regression analysis. Results show either simultaneously or partially demonstrate the implementation of HRD has a significant effect on the performance of project staff. The implementation of HRD to explain the effect on the variable performance of the project staffs in the off-shore platform project are up to 61.0%, while the remaining 39.0% is explained by other variables not examined.

Keywords: HRD systems program; Infrastructure development; implementation of HRD; off-shore project.

I. INTRODUCTION

Competitive conditions in the world of high construction industry and project activities is increasingly complicated and complex, requiring construction firms to be able to produce high-quality work with cost-efficient. The project staff as major stakeholders in a construction project and the most responsible for the success of the project should always be prepared to deal with these developments. Development of construction projects can be said to be successful if five (5) major elements in the construction project can be managed properly. The five main elements, namely: man, machine, material, money, and method. With the five elements, the project should be managed and coordinated thoroughly and optimized by the project staff so that the smooth and successful work in accordance with the cost, quality and time that has been set can be achieved. Therefore, projects must have a professional project staff. Some human resource development program has been implemented by company for project staff. Implementation of trainings conducted by company such as: employee orientation, project management body of knowledge, construction management, Microsoft project, value engineering, construction drawings, scaffolding, power plant, power plant construction, and pipeline construction. Besides trainings, company also provides learning activities to improve the competence of employees through education degree (s1, s2, and s3) in the country and abroad with a scholarship from the company as well as its own costs. During the year 2010 company has sent eight employees to complete the postgraduate program (S2) at home and abroad. Whereas in 2013, the company successfully passed four employees in the S2 program abroad. The entire staffs of the division of building projects in the unit have received training and development, especially in the company learning center.

The company realizes that increased competence will contribute to increased productivity and quality of employees and organizations. The commitment is realized by increasing the budget / costs for training and human resources development. In 2013, the realization of human resources training and development costs amounted to Rp 6.21 billion (headcount 1,654) increased compared to the year 2012 amounted to 5.61 billion (headcount 1,106), and in 2011 amounted to Rp 4.52 billion (headcount 1,325). HR development programs carried out so far for the employee at off-shore platform division and still not yet provide maximum results for the company. This is known from the no-increasing knowledge of some employees after they joined a program of education, training, and development. In fact, not many changes and do not seem improved performance as expected from a training and development after they return to their respective units. Even for some employees consider that training and development activities are just a waste of time and become an additional burden in their work. This may arise because of the training and development that is carried out not in accordance with the needs of employees, the selection methods used in training does not fit, time and place of execution that is not appropriate or other factors which may cause the failure of the training. Ideally training and development is an attempt to reduce or eliminate the gap between the work of the employee's ability to work the result desired by the company. According to Rae (2005) criteria of the training is successful is if after the workplace, the participants practice their learning and implementation was not only effective but also produce changes or improvements both for the individuals concerned or the organization. Less successful human resource development activities for project staff less maximum impact on the performance of the project staff. Based on the information the head of the division that is at the division of the building, the problems faced by project staff related to the performance of which is the work of project staff still decreasing, the attainment of the target of labour remains a bottleneck, working standards still exist that are not in line with expectations, and solving problems in work is still less than optimal. Performance project staff in the off-shore platform division is also evident from the inappropriateness of the project completion time. It is also reflected on the results of customer satisfaction surveys are conducted once a year in the first quarter, in which the determination of target customers are: a) project with completion period of up to six (6) months conducted a

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customer satisfaction survey at the latest when the pho / fho (1 (one) time of the survey); and b) the completion of the project for a period of more than 6 (six) months conducted a customer survey of 2 (two) times. Through research problems are formulated research problem, namely how the effectiveness of the implementation of hr systems development program on the performance of the project staff. Which factor most dominant performance improvement project staff? What priorities and how to be effective in human resource development? The aim of this study was to examine the effectiveness of program implementation system of human resource development on the performance of project staff at company by analysing such programs as independent variables.

II. MATERIAL & METHODS

Gomes (2003) defines the term performance appraisal as a way to measure the contributions of individual members of the organization to organization. Thus, performance assessment is necessary to determine the level of individual contributions, or performance. Performance assessment purposes, in general, can be divided into two kinds, namely: (1) to reward previous performance, (2) to motivate improvement of performance in the future. Information-information obtained from performance assessment can be utilized for the benefit of salary, salary increases, promotions, and placements on specific tasks. Organization or company is required to conduct performance appraisal or performance periodically. It aims to determine the extent of the contribution of its human resources. Performance assessment can be beneficial for the organization to provide rewards to employees who potentially, make a decision regarding the promotion to employees. In addition, the company can also design a plan that aims to improve the performance of employees, such as the provision of training and development of employees. According to Robbins (2006) there are three criteria to determine an individual's performance, namely:

- a. Results of individual tasks, managers can evaluate the work of employees. With the look of the work, the manager can assess the work is in accordance with criteria such as the quality of production and the cost per unit is needed for production.
- b. Behaviors or behavior, it is difficult to identify the work that is a result of the activities carried out employees. The business entity must consist of many employees both subordinates and superiors, who have their own behavior as nimble or responsive, timely and diligent present. So an employee is required to have good manners and correct as expected.
- c. characteristics or properties, the weakest set of criteria, but one that is still widely used by the organization, are individual traits. Properties that employees generally like polite, friendly, well-groomed appearance and so forth.

Bernandin and Russel (1993), says there are at least three types of performance assessment criteria are different from each other, namely:

- a. Assessment of performance based on the results This type of performance criteria to formulate job performance based on the achievement of

organizational goals, or measure the final result. Performance targets can be set by the management or working groups. But if it wants the workers increase their productivity, then targeting a participatory manner involving workers, will be much positive impact on the productivity of the organization. The practice of participative goal setting, which is usually known as Management by Objective (MBO)

- b. Assessment of performance based behavior This type of performance criteria measuring means, the achievement of targets, rather than the final result. In practice, most jobs do not allow the implementation of measures of performance that is based on objectivity, because it involves a qualitative aspect. This type of criteria known as BARS (behaviourally anchored rating scales), made of critical incidents related to various performance.
- c. Assessment of performance based on judgment Type of performance criteria for assessing and / or evaluating worker performance based on descriptions of specific actors. Type of performance criteria is often referred to as the traditional method, because it has long been used in many organizations, in both the public and private sectors.

Of the type of performance assessment based on judgment according Bernandin and Russel (1993), there are 8 dimensions of performance appraisal of concern:

- a. Quantity of Work; the amount of work carried out within a specified time period.
- b. Quality of Work; quality of work achieved by the requirements of conformity and the achievement.
- c. Job knowledge; the breadth of knowledge and skills on the job.
- d. creativeness; originality of ideas were raised and actions to resolve issues that arise.
- e. Cooperation; willingness to cooperate with others (among members of the organization).
- f. Dependability; awareness and trustworthy in terms of attendance and completion of work.
- g. Initiative; the spirit to carry out new tasks and to enlarge its responsibilities.
- h. Personal qualities; concerning personality, leadership, hospitality, and personal integrity.

The research population was the entire project staff in the company, where each project has 6 project staff, which consists of: a)1 Head of the Project, b) 5 project staff, namely: Field Head, Engineering Section Chief, Section Chief of Contract Administration, HRM Section Head, Head Section of Logistics and Equipment, as well as the Executive. Based on the Report of the company of February 2014, there were 30 projects being implemented in the division of off-shore platform. There is a population of 180 people (Head of Projects and project staff). Sample size determination is based on a sample size table by Isaac and Michael (2012). At the 5% significance level with a population size of 180, obtained a sample size of 119 people. The sampling technique using stratified random sampling. The stratified random sampling method, strata of elements in the population received attention so that the population is divided in accordance with the existing strata. Thus, the larger the

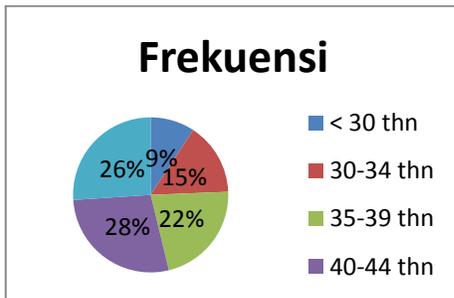
sample is drawn from each stratum must be proportional between two other strata, the strata -1 for $(30/180) \times 119 = 20$, and for strata -2 at $(150/180) \times 119 = 99$ people. Based on the sampling technique is used, then before sampling, first performed Stratified Random Sampling. Further sampling of each stratum is done by simple random sampling method. This is because each element in each stratum has.

III. RESULTS & DISCUSSIONS

Characteristics of Respondents

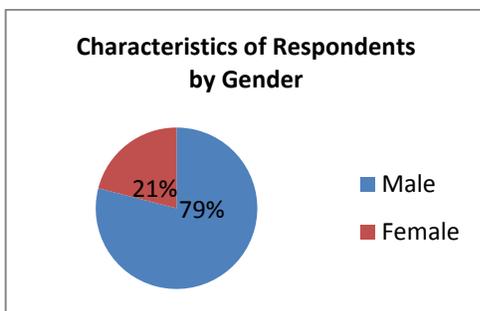
Respondents of this research are 119 people, the project staff at the Division of Building Unit consisting of: Head of the Project, Field Head, Engineering Section Chief, Chief Section of Administration Contract, HRM Section Chief, Chief Section of Logistics and Equipment, as well as the Executive. Data characteristics of the respondents obtained directly from respondents through a questionnaire. Characteristic of respondents described based on age, sex, education, and long work.

Figure1. Characteristics of Respondents by Age



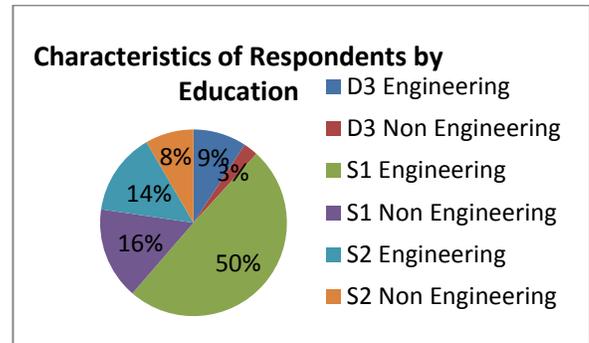
Project staff who work in Company overall are in productive age and can be grouped into several groups. Each has a different percentage. Most of the project staff are 40-44 years age (27.7%). While the project staff are in the youngest age group <30 years (9.3%), and the project staff are in the oldest age group ≥ 45 years (26.1%).

Figure 2. Characteristics of Respondents by Gender



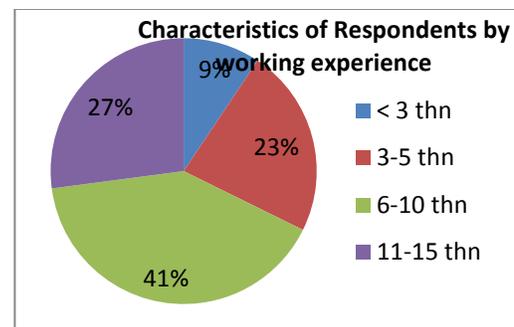
Of the 119 respondents in this research known that the number of female project staff of 25 people (21.0%) and the number of male project staff as much as 94 people (79.0%). It can be seen that the number of project staff were male more than women. This happens because the Company is a construction company, associated with the required expertise, where most of the required expertise is engineering.

Figure 3. Characteristics of Respondents by Education



Qualification is important for a person to occupy certain positions in the job. Of the total respondents some 119 people, most of them graduated of S1 (49.6%) and the rest are graduated of S1 Non- Engineering (16.0%), S2 Engineering (14.4%), S2 Non-Engineering (8.4%), D3 (9.2%), and D3 Non- Engineering (2.5%).

Figure 4. Characteristics of Respondents by working experience



Most of the project staff is currently been working at company for 6-10 years, accounting for 32.8% of the overall project staff, and only 7.6% were workings experience < 3 years.

Explanation of Respondents on Variable Development of Human Resources

To improve the competency of project staff on an ongoing basis, the Company has made various efforts through education, training and development. The materials given aims to improve the productivity and quality of the organization, improving leadership skills and professionalism as well as build a positive mental attitude and develop a personal intellectual power. In general, education, training and development held company aims to improve "technical and behavioral competencies". The result showed that respondents who answered agree and strongly agree more than respondents who answered disagree. Several indicators were largely addressed statement agreed by respondents were the educational material, the competence of educators, educational methods and educational facilities. This is supported by some of the opinions of project staff as education participants who said that: "the material is quite clear presentation, participants also got all the soft copy of the presentation and content of the materials (construction work) that has been delivered".

Explanation of Respondents Training

After training on how to run and manage the project, the majority of project staff to answer agree and strongly agree, namely: a) Understand well on project management based on the Project Management Body of Knowledge; b) increase skills in defining and controlling the project scope; c) Ability to rise in the use of project resources effectively; d) to identify, analyze, and respond systematically to the risks that will arise in the project; e) increased ability to produce goods or services and projects; and f) to ensure that all project resources can be integrated and coordinated effectively. After getting training in Construction Management, the majority of project staff to answer agree and strongly agree, namely: a) Knowledge and understanding of project staff increased about managing the implementation of development; and b) increased knowledge and understanding of how to manage the process of transformation of the drawings and specifications to form a physical building. After attending the program Development of the Leadership Development Program, the majority of project staff to answer agree and strongly agree, where: a) Insights increased project staff regarding the role of project management in the field of construction engineering menyakut, human resources, finance and marketing and be able to apply them in projects effectively and efficiently; b) An understanding of project staff increased the linkages between functions in project management; c) increased project staff competence in managing HR and project / organization; d) Ability to develop leadership styles leadership performance to improve the performance of the individual / team optimally; e) Skills project staff increased in meeting the demands and expectations of superiors, colleagues, subordinates and performance targets; f) Have the skills in delegating the job; g) Has communication skills and an open hearing regarding performance (competence and commitment) subordinate to become an independent person; h) Ability to communicate professionally with all stakeholders; and i) Having a skill in managing all available resources so as to optimize the performance targets. Performance Assessment in the company starts with the establishment of Key Performance Indicator (KPI) at the beginning of the year that was agreed between the employee and his supervisor. IBC employees are derivatives from beginning of KPI's Company, Director, Head of the Department / Division, Head of Department / Division, Branch Manager / Head of Projects. The KPI's are reviewed every quarter to be revised if needed because of the dynamics that occur in business and at the end of the year, the IBC will be assessed. Results of the assessment will affect the employee's performance against the remuneration to be received next year; a career that will be passed and the training and development that will be received. Statistical analysis simultaneous test (F test) through multiple regression test was obtained sig. = 0001 ($\ll \alpha = 0.05$). Thus concluded that the human resource development system, which includes: education, training, and development simultaneously (simultaneously) significantly affects the performance of the project staff at the Division of Building Company. It shows that the human resource development system carried out by Company is very effective in improving the performance of the project staff, and also indicates the seriousness of Company in order to increase the competence of human resources. The materials of human resource development given Company aims to

improve the productivity and quality of the company, improving leadership skills and professionalism of the work, as well as build a positive mental attitude and develop a personal intellectual power. Likewise, the results of the partial test (t test), showed that educational factors (sig. = 0.001), training (sig. = 0.001), and development (sig. = 0.034) partially significant effect on the performance of the project staff. Based on the regression coefficient value, it is known that education is the most dominant factor influencing the performance of the project staff at company. This is similar to the Ahmadi and Uhibiyati (2007), that education is "the process of establishing fundamental abilities intellectually and emotionally." Thus, differences in education will make a difference anyway in terms of insight, knowledge and understanding of things. The higher the education achieved by the project staff, the more they have ability to be understood and will understand their respective sectors. The research results showed that a good educational qualifications, such as academic ability, Intelligence Quotient (IQ) and Emotional Quotient (EQ) can affect the performance of project staff. It means that the performance of project staff is not only seen from perfect working ability, but also the ability to control and manage themselves as well as the ability to build relationships with others. These capabilities by Daniel Goleman called Emotional Intelligence (EQ) or emotional intelligence. Goleman (2001) through the research say that emotional intelligence accounts for 80% of determinants person's success, while the other 20% is determined by IQ (Intelligence Quotient). The research results revealed that not only the intellectual superiority it takes to achieve success but kind of other skills required to be in the forefront. The study, written by Boyatzis and Ron (2001), that finding the right person in the company is not easy, because it is needed by a company not just people who are better educated or talented people only. There are psychological factors that underlie the relationship between a person and his organization. Psychological factors that affect the ability of a person within the organization include the ability to manage you, initiative, optimism, ability to coordinate emotions in themselves, as well as a quiet thinking without emotion. Goleman (2001), states that emotional intelligence is the ability to monitor and control the feelings of themselves and others, and use those feelings to guide thought and action, so that emotional intelligence is indispensable for success in work and produce outstanding performance in the job. This is similar to the one proposed by Patton (1998) that people who have the emotional intelligence to be able to face the challenges and make a man responsible, productive, and optimistic in the face and solve problems, where these things are needed in the environment work. Although education is the most dominant factor in influencing the performance of the project staff, but there are still many project staff considers that the education program at company is not in accordance with what they expect. This is evident from the answer to any indicator project staff education, where 20.2% said less agree that company provides an opportunity for every employee to participate in educational programs in accordance with their respective fields, 26.1% say less agree that the material provided is dominated by educators and very easy to understand, and 25.2% less agree that company test selectively and open before his education. Through the project staff answer also known by 29.4% less agree that the

education followed can improve performance, at 37.0% less agree that the educational materials provided are easy to put into practice, and 36.1% said the project staff does not agree that the education facilities used are in accordance with the demands of the skills that facilitate the work. In addition to the answer "not agree" to each statement, the project staff is also there to answer "do not agree" and some statements and some even answered "strongly disagree" even though there were only a small part. Besides educational factors, from the results have shown that training and development were factors that affect the performance of the project staff. This shows that training and development are carried out organized by company. The project staff may affected the performance by improvement project staff itself. Therefore, in order to improve the quality of human resources and quality of project staff can also be done through training and development programs, which is one of the activities of the management activities that focus attention on the issue of employee development. Implementation of human resource development system program in company has a useful purpose for employees and companies, namely: 1) Training and development is done to close the "gap" between skills and the ability to demand positions; 2) Those programs are expected to improve the efficiency and effectiveness of employees in achieving work targets are set; 3) To study the work procedures; 4) Establish relationships with coworkers, including subordinates and superiors as well as conform to the way companies implement something; and 5) Give employees a feeling of having to show how their work is in line with the overall organization.

Implementation Evaluation System Program Human Resources Development in Company Based on Kirkpatrick Model

In Kirkpatrick's model, evaluation of the human resource development program divided into four levels of evaluation, namely: reaction, learning, behavior and result.

Level I: Evaluation Reaction

Most of the project staff stated that education and training held by Company Learning Center is very interesting, informative and will be useful for the provision of the duty as project staff. Project staff also said that education and training have opened their minds and feel that what they have done in the first moment it is still much more that needs to be improved.

Level 2: Evaluation of Learning

Based on the survey results the human resource development program conducted in Company Learning Center, has a good effectiveness score. This indicates that the increase learning outcomes affects before and after attending a human resources development program. This is understandable, since most of the project staff has never gain knowledge about the understanding of the field of construction engineering. After being given education and training, the knowledge of the project staff may increase.

Level 3: Behavior Evaluation

From interviews with project staff pointed out that after following the human resources development program, they fell more confident and more comfortable while doing the work. Kirkpatrick (1998), says that if the behavior in the

workplace showed no improvement, the fault probably lies in training assessment, training program itself, or the work environment is not conducive. Another possibility is that the contents of the training may have been right, but the lack of emphasis on the transfer of training in their work.

Level 4: Evaluation Results

According to Kirkpatrick (1998) evaluation of the results of the Level 4 is focused on the end result (final result) happened because participants have followed a course. An evaluation of the performance changes of institutional, for example to compare the quality and quantity of the work and the time the work process, before and after any training.

Referring to Kirkpatrick's statement, the researchers concluded that the evaluation of the implementation results on the development program of human resources system held by Company Learning Center that includes: education, training, and development gave a significant effect on the performance of the project staff at company.

IV. CONCLUSIONS

Simultaneously and in partial implementation of human resource development system that includes: education, training, and development of a significant effect on the performance of project staff at company. Education variable is the most dominant variable affecting the performance of project staff at company, with regression coefficient (value B) = 0.490. 3. The coefficient of determination is 0.610 means that the ability of the implementation of human resource development system that includes: education, training, and development may explain the effect on the variable performance of the project staff at the Division of Building up to 61.0%, while the remaining 39.0% is explained by other variables that was not examined, such as talent management, promotion, remuneration system, and reward and punishment. From the conclusions, it is known that the education factor is the most influential factor on the performance of project staff, then in the process of recruiting new employees are expected to receive employee qualified of good education, in the form of academic ability, Intelligence Quotient (IQ) and Emotional Quotient (EQ). Development program of human resource system that has been held by company must be maintained and sustained. In addition, based on the results of the seminar and interviews with the parties concerned, company can develop better proposed to do some more research, such as:

- Examining the differences in the performance of employees based on the number of courses and types of courses that follow, such as FIDIC course, Estimator and QS.
- To examine the effect of Intelligence Quotient (IQ) and Emotional Quotient (EQ) to employee performance.
- To examine the performance differences between highly educated employees with medium educated employees.
- Examining the influence of talent management, promotion, remuneration system, and reward and punishment on the performance of the project staff.
- Researching on program evaluation system of human resource development company based Kirkpatrick Model.

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