Human Resource Competency Development Strategy Through Education and Training Using the Learning Management System (LMS) at BPK RI

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Abstract : Excellent human resources are one of the concerns for every organization at this time. One of the strategies for achieving organizational goals is to have superior human resources who have qualified competence in carrying out each of their duties and responsibilities. Improving employee competence is now one of the important concerns of organizations, where the models and ways of delivery are increasingly diverse. For this reason, the purpose of writing this journal is to find out how the implementation of the implementation of education and training through the Learning Management System (LMS) in the context of developing human resource competencies in the Supreme Audit Agency of the Republic of Indonesia (BPK RI). The application of LMS at BPK began to be implemented consistently during the Covid-19 pandemic. This research method uses a qualitative descriptive method with data sources based on the results of literature studies and observations. From the results of the discussion, BPK RI, which is a government agency that has the duty and function of examining the management and responsibility of state finances, is currently starting to develop and implement distance education using the learning management system (LMS) platform. This LMS has started to be actively used at BPK since the Covid-19 outbreak where employees worked from home (WFH), and will continue to be used even though the work method is physically back at the office (WFO), it is hoped that the use of LMS can encourage increased employee competence and implementation of training education to be more efficient and effective.
Keywords: Competence, Human Resources, Learning Management System.

INTRODUCTION

Human Resources (Human Resources) refers to the people who are in an organization. When managers engage in human resource activities as part of their job, they seek to facilitate the contribution made by people to achieve organizational plans and strategies. So that this human asset becomes an important asset that must be owned by the company and requires more attention from management.

In the process of increasing the capacity and quality of human resources which is very strategic and tactical not only through formal education, but more than that education also includes various efforts to increase the capacity of individuals and society (adults) in a better life. Learning activities can be carried out in the form of education and training, courses, or learning activities carried out by community organizations. Another opinion states that learning is a relatively permanent change in a behavioral tendency as a result of practice or training.

Increasing the capacity and quality of human resources through learning activities is expected to increase competence, which in turn can improve employee and organizational performance. Competence has an important role in the organization, because with this competence, individuals have confidence in themselves, skills, experience, knowledge and good work attitudes.

The existence of current technological developments encourage changes in human perspective in thinking, political, economic, environmental, geopolitical, technological to cultural issues require open thinking to produce fast and precise solutions. This stage of development of modern civilization gave rise to qualitative changes in various fields of public life including education. This encourages each individual to continue to increase their capacity and quality to achieve the quality standards desired by the company.

Besides that. the fact that there has been a significant increase in the social life of modern society through technological growth provides opportunities for the dissemination of relevant information to obtain, transfer, store and use information in ever-increasing volumes, so that the process of integration and information continues to grow leading to openness and transparency of public information modern era, as well as in the field of education and training, where e-learning was born as a medium for integrating resources and disseminating information to create a transnational economy that is efficient, cooperative, and equalizes the living conditions of different communities.

Education and training with the e-learning method have now developed using the Learning Management System (LMS) which has been widely applied in academia, private institutions and government. This learning model makes the responsibility for preparing what must be learned not only in the hands of the teacher/educator but a larger portion is in the hands of students. The LMS method is one of the education and training methods implemented by the BPK RI with the aim of creating a center of excellence for education and training for state financial audits.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT
Competence

Theoretically, competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as something that is most important, as the superiority of that field. Miller, Rankin and Neathey as quoted by Parulian Hutapea and Nurianna Thoha (2008: 3) define competence as a description of what a person must know or do in order to do a good job.

Competence affects the level of one's work achievement. Work achievement at a satisfactory or unsatisfactory level depends on the competencies possessed. Competence at work is not just having skills and knowledge about the work being done, but also one's ability to transfer and apply these skills and knowledge in new situations and increase the agreed benefits. Competence also proves the characteristics of the skills and knowledge possessed or needed by each individual. The competency characteristics possessed help individuals to be able to carry out their duties and responsibilities effectively and improve professional quality standards in work. In addition, competence describes what people do in the workplace at various levels, identifying the characteristics, knowledge and skills required by individuals in work.

Competence is an individual characteristic that underlies performance or behavior in the workplace. Job performance is influenced by:
a. knowledge, ability, and attitude;

b. work style, personality, interests/interests, basics, values attitudes, beliefs and leadership style (Wibowo, 2007: 87).

Based on the understanding of the experts above, the definition of competence can be concluded with an ability to carry out tasks or jobs that are based on knowledge and skills properly.

Competency Type

There are several types of competence which can be explained as follows (Wibowo, 2011: 328-330).

1. Planning competency, associated with certain actions such as setting goals, assessing risks and developing a sequence of actions to achieve goals.
2. Influence competence, associated with actions such as having an impact on other people, forcing certain actions or making certain decisions, and providing inspiration to work towards organizational goals. These two types of competence involve different aspects of human behavior. Competence has traditionally been associated with successful performance.
3. Communication competency, in the form of the ability to speak, listen to other people, written and nonverbal communication
4. Interpersonal competence, including: empathy, building consensus, networking, persuasion, negotiation, diplomacy, conflict management, respecting others, and being a team player.
5. Thinking competency, with regard to: strategic thinking, analytical thinking, commitment to action, requires cognitive abilities, identifying links and generating creative ideas.

Competency Component

According to Spencer and Spencer competence consists of 5 (five) characteristics as follows:

a. Motivates (Motive)

Something where someone consistently thinks so he takes action. motives are "drive, direct and select behavior toward certain actions or goals and away from others". (Spencer 1993).

Motive is something that is consistently thought or desired by someone that causes an action. Motives move, direct and select behavior towards activities or goals.

For example: someone who has achievement motivation consistently develops goals that provide a challenge to himself and takes full responsibility for achieving these goals and expects some kind of feedback to improve himself.

b. Traits (Character)

It is a personal characteristic and consistently responds to situations and information. character that makes people behave or how someone responds to something in a certain way.

Examples: self-confidence, self-control, fortitude or endurance.

c. Self Concept (Self Concept)

attitudes and values, and a person's self-image. Attitudes and values are measured through tests on respondents to find out the values a person has and what is interesting for someone to do something.

d. Knowledge

information that a person has for a particular specific field. Knowledge is a complex competency. The value of the knowledge test, often fails to predict performance because there is a failure to measure the actual knowledge and abilities that are treated on the job.

e. Skills (skills)

The ability to carry out a particular task both physically and mentally. By knowing the level of competency, the results of human resource planning will be better.

From these components skills and knowledge are visible and easy to develop in HR training and development programs. Meanwhile self-image (self-concept), character (traits), and motives (motives) are hidden and more difficult to develop through human
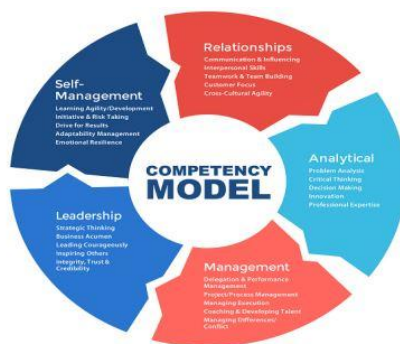
resource training and development programs. The Competency Model can be explained in the following figure:
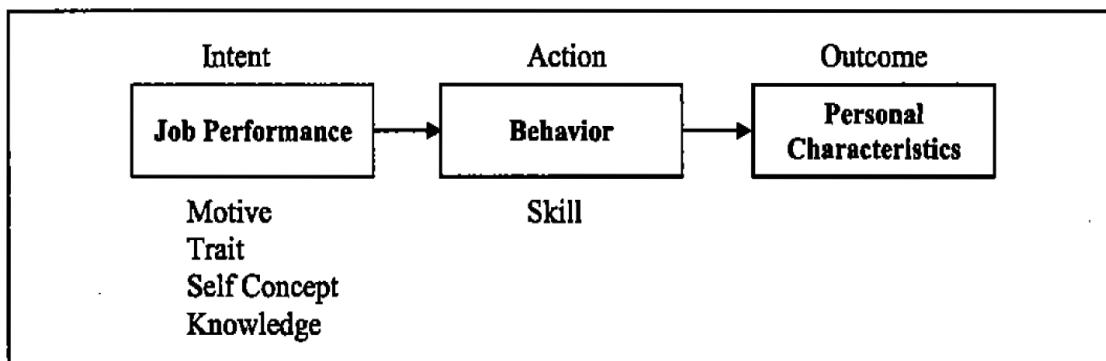
Source : Sarwani dkk, 2022
Figure 1. Competency Model
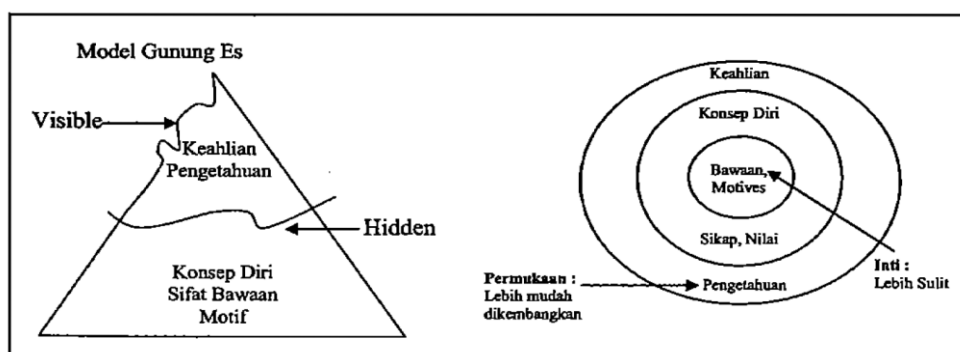
Source : Sarwani dkk, 2022
Figure 2. Competency Characteristics

Source : Sarwani dkk, 2022
Figure 3. Competency Model

Education and Training

Education in general is any planned effort to influence other people whether individuals, groups or society so that; they do what is expected by educators. Based on the language center of the Ministry of National Education, Harsono (2011) "Education is the process of changing the attitudes and procedures of a person or group of people in an effort to mature humans through teaching and training efforts." Besides work, education is often a basic requirement for holding certain functions, basically the function of education is the same as the function of training, namely facilitating the carrying out of tasks, improving activities and developing the behavior, skills and knowledge of the employee concerned. Education is a continuous process that cannot be separated from the organizational system. The presence of new employees who will occupy new positions encourages staffing to always organize education and training programs.

Training according to Kaswan (2011) is "The process of increasing employee knowledge and skills. Training may also include changing attitudes so employees can do their jobs more effectively."

According to Dessler (2010), training is the process of teaching the skills new employees need to do their jobs. Training is a process by which people gain capabilities to assist in achieving organizational goals (Mathis & Jackson, 2011). Rivai & Sagala (2009) define training as a part of education which concerns the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory

E-Learning

E-learning consists of 2 words, namely electronic and learning. The literal definition of e-learning is a learning system using electronics or teaching and learning processes that are carried out in a network, or online. e-learning, is a learning and teaching process, which utilizes electronic media, specifically the internet, as a learning system. In general, e-learning is an electronic-based learning process.

e-learning is also defined by several experts. According to Naidu (2006:1), e-learning usually refers to the use of network information and communication technologies that are deliberately set up for teaching and learning. E-learning, defined by Bullen & Janes (2007: 176) as a process of teaching and being taught that occurs when using internet technology to convey, facilitate, and enable the learning process even though it is hindered by long distances.

Freire & Pereira (2008) put forward a more general definition of e-learning, namely e-learning is a learning activity in an education or training system that is carried out using electronic means. Darmawan (2011: 12) defines e-learning as a form of conventional learning which is essentially presented through Information Technology and in digital formats.

The types of e-learning also vary, namely:
1. Synchronous e-Learning: real-time online learning. For example webinars, virtual classes, video conferences, etc.;
2. Asynchronous e-Learning: online learning that is free to do at any time because it does not require mentors and students to go online together. For example learning videos, Learning Management System (LMS), etc.

E-learning and mobile learning is supporting all forms of learning, such as formal, non-formal, and informal. individuals are gaining information from mobile devices at a very fast pace in different formats on practically every sphere. this technology assisted learning paradigm has provided a pervasive environment for learning at any time and anywhere, to promote the cause of inter-generational education for sustainable development. sustainability is measured in three dimensions, i.e., economic, social and environmental, which are referred to as the triple bottom line. Education has been defined as one of the indicators for social sustainability by the united nations. this paradigm will support social sustainability by providing sustainable means for learning.

Basic Concepts of Learning Management System (LMS)

The Learning Management System (LMS) is an education system that uses software for administrative purposes, documentation, teaching and learning activities to evaluation reports of online teaching and learning activities to support educational development. LMS allows the educational process to occur without going through face-to-face meetings and the development of knowledge for students can be carried out continuously.

A strong Learning Management System must be able to do the following things:
1. Centralize and automate administration;
2. Using Self Service and Self Guided Services and delivering learning content quickly;
3. Consolidation of training initiatives on a scalable web-based platform;
4. Support content personalization and enable reuse.

Learning Management System (LMS) can be software applications or web-based technologies used to plan, implement, and assess certain learning processes (Alias, N.A & Zainuddin, A.M., 2005).

In a learning through this LMS management system can provide instructors with ways to create and deliver content, monitor the participation of training participants, to assess the performance of trainees online. LMS also provides interactive features that students can use such as threaded discussions, video conferencing, and discussion forums. LMS can also be called a Course Management System.

This system not only stores recorded content and information of trainees but also directs trainees into appropriate learning, such as knowing the progress of trainees, completing assigned tasks and providing tools for collaborative work.

Now that e-learning through the LMS platform is becoming a center of attention in adult education, the pedagogical challenges of online facilities continue to grow with new developments and are made even more attractive by the advent of computer communication technologies such as voice and video streaming.

METHODS

This study uses data collection methods through literature studies and observation. Literature study is carried out by collecting relevant information related to the topic under study, either from notes, guidance documents, research reports, regulations, and other sources.

RESULT AND DISCUSSION

The use of e-Learning is currently widely used by government agencies in supporting the implementation of education and training of their employees with the aim of increasing the competence of their employees. The e-learning method uses the Learning Management System (LMS) in these government agencies generally uses the andragogy learning method, where the training participants are adults.

One agency that has used the Learning Management System (LMS) is the Education and Training Agency at the Supreme Audit Agency of the Republic of Indonesia (BPK RI). In its strategic plan, BPK RI has determined one of its strategies, namely to create a center of excellence for education and training for state financial audits.

Having the vision of "Becoming a Trusted Audit Institution that Plays an Active Role in Realizing Quality and Beneficial State Financial Governance to Achieve State Goals", BPK seeks to create a center of excellence for education and training for state financial audits that is equipped with a comprehensive curriculum, methods and learning media according to needs competency development, and supported by competent facilitators and professional management (BPK strategic plan).

BPK prepares curricula, methods and learning media that are related to and in accordance with the needs of examining the management and accountability of state finances. For this reason, BPK will carry out a gap analysis with various parties as a basis for designing training activities that are aligned (link and match) with the needs and development of the organization. In the 2020–2024 period, BPK is targeting the preparation of 276 curriculum and syllabus developments as well as 483 teaching materials and module developments. Improvement of learning methods is also carried out by designing distance learning training that combines independent learning and virtual teaching.

This improvement needs to be supported by information technology and the formation of a learning culture so that training can be carried out without going through face-to-face meetings in class. Both of these are in accordance with the demands of the 4.0 industrial revolution era which is in sight. In addition, in connection with the COVID-19 pandemic, the BPK has responded agilely and proactively by providing training materials on examining state financial management and responsibility as well as examining actual and strategic issues.

The following is a display of LMS e-Learning one of the training at BPK RI:

Source : Data Search, 2022
Figure 4. Display of e-Learning (Background and Training Objectives)

In the picture above we can see that the e-Learning application has a training background that will be carried out, so that each participant can understand what is the basis for implementing the intended training. besides that, there is also information on the objectives of the training, as what information is expected to be obtained by the participants from the training in question.
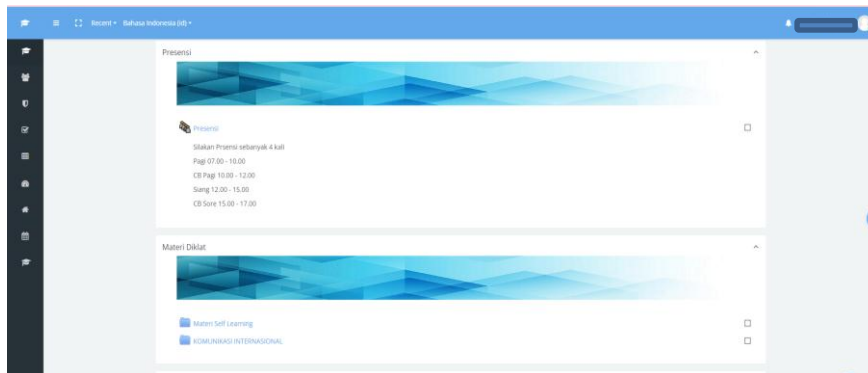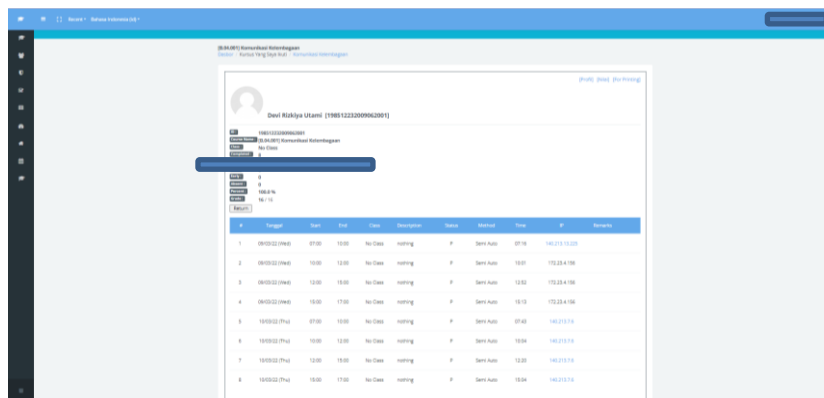

Source : Search data, 2022
Figure 5. Display of e-Learning (Participant Presence and Training materials)

In the picture above we can also see that the training attendance was carried out independently by the participants with the hours set by the committee. Attendance is carried out 4 times per day, and participants cannot make attendance outside of predetermined hours. Furthermore, training materials have also been prepared in the e-learning application to be accessed independently by the training participants.

The following is a display of the attendance results of the training participants:

Source : Search data, 2022
Figure 6. Display of e-Learning (Participant Presence and Training materials)

The picture above shows the results of the participants' attendance training for each day and session, where the time at the time of attendance will be clearly stated on the application. This shows that there is a sense of responsibility from each participant to make attendance on time.
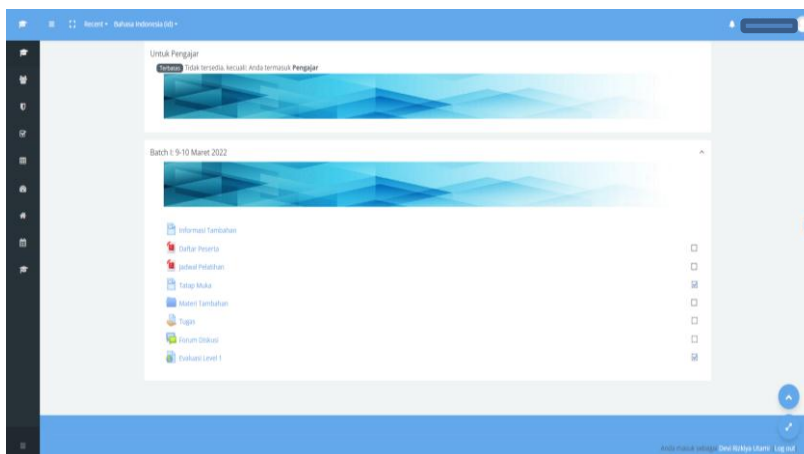
Source : Search data, 2022

Figure 7. Display of e-Learning (For Teachers and other Information)

In the picture above we can see that there is some other additional information that can be accessed by participants, such as participant lists, training schedules, additional materials, training assignments, discussion forums and training evaluations.

The implementation of this distance learning uses the Learning Management System (LMS) media and the Zoom Meeting application. LMS is an application that functions to manage administrative functions, documentation, tracking, reporting, and delivery of training materials. Meanwhile, Zoom Meeting is a remote communication medium that can be used for video conferencing, online meetings, chats, and even mobile collaboration. This learning system is one of the PKN Education and Training Center's efforts to continue to meet the needs for employee competency development during the Covid-19 pandemic. The implementation of this distance learning will be evaluated, to see the level of effectiveness compared to face-to-face training. The plan is that distance learning will continue even though later the WFH policy will no longer be enforced at BPK.

SWOT ANALYSIS

Based on the explanation above, the author tries to formulate the Strengths, Weaknesses which are internal factors as well as Opportunities and Threats which are external factors in the implementation and strategy of implementing the Learning Management System (LMS) at BPK RI.

Table 1. SWOT analysis

Strengths	Opportunities
1. Savings on the cost of organizing education and training 2. Can be accessed anywhere using the internet 3. Ease of providing and accessing learning data centrally starting from accessing learning materials, learning videos 4. It is a centralized learning system where teaching materials, pretest, posttest, and evaluation of education and training activities can be accessed via a web-based platform 5. Able to centrally manage education and training data through the latest technology 6. The LMS learning process is in line with andragogy learning or the adult learning system 7. The flexibility of the implementation of education and training can be carried out through the LMS, both online and offline learning systems and features on the LMS can be adjusted according to needs 8. Fulfill the Competency Enhancement elements of education and training participants because participants can still attend training online	1. Development of applications and various LMS features on a regular basis can be used to develop competencies through education and training in line with technological advances 2. LMS is an effective medium for learning education and training that can be applied as a platform or media for providing teaching materials, assessments, and surveys or evaluations of education and training activities not only for online learning but also with blended learning and physical 3. LMS can play a role in a digital-based HR competency development strategy 4. Able to integrate with other applications such as HR Management information system applications for the provision of certificates and other applications
Weaknesses	**Threats**
1. Depends on access or internet connection 2. Lack of interaction and engagement between resource persons or presenters and education and training participants 3. Requires qualified Information Technology support and application development on a regular basis 4. Requires large costs for system development	1. Threats to data security in the LMS 2. Facilities and infrastructure for IT support and network maintenance must be developed and updated regularly to support the smooth use of the LMS

Source : Search data, 2022

CONCLUSIONS

The education and training strategy using the learning management system (LMS) is very effective for increasing the competence of employees at BPK RI. The learning system through the LMS is an adult learning (andargogy) in which participants independently and actively use the LMS for learning media. This method is a profitable alternative, especially during a pandemic, where learning activities can be used remotely and blended learning. In addition, LMS can still accommodate physical learning methods, where this LMS becomes a learning medium starting from providing teaching materials, giving assignments, assessing and evaluating learning activities. Therefore it is necessary to secure data and develop periodically to support smooth learning using the LMS.

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