

RINGKASAN

MODEL AUDIT SDM PADA FUNGSI PELATIHAN

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Harian Jawa Pos adalah sebuah koran Surabaya yang terbit pada pagi hari. Jawa Pos, merupakan *market leader* koran di Surabaya dan wilayah Jawa Timur serta sebagian wilayah Jawa. Jawa Pos disukai masyarakat Jawa Timur karena mampu mengakomodasikan keinginan, aspirasi dan budaya masyarakat Jawa Timur ke dalam media yang enak dibaca, ringan dan informatif sehingga dapat dikonsumsi oleh semua lapisan masyarakat. Selain itu Jawa Pos merupakan *leader* dalam strategi bisnisnya dengan konsep *Jawa Pos News Network (JPNN)*, jaringan surat kabar terluas di Indonesia.

Dengan kondisi ini, dimana perusahaan ingin tetap mempertahankan strategi bisnisnya, ditambah dengan tuntutan pelanggan yang semakin tinggi terhadap kualitas produk, perubahan teknologi yang semakin cepat, meningkatnya bentuk beragam *service*, *market turbulence* (perubahan pasar), persaingan harga, kompetisi dan iklim politik, maka perusahaan membutuhkan karyawan sebagai SDM perusahaan yang kompeten di bidangnya dalam arti mempunyai *skill*, sikap, kemampuan, keahlian, pengetahuan dan perilaku yang spesifik yang berkaitan dengan pekerjaannya. Penguasaan pekerjaan dengan cepat dan benar hanya bisa dicapai dengan pelatihan. Dan untuk meningkatkan pengelolaan SDM pada fungsi pelatihan maka penyelenggaraan fungsi pelatihan harus dilakukan secara efektif, efisien dan ekonomis.

Namun dalam faktanya, masih belum ada pengukuran tentang bagaimana pengelolaan SDM pada fungsi pelatihan yang diajalkan berdasarkan kriteria, yaitu efisiensi, efektifitas dan ekonomis serta standar yang telah ditetapkan oleh perusahaan. Oleh karena itu untuk mencapai pengelolaan SDM yang efisien, efektif dan ekonomis, maka perusahaan membutuhkan suatu alat bantu yaitu berupa pemeriksaan dan penilaian yang sistematis yang disebut dengan audit SDM.

Tujuan penelitian ini adalah membuat model audit SDM pada fungsi pelatihan yang sesuai dengan kebutuhan Harian Jawa Pos. Manfaat penelitian adalah sebagai salah satu cara dalam melakukan pengukuran terhadap pengelolaan SDM pada fungsi pelatihan dan sebagai acuan dalam membuat audit SDM pada fungsi SDM dalam departemen SDM dan fungsi lainnya dalam perusahaan.

Jenis penelitian ini adalah penelitian deskriptif dengan menggunakan pendekatan *survey*. Populasi dalam penelitian ini adalah seluruh karyawan pada Departemen Redaksi Jawa Pos yang berjumlah 74 orang yang meliputi Pimpinan Redaksi, Redaktur Pelaksana, Redaktur, Asisten Redaktur, Reporter, Asisten Reporter, Grafis, Fotografer dan Koordinator Liputan. Sampel dalam penelitian ini berjumlah 62 orang. Penentuan sampel dengan menggunakan *simple random sampling*. Strata yang dianggap homogen adalah lingkup kerja yang sama dan tugas-tugas serta tanggung jawab yang terkandung dalam pekerjaan jurnalistik. Jenis data adalah data primer dan sekunder. Teknik

pengumpulan data dengan kuesioner dan studi kepustakaan. Analisis data disajikan dalam bentuk grafik.

Hasil penelitian meliputi model audit SDM pada fungsi pelatihan yang diinginkan oleh responden, yaitu (1) kebijaksanaan cakupan audit SDM pada fungsi pelatihan, (2) perencanaan audit SDM pada fungsi pelatihan, (3) pengumpulan data dan fakta audit SDM pada fungsi pelatihan, (4) analisis data dan fakta audit SDM pada fungsi pelatihan dan (5) penyusunan laporan audit SDM pada fungsi pelatihan.

Kesimpulan dari penelitian meliputi model audit SDM pada fungsi pelatihan yang diinginkan oleh responden yaitu (1) kebijakan cakupan audit pada fungsi pelatihan, (2) perencanaan audit SDM pada fungsi pelatihan, (3) pengumpulan data dan fakta audit SDM pada fungsi pelatihan, (4) analisis data dan fakta audit SDM pada fungsi pelatihan dan (5) penyusunan laporan audit SDM pada fungsi pelatihan. Dan model audit SDM pada fungsi pelatihan yang dibuat yaitu (1) kebijakan cakupan audit SDM pada fungsi pelatihan, (2) perencanaan audit SDM pada fungsi pelatihan, (3) pengumpulan data dan fakta audit SDM pada fungsi pelatihan, (4) analisis data dan fakta audit SDM pada fungsi pelatihan dan (5) penyusunan laporan audit SDM pada fungsi pelatihan. Saran penelitian adalah model audit SDM pada fungsi pelatihan yang dibuat ini dapat dijadikan acuan dasar bagi pembuatan model audit SDM pada fungsi-fungsi SDM dalam departemen SDM dan fungsi-fungsi lainnya dalam perusahaan.



SUMMARY

HUMAN RESOURCES AUDIT MODELS IN THE TRAINING FUNCTION

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Jawa Pos daily newspaper as *morning-published* daily newspapers has been a market leader on Surabaya, East Java and some parts of Java Island. The familiarity and popularity of Jawa Pos newspaper among east Javanese people is because these news able to accommodate the needs, aspiration and culture of east Javanese people into light consuming, readable, informative and communicative newspaper as it consume to all level scope people in East Java. Besides that Jawa Pos is leader in the business strategy with its JPNN (*Jawa Pos News Network*) concepts as the widest range Indonesia Newspapers Network.

With this condition, where this company want to root up its business strategies which its includes the *higher-customer-demand* for its product quality (editorial, photographing, designing, its lay outing), vast technology advancement (its printing machine, internet/information networks), the increase of various service (services), market turbulence (market alteration), the price competitions and competitions itself (among other newspapers), and the politic atmosphere (the government policies), therefore this company needs a competent and "*right person*" (square peg in a square hole) liked the persons which is meant they are inbuilt with specific skills, attitude, ability, talent, knowledge and behavior and all of this inbuilt skills related with their job. The accelerated and proper mastery can only be done with the training, in which where the organization is done by the training function. In addition to improve the Human resources function must been done as effectively, efficiently and economically as it can.

However as in the real world and as it the facts draws, there are no measurements dealing with the organization of human resources in the training function that dash based on the criteria, efficiency, effectively, economic and standard that is legalized by those company. Therefore to achieve efficient, effective and economic human resources organization some company need a helping-hand tools that is systematic inspection and evaluation namely human resources auditing model.

This research is aimed to make a model of the human resources in the training function auditing model that suitable with the needs of Jawa Pos daily newspaper. The benefit that can be taken from this research is to make a way to measure human resources in training function organization and as a raw-model to make the human resources auditing on human resources function inside the human resources department and the other function inside the company. The type of this research is categorized as a descriptive one, with a the survey approach. The population in this research is 74 people from total amount of editorial department that consist from the chief of editorial department, operation section, editors, editorial assistants, reporters, reporter assistants, graphics, and photographers. The sample of this research is 62 persons. *Simple random sampling* is used to determine the sample. The level that is being considered homogeneous is the same working-atmosphere, tasks

and related responsibility toward the journalistic working area. Type of the data are primary and secondary are. The data collection techniques are done by questionnaire and library research. A graphic chart will be presented as a figure of the data analysis.

The findings in the human resources in training function auditing model shows that respondent wants is (1) the determination scope of the human resources in training function covers the whole perception among the management department and auditing team related with all training component (2) the human resources auditing on training function is planning related with the scope identification, component, criterion and standard measurement (3) the collecting of data and facts on the human resources auditing on training function should fulfill all the requirements that correlated (4) the data and facts analysis on human resources on training function are far from data manipulation (5) the composition from the human resources in training function reports should cover the human resources in training function resume.

Conclusions that proposed by the researcher on the human resources in training function auditing model needs for (1) the scope determination of the human resources in training function covers the whole perception among the management department and auditing team related with all training component (2) the human resources auditing in training function is planning related with the scope identification, component, criterion and standard measurement (3) the collecting of data and facts on human resources auditing on training function should fulfill all the requirements that correlated (4) the data and facts analysis on the human resources in training function are far from data manipulation (5) composition from human resources on training function report should cover the human resources in training function resume.

Suggestions that proposed by the researcher is the human resources in training function needs to implement sooner as possible and the human resources in training function can be the based model to designing human resources in training function model to improvement of human resources on training function needs organization with the evaluation measurement.

ABSTRACT

HUMAN RESOURCES AUDIT MODELS IN THE TRAINING FUNCTION

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The problems that amusing on this research is there are no previous measurement/research about how to organize human resources to the training function which is goes with a basic criterion, namely efficiency, effectively economic, the company need a helping tools as a way to help them that is thoroughly systematic inspection and evaluation that namely human resources auditing.

The result of this research covers human resources auditing model on the training function desired by the respondent, that is determination scope, the planning data and fact collecting, data and fact analysis, report designing for the human resources as an the training function. Whereas the human resources auditing model that was made are scope determining, planning, data and fact collecting, data and fact analysis and report designing of human resources on training function.

Conclusion from this paper cover the human resources auditing model in training function that is desired by the respondent, that is scope determination, planning, data and fact collecting, data and fact analysis and report designing of human resources in training function. The human resources in training function model that was made are scope for determining of the human resources in training function.

Suggestion that is proposed in this paper is an immediate action or implementation of the human resources in training function auditing model and a base-model for the human resources in training function auditing model designing.

Keywords : *human resources audit, training function*