

STRATEGIC FRAMEWORK OF HUMAN RESOURCES DEVELOPMENT TO INCREASE PERFORMANCE FOR INTERNAL CUSTOMERS (STUDY AT VOCATIONAL HIGH SCHOOL IN WEST JAVA)

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Abstract

Services to internal customers have not been a focus of attention in school. Services to internal customers are not the main priority. These conditions encourage the deficient optimal in vocational education services to external customers. The purpose of research is to identify the strategic framework in the development of human resources development to realize the performance of services for customers Internal. The research is using descriptive type survey. The results showed that teachers and staff received deficient attention. Based on the framework strategy which is owned by the primary focus is fulfill the internal customers need through increased critical awareness and values fundamental individual value commitment to vocational education.

Keywords: Internal Customers, Descriptive, Performance of Services

I. INTRODUCTION

Vocational school has internal and external customers. Internal customers among other are the principal of the school and staff. External customer such as governments, communities, students, and parents. [1] The service to major to the main customers such as school students continues to be a major focus of optimization functions in the management of educational services. [2][3][4] propose changes to the organizational structure of the school are integrated to produce graduates more competent vocational education. [5] convey the quality of their services as measured by:” physical evidence, contact personnel, reputation, facility/entertainment offer, curriculum and special services. [6] that said an important aspect in the quality of services to students is: “Teaching and course content, administrative services, academic facilities,

campus infrastructure and support services of service quality within the higher education sector”.

The school seeks to optimize the functions in organization including optimizing the business / industry network (DU / DI) or university and government support to provide satisfactory services to students [7]. [8] which convey the importance of resources to improve the service quality through job assurance with greater opportunity. [9], which deliver improved service to: “acquisition of knowledge, skills, and attitudes. It can be described as a unique type of education that focuses on preparing students for the work world”. [10] bahkan sebelumnya menyatakan: “have used their advisory boards to help them respond to the needs of their students and the local workforce”.

The use of technology is enabled to provide satisfactory services to the external customers, including the business / industry in educational institutions. The fastest growing technology enabled to support the production process and operation of vocational education services quality to the primary customers [11],[12] including enhancement in E-portfolio to improve students' competence in IT.

[13] say that the attention of the quality aspects including aspect that relating to the governance to internal services affect how is the organization progress. Internal customers' position in a vocational institution affected the quality and productivity to the school primary customers [14]. [15] asserted earlier that "to deliver high levels of customer satisfaction, organizations must identify, measure, and manage the internal elements that produce it". These elements are said by [16]: "in-house services such as information systems, market research, data processing, education and training and other functions".

A fact which indicates the low quality of services to students suspected because of poor service to internal customers. Schools do not have a strategic framework to optimize the functions in the school to provide service to their internal customers. Internal services are still limited both in concept and in practice, especially in vocational education institutions. [17] stated the same thing suggests the presence of significant improvement of the quality of internal services affect business performance. The survey results showed a dramatic change in recent decades in the quality of internal services. The main differentiator is the cultural aspects, including leadership and strategy.

The research about human resources development strategy in vocational schools is still weak. Whereas the function of strategies in the SDM strongly support the internal service quality as stated Bayraktaroglu and Atrek (2010). Most of focus vocational school service is external customers. Internal customers such as teachers have become the main focus of the school. Research associated with internal services is still weak. Quality of internal

services in improving the performance of teachers to facilitate the learners in their transition to the world of work needs to be further investigated.

Framework Strategy

The strategy is long-term measures. [18] have previously been asserted regarding the definition of a clear strategy, that is: "Strategy is the creation of a unique and valuable position, involving a different set of activities". Selected actions are actions aimed at creating a superior performance [19] stated strategy involves the selection of technology and activities that can encourage the emergence of a competitive advantage [20] that "Strategy is a future-looking process. [21] menjelaskan bahwa "Strategy is thus about the art of makingsuboptimal choices. Sometimes it is better for usto lose a few battles so that we can win the war".

Strategies are multidimensional. Diverse consideration both internal and ekstrenal that influence the choice of strategies stability, internal growth, external growth and tightening [22]. To optimize the selection and implementation strategy required a system that supports the choice of strategy describes how to build a strategy framework.



Figure 1. Framework For Building Strategies

Human Resources Development

Human resources development adapted with organization strategy including educational institutions. Training, development potential and efforts to optimize the HRD function to improve the performance of the institution is based on compliance with organizational strategy. Human Resource Development (HRD), especially teachers is an essential requirement in the effort to build the organization. The paradigm of human resource

development of teachers in education is not only based on the position of human resources as operational. HRD teacher developed based on the position of HRM as a strategic partner to achieve organizational goals. The cornerstone of the development of human resources is based on assumptions about productivity, humans as economy, optimizing the role of teachers to promote quality education is not an attempt to relinquish the human humanist [23].

Regarding the human resource development [25] previously stated that human resource development is a process to improve productivity. [26] as an intervention to improve the strategic capabilities and performance of the organization as stated "Management development interventions which are intended to enhance the strategic capability and corporate performance of an organization". [27] that: "HRD is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance.

Internal Service Performance

[28] mentions the internal service quality as those in the special part of the organization or people who work in a section that provides services to other employees in an organization. Previous the process of internal service quality is also known as Internal marketing is a major stage in communicating ideas, products and services, which are marketed to the staff together with our services to clients. Internal services are aimed to transform the staff into a team that Iklhas, without conflict and internal competition in satisfying customers

Internal Services is a series of activities planned and systematically carried out in the institution by the internal management that aims to improve organizational performance. [29] defines the quality of internal services as a condition for organizational performance

The concept of the internal customer service has been implemented in profit institutions. The structure and system directed to functions such as the function of human resources,

finance, marketing and management information systems can push the performance of customer service internally. [30] suggest: ". It finds that internal customer service seems to have a mixed, complex relation with external customer service. It also discusses practical implications that these findings have for managing service quality". [31] explains: provide opportunities and encourage to internal customers to learn, talk is an important aspect of internal services. [32] suggested E service toward internal customers influence external supply chain. The efforts to improve internal service by developing technology based services.

Measurement of internal quality services in manufacturing companies using dimensions: "reliability, responsiveness, assurance, and empathy [33]. one approach to service quality which made reference is SERVQUAL (service quality) developed by [34] Explained [35] that: "servqual built on their comparison of two main factors, namely the customer's perception on an actual service they received (perceived service) with service expected (expected service)".

The same results were presented by [36]. that: The results of this analysis support each of the five-dimensional service quality constructs with a greater support for Servqual, which had an excellent model fit

II. METHODS

The research method is using descriptive verification with the engineering survey of vocational schools in West Java. Random sampling is taking by using random sampling. Observation units are teachers, principals, vice-principals, and department head.

III. RESULTS AND DISCUSSION

The framework strategy for human resource development through training, the establishment of the professional community, a course on issues in education and social interaction in the setting of human resource development need structure support. Innovation in developing human resource development paradigm in performance and

learning paradigm. Teachers, principals, staff are internal customers as well as internal service providers. The principles in the development of the framework, resources including practical experience, innovation and exploration opportunities become the foundation for building functional strategy of human resource development.

The framework is translated based on the vision, mission, goals and strategies that developed by the school. Human resource development strategy will be successful with the structure support, infrastructure, customer-oriented procedures, the services provided by the operating system as a means of interaction between the user and the operating system. The internal service provider interacts and direct communication with the user (interfaces). This is done to minimize the gap between providers and users of internal services. Communication is a meaningful measure aimed at minimizing service delivery gaps.

Besides of aspects that support the successful development of human resources to improve the performance of the service is the behavior. Oriented behavior displayed both in the development paradigm of learning as well as in performance. Social interaction in the school can be used as space and the opportunity to learn to understand the needs of internal customers. Behavior within the framework of human resource development is the result of mutual interaction between the behavior of giving and receiving care, environmental and individual factors. The emphasis of self-development focus was how to increase the capacity to provide internal services at every level both principals, vice-principals, teachers, and staff education.

Discussions, reflections are supported by the structure will push open a space and time for everyone to learn more about who the customer is internal. The learning process encourages

increased awareness of the need for internal customers. The awareness underlies behavior of the right and guided by knowledge of the reality of the needs of internal customers.

Internal customer needs in schools continues to increase. This condition is influenced by a variety of factors including the quality of the dynamic needs of external customers. Therefore, human resource development is dynamic and ongoing. It affects how innovation, exploration opportunities, sustainability principles in development, and the use of knowledge as a framework. Functional Strategy HR development focused on improving the performance of services for internal customers.

Performance of internal services required dimensions Responsiveness (Responsiveness), Reliability (Reliability), Empathy (Empathy), Security (Assurance) and physical products (Tangibles). Performance pay attention to how the service is personal interaction, problem solving, policy on education [37], as well as quality to support the functional performance of teachers.

Overall framework for human resource development in improving internal services is affected by the presence of educational institutions goal is to facilitate the transition of students to the world of work.

IV. CONCLUSION/RECOMENDATION

Human resource development framework is translated operationally based on the dimensions of innovation, exploration opportunities, principles, knowledge. Framework implementation seen from structure dimension attachment, instructors, infrastructure, quality procedures, interfaces, meaningful communication and behavior to meet the needs of internal customers.

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