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# OVERVIEW OF THE MANAGERIAL FUNCTIONS AND COMPETENCIES OF HUMAN RESOURCE MANAGEMENT IN LOCAL FEMALE THE *BIAK BEREK* IKAT WEAVING GROUP

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## ABSTRACT

The Bia Berek Group is a business unit that produces and sells weaving in Belu Regency. In this research, the managerial function factors of human resource management (HR) and human resource competence (HR) will be looked at. The managerial function of human resource management consists of planning, organizing, directing and controlling. Meanwhile, HR competencies consist of skills, knowledge, abilities and personal characteristics. This research uses qualitative methods, based on interviews and observations. Interviews were conducted with 10 members of the Bia Berek ikat weaving group. The results of this research are different from the proposition that has been proposed, namely that managerial function and human resource (HR) competence are important factors in the success of the Bia Berek weaving group business.

**Keywords: Managerial Function; Competence; Human Resources (HR); Weaving Group.**

## INTRODUCTION

Micro, Small and Medium Enterprises or MSMEs have an important role in the sustainability of the economy in Indonesia. The existence of MSMEs in an area will certainly have an impact on the availability of jobs and will of course reduce the number of unemployed people (Suindari & Juniariani, 2020). Indonesia is the country with the largest workforce absorption from the MSME sector (Prastyo, 2022). The rapid development of MSMEs in terms of quantity requires MSME players to be able to survive and be able to compete with other MSME players. Existing developments certainly cannot be separated from various factors, especially human resources.

Human Resource Management (HRM) is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society (Sudiantini, Dian, 2023). Good human resource management will have a good influence on the success of an organization or MSME.

MSMEs also face problems, namely the low quality of human resources (Sarinah, 2022). Many MSMEs have difficulty finding qualified and skilled labor, especially in areas far from urban areas, so they tend to use less skilled labor and this results in low work productivity (Fitrianti, 2023). Apart from the problems already mentioned, there is another problem



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that makes organizations or MSMEs not pay attention to the HR aspect, namely that business owners feel that the existence of HR or labor will only bring losses because they can work alone so they don't have to spend money every month to pay salaries. For this reason, MSME players need to realize the importance of the role of a workforce that has good competence so that the development of their business can continue to grow. Human resource competency relates to the knowledge, skills, abilities and personality characteristics that a person has at work in carrying out certain tasks (Ardiyani et al., 2021). The success of a business unit can be seen from how the individuals within it can manage it (Wahyudiati & Isroah, 2018).

East Nusa Tenggara (NTT) Province is one of the regions that borders another country, namely Timor Leste. One of the areas in NTT that directly borders it is Belu Regency. One effort to improve the economy of border region communities is through empowering micro, small and medium enterprises (MSMEs) (Saleh & Hadiyat, 2016). One of the MSMEs that is quite famous for its ikat woven fabric crafts is the Bia Berek ikat weaving group. This weaving group has been established since the end of 2010 with 7 active members and 3 other people holding the positions of chairman, secretary and treasurer.

Every day the women who are members of the group make woven cloth which will later be sold in the cloth sales gallery owned by this weaving group. The gallery was established in 2015, which was pure grant assistance provided by Bappeda (Regional Development Planning Agency) of Belu Regency. Apart from that, this weaving group also received a loan from the Indonesian National Bank (BNI) for the construction of the gallery. The developments that occurred made the weaving group continue to expand the development of existing products. Not only does it produce weaving for sale, the Bia Berek ikat weaving group also produces accessories in the form of hair ribbons, bandanas, various necklace accessories, key chains and bags made from woven fabric. And currently we are planning to rent woven cloth, so that the woven cloth produced and not yet sold can be rented out.

The increasing development of your business certainly needs to be balanced with the development of existing human resource competencies both in terms of quality and quantity in order to increase productivity and the profits generated. This is because there are more and more competitors who can sell the same product, namely ikat weaving, so the Bia Berek ikat weaving group needs to maintain its existing good name so that it remains a destination for people who want to buy or rent weaving.

According to the results of research conducted by (Fachrunnisa et al., 2022) stated that the role of HR is one of the factors that increases the success of MSMEs, where the competence of HR itself has a positive influence on the performance of MSMEs in Purworejo Regency. This research is a form of research development that has been carried out by (Mau et al., 2021), where previous research only paid attention to the success factors of MSMEs from a financial and non-financial perspective consisting of marketing and technology. For this reason, this research is to complement the success of previous research regarding the construction of



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success factors for ikat craftsmen by prioritizing the function and competence of human resources in the success of the Bia Berek ikat weaving group.

## METHODS

The type of research used in this research is descriptive research using qualitative methods. In descriptive research, the researcher only describes the characteristics or function of a variable or several variables in a situation. The research uses two types of data sources, which consist of primary (direct) data by conducting direct observations and interviews located on Jl. Y A Beremau, Manumutin, Kec. Atambua City, Belu Regency. Furthermore, secondary data (library) through documentation and visual materials to record and record information.

The object of research in this research is the Bia Berek ikat weaving manager. In this research, the key informants chosen are informants who are experienced and are business actors in ikat weaving crafts so that in providing information, data can be obtained regarding human resource factors. The selected informants already run this weaving craft business, all of whom are women aged 36-57 years. In this research there were also supporting informants, namely previous researchers.

After the data and information are obtained, data analysis is then carried out according to theories that are in accordance with the functions and competencies of human resources. The data analysis technique goes through several stages, namely reduction, data presentation and drawing conclusions.

## RESULT and DICUSSION

In this research, the data is presented in table form. This is done to make it easier to understand what is happening and to be able to plan better future work based on what has been understood.

**Table 1. Managerial Functions Human Resources Management Bia Berek Ikat Weaning Group**

| Sub Variabel | Indicator | Result |
|---|---|---|
| Human Resource Management Function | Planning | Not establishing programs for employees or members, no regeneration in continuing this business.<br>There is no program, whether training or development in the group. |
| | Organizing | There is no clear division of work for members. There is a chart or structure in the group, namely the chairman, secretary and treasurer who are appointed directly by the group members.<br>There are 10 people in the Bia Berek group, because there is no clear division of tasks so each person does it for themselves and the group. They don't help each other. |
| | Directing | Direction refers to how to give instructions to employees so they can work collaboratively and efficiently to achieve certain goals. The chairman only directs verbally to the members. However, there is no |



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| | | direction regarding teamwork. Each member is only directed to display weaving in the gallery. |
| | Controlling | There are no binding rules regarding directions that are not followed by the chairman. There are no sanctions for members who do not display woven products in the gallery. |

Based on the results of interviews with resource persons at the Bia Berek Ikat Weaving Group (table 1.1), it can be seen that the managerial function of human resource management has not been determined as a whole, including planning, organizing, directing and controlling. The managerial function of human resource management, when not implemented properly, will affect the quality of the Bia Berek Ikat Weaving Group. This can be seen from the lack of development of this weaving group.

Planning is an activity to plan the workforce so that they can work effectively and efficiently according to the needs of the organization. Planning is carried out by establishing a staffing program. In general, the managerial planning function is not carried out well because there is no program for the chairman and members. Training and development was also not provided to group members, because there were no demands within the group, everyone just worked to weave as usual every day with their respective abilities. The group also does not provide training or direction for the next generation of the weaving group, so there is no regeneration.

Organizing is an activity to organize all employees by determining the division of work, work relationships, delegation of authority, integration and coordination in the organizational chart. There is a clear division of work for each member, the chairman is chosen only because the location of his house is close to the weaving gallery. Meanwhile, the treasurer is selected based on his educational background. Other members are only tasked with making weaving and delivering it to the gallery. There is no clarity in the duties of the secretary and there is no division of time to look after the weaving gallery. Each of them is only asked to produce weaving, for example 4 pieces of weaving, 2 pieces of weaving must be delivered to the gallery, after that the weaving group just waits for consumers to come to visit their gallery.

Control is the activity of controlling all employees to comply with company regulations and work according to plan. There is no collaboration within the group or cooperation between group members in producing a new product. Each one works for himself. Weaving groups are also unable to employ people other than members of the group.

The chairman or leader only directs them to display the weaving to the gallery, but as chairman he also acts as a weaver with the same demands to deliver the weaving to the gallery. There is no direction from the chairman to invite members to work together and look for other product ideas. Each weaving process takes approximately 1 week because it is only done by one person. Each member is responsible for completing the woven product. Each. This is of course an obstacle where, if


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members can be directed to help, the processing time can be less than 1 week so they can produce more weaving.

The meaning of control is the act of managing staff so that they comply with regulations and carry out tasks according to plan. There are no rules that bind members. For example, the requirement for each member is that every month a minimum of 50% of the woven products produced must be delivered to the gallery. If someone does not comply, there are no sanctions given.

The results of this research are different from the proposition that has been proposed, namely that the managerial function of human resources (HR) consisting of Planning, Organizing, Directing and Controlling is an important factor in the success of the Bia Berek weaving group business. The results of this research are also in line with research conducted by Sofie and Fitria (2018) on the medium business group, that the managerial function of human resource management has not been implemented well as a whole.

**Table 2. Human Resources Competence Of The Bia Berek Ikat Weaning Group**

| Sub Variabel | Indicator | Result |
|---|---|---|
| Human Resource Management Competency | Skills<br>Skill indicators include running production, communication techniques, how to build relationships and administer finances. | Based on skill indicators, the Bia Berek Ikat Weaving Group carries out production well. The production process is traditional and uses natural dyes and does not damage the environment. Communication techniques in this group are still lacking because each member seeks their own benefits. There is no group discussion in terms of building this group. Likewise, the relationships that are built are also very simple or a daily communication process. In terms of financial administration, it is still simple, each member when a woven product is sold only pays a fee of IDR 50,000. |
| | Knowledge<br>Knowledge indicators in this research include knowledge of business management, interacting with consumers, marketing tricks. | Based on knowledge indicators, the Bia Berek Ikat Weaving Group does not yet have good knowledge, where the business management carried out is only simple, the orientation is only for individual profit, not group profit. Interaction with consumers is very passive because they only wait for consumers to come to their weaving gallery or wait for events held by the government to attract consumers. Marketing is also still offline, due to limited human resources in managing this business so the marketing tricks are still traditional. |
| | Ability<br>Indicators of ability are the ability to | In terms of managing a business, every available resource is only limited to carrying out their activities and waiting for consumers to come, there is no business strategy in place to increase |



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| | manage business, make decisions, lead, control, innovate, situations and changes in the business environment (Sari & Sijabat, 2022). | sales. The leader, in this case the head of the Bia Berek ikat weaving group, is only the group representative in managing this unit, so innovation is difficult to form. The Bia Berek ikat weaving group has not been able to keep up with changes in the business environment, so they have not created any newness or innovation. This can be explained because all group members are of advanced age, making it difficult to accept changes in technology. |
| | Personal Characteristics relate to individual characteristics that are reflected in the entrepreneur's behavior (Tresliyana & Burhanuddin, 2021) | The educational background of the group members is that most of them have only completed elementary school (SD). The age category ranges from 40-60 years. Based on the indicators above, it can be seen that members of this group need regeneration to develop this business. |

Based on the results of interviews and observations, it was found that in general the Human Resource Competency of the Bia Berek Ikat Weaving Group has not improved, so that no innovation has been carried out to increase the competitiveness of weaving in Belu Regency.

Increasing human resource competency can be done in several ways (Helmita et al., 2023) including:

a. Training and education

Training and education can improve the skills and knowledge of the Bia Berek Ikat Weaving group, so that they can produce quality and innovative woven products.

Training and education can be carried out if there is collaborative cooperation between the government, the private sector, educators and MSME groups. Training and development is emerging as a top priority for MSMEs aiming to improve the skills and capabilities of their workforce. The importance of providing on-the-job training, mentorship programs, and skills development workshops to equip employees with the knowledge and competencies necessary to excel in their roles (Sono et al., 2024).

b. Access to information and technology

Access to information and technology can help the Bia Berek Ikat Weaving group to keep up with developments in new trends and technology, so that they can produce woven products that are more relevant to market needs. Information and technology can be obtained from various sources, such as the internet,



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mass media, or government and private institutions.

c. Empowerment

Empowerment can increase the motivation and creativity of the Bia Berek Ikat Weaving group, so that they can produce more unique and attractive woven products.

Empowerment can be done through various programs, such as entrepreneurship training, business assistance, or providing business capital.

With the high competency possessed by human resources in an organization, it will determine the quality of the human resources they have which will ultimately determine the competitive quality of the MSME itself, while performance is closely related to HR competency, with higher HR competency the performance of the MSME will improve (Putrikasari et al., 2023).

Several obstacles can be found in efforts to increase the human resource competency of the Bia Berek Ikat Weaving group, such as the lack of the government's role in providing assistance, both providing training and providing business capital for MSMEs, the abilities and skills of the actors cannot develop. This can be seen from the low level of product innovation. Since the beginning, the Bia Berek Ikat Weaving Group has produced more woven products in dark colors, so when they brought them to DEKRANASDA for sale, they only selected woven products that had attractive colors. The remaining products that were not accepted by DEKRANASDA were displayed again in the gallery of the Bia Berek Ikat Weaving Group. This shows that the woven products of the Bia Berek Ikat Weaving Group have not kept up with current market developments which prefer woven products with attractive colors. Apart from that, the Government only provides market access during certain events by providing space for business actors to sell their woven products.

The main fundamental thing that is also an obstacle is the factor of age and educational background which are personal characteristics, where most of the group members are aged 40-60 years and the highest level of education is only at the high school/high school level, namely the group treasurer. These personal characteristics influence the mastery of technology. Where, there is no new generation in this group so no one is able to take advantage of the role of technology in following current trends or market demands.

Apart from the role of the government, the weaving groups themselves also pay little attention to the development of each member. This can be seen from the lack of cooperation in producing weaving, so that one member and another member do not learn from each other when one of them has more abilities than the others.

The results of this research are different from the proposition that has been proposed, namely that human resource (HR) competency consisting of skills, knowledge, abilities and personal characteristics is an important factor in the success of the Bia Berek weaving group business.

The managerial function of human resource management and HR competency in the Bia Berek Ikat Weaving Group has not been implemented well as a whole. The managerial function of human resource management in the Bia Berek Ikat Weaving Group that must be improved



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is starting from planning, such as preparing the next generation and holding training to be able to develop woven products, then organizing, namely establishing work relationships, delegating authority, integrating organizational charts and coordinating charts. organization and control. There needs to be sanctions for members who do not carry out their duties. The chairman as a leader needs to direct his members well, starting from working together, expanding partners, improving skills by holding training for members. Overall, the HR management function has not been carried out, thus affecting the quality of the group's performance. This can be seen from the lagging behind this group compared to other groups.

Apart from that, the human resources (HR) competency of the Bia Berek Ikat Weaving Group needs to be further developed based on knowledge, skills, abilities and personal characteristics. These factors greatly influence the quality of the product that will be produced. Openness to innovation and environmental changes is one of the main things that needs to be considered. With regeneration, where the group prepares successors who understand more technology, being open to new knowledge is one way the group can maintain this weaving group. Some ways to carry out regeneration are to involve young people, for example children or grandchildren who will be taught to weave, so that this group can make changes and will not stop.

It is felt that the government's role in providing assistance needs to be paid more attention. The government can collaborate with other parties, for example the private sector, teaching staff or lecturers who have knowledge in assisting MSMEs or weaving groups.

## CONCLUSION

The managerial function of human resource management and HR competency in the Bia Berek Ikat Weaving Group has not been implemented well as a whole. The managerial function of human resource management in the Bia Berek Ikat Weaving Group that must be improved is starting from planning, such as preparing the next generation and holding training to be able to develop woven products, then organizing, namely establishing work relationships, delegating authority, integrating organizational charts and coordinating charts. organization and control. There needs to be sanctions for members who do not carry out their duties. The chairman as a leader needs to direct his members well, starting from working together, expanding partners, improving skills by holding training for members. Overall, the HR management function has not been carried out, thus affecting the quality of the group's performance. This can be seen from the lagging behind this group compared to other groups.

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