

Human Resource Development Of Tourism Driving Group (Indonesian: KOMPEPAR) In Supporting Tourist Visits In Ciater Area Subang (Case Study: Kompepar Motekar Jaya Ciater Subang)

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Abstract. *In the midst of the challenges of the Covid-19 Pandemic which are burdensome for the community's economy, then in developing the Tourism Driving Group (Indonesian: KOMPEPAR) Cisaat Ciater Village, Subang Regency really needs to be based on human resources who are able to think and be creative and innovative. To achieve this, of course, it is necessary to develop human resources who are right on target according to the needs and goals of the company. Human resource development is an effort to improve the technical, theoretical, conceptual and moral capabilities of employees in accordance with the needs of the job / position through education and training. Whereas in Micro, Small and Medium Enterprises, human resource development is the preparation of individuals or groups with a set of information, knowledge and knowledge tools to achieve certain competencies, in order to have new standards of knowledge, attitudes, skills, and responsibilities in developing their business.*

In this study, researchers used a qualitative descriptive method. The qualitative research method is a research method based on the post-positivism philosophy, used to examine the condition of a natural object, (as opposed to an experiment) where the researcher is the key instrument, the sampling of data sources is done purposively and snowball, the collection technique uses triangulation.), data analysis is inductive or qualitative, and the results of qualitative research emphasize meaning rather than generalization.

The results showed that the human resource development of the Tourism driving Group (Indonesian: KOMPEPAR) of Cisaat Ciater Village, Subang Regency needs attention and improvement. Human resource development related to Leadership Potential and Managerial Decisions must be further enhanced, especially in capturing market opportunities; Human resource development related to the implementation of an orderly financial administration must be held continuously; It is necessary to develop human resources related to employee performance; Human resource development related to employee initiatives must be carried out further, so that potential employee initiatives can be explored again, especially in providing ideas to further increase Motekar Jaya's business productivity; and Human resource development in increasing the potential of human resources in creativity and product innovation must be done, in accordance with the times.

Keywords: Human Resource Development (HR)

1. INTRODUCTION

One of the government's strategies in improving the community-based economy is by developing Micro, Small and Medium Enterprises (MSMEs). The government's strategy is quite right on target, because these MSMEs are able to contribute, such as controlling around 99 percent of Indonesia's business activities, absorbing 107.6 million Indonesians and increasing Indonesia's GDP by 60.6. In the face of an economic recession due to the Corona 19 pandemic, the MSME sector has become very much decisive for economic improvement in people's lives. Including in the tourism sector with the presence of the Tourism Driving Group known as KOMPEPAR, it is important for the existence of the informal sector of most of the MSMEs in our society.

However, the development of Micro, Small and Medium Enterprises in Indonesia is still faced with various problems that have resulted in weakening competitiveness of imported products. Some of the problems faced by Micro, Small and Medium Enterprises (MSMEs) include inadequacy in management, weak ability to make decisions, inexperience, and weak financial supervision. Facing these problems, the government as the organizer has made various efforts while at the same time showing a commitment to improving the performance and competitiveness of the Indonesian economy. This commitment is institutionally shown by the formation of a ministry that handles Micro, Small and Medium Enterprises (MSMEs), legally the existence of Law no. 9 of 1995 concerning small businesses, which aims to strengthen the structure of the national economy. This Act is followed up with government regulation Number. 44 of 1997 concerning partnerships as a form of efforts to create a business climate through cooperation between Micro, Small and Medium Enterprises (MSMEs) with large businesses. Not only that, to protect the weakness of Micro, Small and Medium Enterprises from big businessmen, the government also tried juridically through Law Number 5 of 1999 concerning the Prohibition of Monopolistic Practices. As for Law No. 20 of 2008 is the Law on Micro, Small and Medium Enterprises.

The government's strategic efforts in developing a community-based economy were then responded to by all provinces and districts in Indonesia. Subang Regency is one of the districts in West Java which is located in the northern region of West Java Province with a population based on the Central Statistics Agency (Indonesian : BPS of Subang, 2017), 1,562,509,000 with a male population composition of 789,211,000 and a female population of 773,298 .000 This population is wealth, basic capital, and human resources that must be developed and empowered so that it can sustain the economy of Subang Regency. Subang Regency is a regency with a high population growth rate. The high rate of population growth if it is not balanced with growth in employment opportunities, will be a problem for the Subang Regency government. Based on data from the Statistics Agency, the population growth rate of Subang Regency is 0.92 percent per year. The rate of population growth that is so fast will trigger unemployment. As stated by the Head of the Subang Manpower and Transmigration Office, in 2017 the unemployment rate in Subang was recorded at 70,194 people. This figure is quite fantastic because it is above the average unemployment rate in West Java.

The central government strategy in dealing with unemployment by developing Micro, Small and Medium Enterprises is also carried out by the Subang Regency government. With the Micro, Small and Medium Enterprises, it is hoped that it can absorb labour and improve the economy of Subang Regency. Based on the statement of the Head of the cooperation Office and Micro, Small and Medium Enterprises, there are 22,079 Business Actors, consisting of 17,676 Micro Enterprises, 3,521 Small Businesses, and 882 Medium Enterprises. In the development of Micro, Small and Medium Enterprises in Subang Regency, there are many obstacles and problems faced, causing weak competitiveness of products outside Subang Regency, especially imported products. One of the obstacles is the quality of human resources. The quality of human resources greatly influences the development of Micro, Small and Medium Enterprises in Subang Regency. Therefore, a special strategy is needed in developing

human resources for Micro, Small and Medium Enterprises in order to produce quality human resources.

Quality human resources must be able to see opportunities and challenges in developing KOMPEPAR of various types of Micro, Small and Medium Enterprises in the future, be able to think creatively and innovatively, be able to master science and technology, and be able to develop themselves for the progress of their business. Quality human resources have an important role in achieving success, because sophisticated and complete facilities are not a guarantee for the success of an organization without being balanced by the quality of human resources who will take advantage of these facilities. The quality of human resources in Small and Medium Enterprises will affect the performance of Small and Medium Enterprises. Human resource management is strongly influenced by employee performance over a period of time to determine whether their job is good or not.

Training and education are activities that need to be carried out in the development of human resources for Micro, Small and Medium Enterprises, Subang Regency which can move the tourism sector, especially Sariater Area, so that the knowledge, abilities, and skills are in accordance with the job demands and needs of Micro, Small and Medium Enterprises so that the effectiveness and effectiveness of work efficiency of human resources in accordance with the objectives of Micro, Small and Medium Enterprises. Human resource development in Micro, Small and Medium Enterprises must be carried out continuously and continuously in accordance with the needs of Micro, Small and Medium Enterprises in each region. The development of Micro, Small and Medium Enterprises in each region in Subang District is different. This is influenced by several things such as educational background, religion, socio-culture, economic level, and others. From the results of interviews with several Micro, Small and Medium Enterprises in the field, the majority of educational backgrounds for Micro, Small and Medium Enterprises are from high school and below. The low educational background that manages Micro, Small and Medium Enterprises, is one of the factors affecting the human resource development of Micro, Small and Medium Enterprises in Subang Regency.

The Tourism Driving Group (KOMPEPAR) in the Sariater area is a Micro, Small and Medium Enterprise in the Jalancagak and Ciater districts. This Micro, Small and Medium Enterprises is a Micro, Small and Medium Enterprise engaged in pineapple and food businesses and has been established since 2006. This Micro Small and Medium Enterprise is located in the Sari Ater tourism area, which itself has enormous tourism potential. Being in a tourist area is an opportunity in the development of Micro, Small and Medium Enterprises, if the human resources of Micro, Small and Medium Enterprises can think creatively and innovatively. To produce creative and innovative human resources, it takes a human resource development that is right on target. In determining the human resource development of Micro, Small and Medium Enterprises to be right on target, the problems that exist in the company must be well understood. With the development of human resources, it is hoped that the human resources of Micro, Small and Medium Enterprises will increase in knowledge, increase their skills and increase their competence so that they become quality human resources. With quality human resources, it is hoped that the efficiency and effectiveness of employee work in achieving the goals of Micro, Small and Medium Enterprises will be achieved and in the end it will increase the productivity of Micro, Small and Medium Enterprises. If productivity increases, there will be an increase in labour absorption and an increase in the income of Micro, Small and Medium Enterprises so that it will also increase the criteria for Micro, Small and Medium Enterprises.

2. LITERATURE REVIEW

2.1 Human Resource Management

Hasibuan (2015: 10) states that Human Resource Management is the science and art of managing the relationships and roles of the workforce to be effective and efficient

in helping the realization of company, employee and community goals. Armstrong (2009: 4) in Suwatno and Donni Juni Priansa, (2011: 28) argues that the practice of human resource management (HR) deals with all aspects of how people work and are managed in organizations. These include human resource strategy activities, human resource management, corporate social responsibility, knowledge management, organizational development, human resources (human resource planning, recruitment and selection, and talent management) performance management, learning and development, reward management, employee relations, employee welfare, health and safety, and the provision of employee services. HR practice has a strong conceptual basis, drawn from the behavioural sciences and from strategic management, human capital, and industrial relations theory. this understanding has been built up from a variety of research projects. The same thing was stated by Rivai (2009: 1)) in Suwatno and Priansa, (2011: 29). Human resource management is one of the areas of general management which includes the aspects of planning, organizing, implementing, and controlling. This process is contained in the functions / fields of production, marketing, finance, and personnel. Because human resources (HR) are considered to have an increasingly important role in achieving company goals, various experiences and research results in the field of human resources are systematically collected in what is called human resource management. The term management has the meaning as a collection of knowledge about how to manage (manage) human resources. The same thing was stated by. Flippo (1981: 16) in Suwatno and Priansa, (2011: 29), personnel management is planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance and dismissal of employees, with the intention of realizing company goals (individual, employees and society). The same thing was stated by Gary Dessler (2015: 4) Human resource management is a process to acquire, train, assess and compensate employees, and to take care of their workforce relationships, their health and safety, and matters related to justice.

From all the definitions according to the experts above, it can be concluded that Human Resource Management is a process consisting of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion and termination of relations. work in order to achieve the goals set. Hasibuan (2001: 21) argues that human resource management has several functions which include planning, organizing, directing, procurement, development, compensation, integration, maintenance, discipline, and dismissal. Fischer et.al (1993: 8) explains that the human resource management functions include: Organizational planning, work and people; Mobilization of human resources; Build Individual and Organizational performance; Providing employee benefits; Maintaining human resources and concerning international human resource management. The same thing is expressed by Saydam (1996: 31), the function of human resources is the tasks performed by human resource management in order to support the task of management (company) running the wheels of the organization to achieve predetermined organizational goals. The same thing was also expressed by Veithzal Rivai (2005: 14). It is the duty of human resource management to manage people as effectively as possible in order to obtain a satisfied and satisfying human resource unit. Human resource management is a part of general management that focuses on human resources.

2.2 Human Resource Development

Harianja (2002: 2) reveals that Human Resources is a very important factor in a company in addition to other factors such as capital. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization. The same thing was stated by Sonny Sumarsono (2003: 4). According to him, Human Resources (human resources) have 2 different meanings, namely: First, it is a work or service business that is indeed provided with the aim of carrying out the production process. In other words, human resources are the quality of business carried out by someone within a predetermined period of time in order to produce goods or services.

Then the second is that human resources are still related to the first thing where people who are able to work then produce a service from the work business. Being able to work means being able to carry out various activities that have economic value or in other words, it is an activity that can produce goods and services to meet the needs and needs of society. The same thing is also stated by Mathis and Jackson (2006: 3), human resources are a design of various formal systems in an organization with the aim of ensuring the use of human expertise effectively and efficiently to achieve organizational goals as desired.

The same thing was stated by Hasibuan (2003: 244). Finally, Hasibuan argues that Human Resources means integrated expertise that comes from the thinking power and physical power possessed by everyone. Those who do it and do it are still closely related, such as the nature and the environment, while their work performance is motivated by a desire to fulfil their desires. Based on The Chartered Institute of Personnel and Development (CIPD) in Mullins (2005). Human resources or human resources is a design, implementation and maintenance strategy aimed at managing people to have maximum business performance, including in development policies and processes to support the strategy.

Based on the above definitions, it can be concluded that human resources (HR) are human potential which are non-material / non-financial assets. Human resources function as a driving force for an organization to realize the existence and goals of the organization. Human resources are capital that have an important position in an organization, not just organizational resources that are needed and employed because they have intellectual competence. Hasibuan (2015: 69) argues that human resource development is an effort to improve technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job / position through education and training. Werner and DeSimone (2000: 4) in Mahpudz (2015: 2), suggest that human resource development is a series of systematic and planned activities designed by an organization to provide opportunities for its members to learn the skills needed to meet current job requirements. and the future. The same thing was expressed by Nadler (2015), human resource development is a series of company activities that are carried out within a certain time and are designed to bring about changes in employee attitudes. The same thing was also expressed by Rao (2013), human resource development is a process in which employees in a company are assisted in a planned manner to improve their abilities so that they can complete various tasks related to their future roles. According to him, human resource development is also a process of developing the ability of an employee as an individual and finding and utilizing existing potential. According to Dessler (2003: 36) that organizational leaders must link the implementation of human resource management with organizational strategies to improve performance and develop an organizational culture that will support the application of innovation and flexibility.

Heidjrachman and Husnan (2004: 74) suggest that the purpose of employee development is to improve the effectiveness of employees' work in achieving predetermined work results. Improvement of work effectiveness can be done by improving employee knowledge, employee skills and employee attitudes towards their duties. Human resource development aims to produce quality human resources. According to Matutina (2001: 205), the quality of human resources refers to:

- 1) Knowledge (Knowledge), namely the ability of employees who are more oriented towards intelligence and thinking power as well as broad knowledge of the employees.
- 2) Skill, capability and operational technical mastery in certain areas owned by employees.
- 3) Abilities, namely abilities that are formed from a number of competencies possessed by an employee which includes loyalty, discipline, cooperation and responsibility.

The indicators used by Ardiana et al (2010) to determine the quality of human resources are:

- 1) Knowledge (knowledge), namely business management knowledge, knowledge
- 2) products or services, consumer knowledge, promotion and marketing strategies.
- 3) Skills, namely production skills, communication, cooperation in organizations, supervision, finance, administration and accounting.
- 4) Ability, namely the ability to manage a business, make decisions, lead, control, innovate, situations and changes in the business environment.

Ruhana (2012) states in his theory that improving the quality of human resources can be done through:

- 1) A formal education path that aims to equip a person with basic knowledge, theory and logic, general knowledge, analytical skills, and character and personality development.
- 2) The line of job training is improving professional skills and prioritizing practice rather than theory.
- 3) 3.The work experience path means that someone can improve their technical knowledge and work skills by observing other people, imitating and doing their own work tasks so that someone will be proficient in doing their job and can find more practical, efficient and better ways in carrying out their work.

The same thing is expressed by Tohardi (2008: 70) that the objectives of human resource development are:

- 1) Productivity. With development, employee work productivity will increase, the quality and quantity of production will be better, because the technical skills, human skills and managerial skills of employees will be better.
- 2) Efficiency. Employee development to improve the efficiency of human resources, time, raw materials and reduce wear of machines. Waste is reduced, production costs are relatively small so that the company's competitiveness is getting smaller.
- 3) Damage. Employee development aims to reduce damage to goods, production and machinery because employees are increasingly skilled and skilled in carrying out their work.
- 4) Accidents. The development aims to reduce the accident rate of employees, so that the amount of medical expenses incurred by the company is reduced.
- 5) Service. The development aims to increase better service from employees to corporate customers, because the provision of better service is a very important attraction for the company's partners.
- 6) Moral. With development, employee morale will be better because their skills and skills are in accordance with their work so that they are enthusiastic about completing their work well.
- 7) Career. With development, the opportunity to improve the employee's career is getting bigger, because the skills, skills and work performance are better, scientific promotion is usually based on a person's expertise and work performance.
- 8) Conceptual. With development, managers will be more competent and quicker in making better decisions, because their technical skills, human skills and managerial skills are better.
- 9) Leadership. With development, the leadership of a manager will be better, human relations is broader, motivation is more focused so that the fostering of vertical and horizontal cooperation is more harmonious.
- 10) Remuneration. With development, the remuneration (salary, wages, incentives and benefits) of employees will increase because their work performance is getting bigger.
- 11) Consumers. Employee development will provide better benefits for the consumer community because they will get better quality goods or services.

The purpose of developing human resources is, among others, to sustain the success of an organization or company, whether engaged in the production of goods or services, business organizations or non-business organizations. An organization, both

business and non-business, will not be able to operate without human resource factors. Therefore we need a development related to human resources, so that it can determine talents and expertise that are tailored to the operational needs available in the organization. It takes a way in developing and designing an appropriate workforce, so that these people (workforce) are effective and efficient.

According to Hasibuan (2015: 82) indicators measured from the development method applied include the following:

- 1) Employee performance. If the work performance or work productivity of employees after participating in good development, the quality and quantity of work increases, it means that the development method is good. but if the work performance is constant, it means that the method of development is not good, so it is necessary to make improvements.
- 2) Employee discipline. If the employee's discipline after participating in the development is getting better, it means that the development method is good. But if the discipline does not increase, it means that the development method applied is not good.
- 3) Employee Attendance. If employee absenteeism has decreased after participating in the development, it means that the development method used is quite good. However, if the employee absenteeism remains it means that the development method applied is not good. The level of damage to production, tools, and machines. If the level of damage to the production, tools and machines of employees after following the development is reduced, it means that the development method that has been implemented is good. But on the contrary, if it still means the development method applied is not good.
- 4) The level of damage to production, tools and machines. If there is less damage to production, tools and machines after employees have followed the development, then the development method is good enough, on the other hand, if it still means the development method is not good.
- 5) Employee accident rate Employee accident rate should decrease after they join the development program. If it does not decrease, it means that the development method is not good so it needs to be refined.
- 6) The level of waste of raw materials, energy and time. If the level of waste of raw materials, energy and time is reduced, it means that the development method is good. But on the contrary, if it still means the development method applied is not good.
- 7) Level of Cooperation The level of cooperation of employees must be more harmonious, harmonious and better after they participate in development.
- 8) Employee Intensive Wage Level If the employee intensive wage rate increases, it means that the development method is good. But on the contrary, if it still means the development method applied is not good.
- 9) Employee Initiative. Employee initiative must increase after following the development method that is carried out does not improve or it still means that the development method is not good. In this case, employees are expected to work independently and be able to develop their creativity.
- 10) Leadership and Manager's Decisions Leadership and decisions made by managers after following the development must be better, the cooperation is more harmonious, the goals achieved are greater, tension is reduced and employee job satisfaction increases. If the above is achieved, it means that the method of development has been implemented well.

2.3 *Micro, Small And Medium Enterprises*

Wilantara. and Susilawati (2016: 8), revealed that the definition of Micro, Small and Medium Enterprises is based on Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises, namely:

1) Micro Business

Micro enterprises are productive businesses owned by individuals and / or individual business entities that meet the criteria for Micro Enterprises as regulated in this Law, namely having assets of less than 50 million excluding land and buildings and a maximum turnover of 300 million per year, operating profit 2 , 5 million per month.

2) Small Business

Small business is a productive economic business that stands alone and is carried out by individuals and / or business entities that are not subsidiaries or not branches of companies that are owned, controlled, or are part of, either directly or indirectly, of medium or large businesses. Fulfills the criteria for Small Business as referred to in this Law, namely having assets of 50 to 500 million and a turnover of 300 to 500 million.

3) Medium Enterprises

Medium-sized enterprises are productive economic enterprises that are independent, carried out by individuals and / or business entities that are not subsidiaries or branches of companies that are owned, controlled, or are part of, either directly or indirectly, with small or large businesses.

2.4 *Criteria for Micro, Small and Medium Enterprises*

1) Micro business is having a net worth of not more than Rp. 50,000,000 (fifty million rupiah), having annual sales of at most 300,000,000 (three hundred million rupiah).

2) The criteria for small businesses are net assets of more than Rp. 50,000,000 (fifty million rupiah) up to a maximum of Rp. 500,000,000 (five hundred million rupiah) excluding land and buildings for business premises; or have annual sales of more than IDR 300,000,000 (three hundred million rupiah) up to a maximum of IDR 2,500,000,000 (two billion five hundred million rupiah).

3) Criteria for medium-sized enterprises, namely net assets of more than Rp. 500,000,000 (five hundred million rupiah) up to a maximum of Rp. 10,000,000,000 (ten billion rupiah) excluding land and buildings for business premises; and has an annual sales revenue of more than Rp. 2,500,000,000 (two billion five hundred million rupiah) up to a maximum of Rp. 50,000,000,000 (fifty billion rupiah). The Central Bureau of Statistics provides a definition of SMEs based on the quantity of labor (Rahmana 2009). Small businesses are business entities that have a workforce of 5-19 people, while medium-sized enterprises are business entities that have a workforce of 20-99 people.

Wilantara and Susilawati (2016: 9), reveal that based on legislation, Micro, Small and Medium Enterprises in carrying out their business empowerment activities are based on the following principles:

1) Family Principles

Namely the principles that underlie the efforts to empower Micro, Small and Medium Enterprises as part of the national economy which is carried out on the basis of economic democracy with the principles of togetherness, fair efficiency, sustainability, environmental insight, independence, balance, progress, and national economic integrity for the welfare of all Indonesian people.

2) Principles of Economic Democracy

Namely the empowerment of Micro, Small and Medium Enterprises, which is held as a unit of national economic development to create the prosperity of the people.

3) The Principle of Togetherness

Namely the principle that encourages the role of all Micro, Small and Medium Enterprises and the business world together in activities to realize people's welfare.

- 4) Equitable Efficiency Principles
Namely the principles that underlie the implementation of empowerment of Micro, Small and Medium Enterprises by prioritizing dwarf efficiency with the aim of creating a fair, conducive, and competitive business climate.
- 5) Principles of Sustainability
Namely the principle that in a planned manner strives for the development process through the empowerment of Micro, Small and Medium Enterprises which is carried out continuously so as to form a strong and independent economy.
- 6) Environmental Friendly Principles
Namely the principle of empowering Micro, Small and Medium Enterprises, which is carried out by observing and prioritizing environmental protection and maintenance.
- 7) Principle of Independence
Namely the principle of empowering Micro, Small and Medium Enterprises which is carried out while maintaining and prioritizing the potential, capability and independence of Micro, Small and Medium Enterprises
- 8) The principle of continuous progress
Namely the principle of empowering Micro, Small and Medium Enterprises that strives to Naintain regional economic progress within the national economic unity.
- 9) Principles of National Economic Unity
Namely the principle of empowering Micro, Small and Medium Enterprises which is part of the development of national economic unity.

Human Resource Development for Micro, Small and Medium Enterprises

The Republic of Indonesia Government Regulation Number 32 of 1998 regulates several things. Fostering and developing small businesses are carried out by the government, the business world and the community, either individually or jointly and carried out in a directed, integrated and sustainable manner. Guidance and development of small businesses are carried out in the following ways:

- 1) Identification of potential and problems faced by small businesses,
- 2) Preparation of coaching and development programs according to the potential and problems faced by small businesses,
- 3) Implementation of guidance and development programs, and
- 4) Monitoring and controlling the implementation of guidance and development programs for small businesses.

Guidance and development of small businesses carried out by the business world and society in the form of:

- 1) Provision of professional consultants, facilities, infrastructure, technology, funds and information,
- 2) Guidance and consultants,
- 3) Education, training, advocacy, and
- 4) Establishment of business consulting clinics for small businesses.

Wilantara and Susilawati (2016: 290) suggest that the oldest policy in developing Micro, Small and Medium Enterprises is to develop human resource capacity through various education and training programs. Human resource development for Micro, Small and Medium Enterprises is defined as preparing individuals or groups with a set of information, knowledge and knowledge tools in order to achieve certain competencies, in order to have new standards, knowledge, attitudes, skills and responsibilities in developing their business.

In the context of developing human resources for Micro, Small and Medium Enterprises, education is a planned effort made to make constructive changes in the realm of a person's knowledge, attitudes and skills. Meanwhile, training is an effort to improve one type or certain types of skills according to the business scale which is routinely implemented. The purpose of training is to form new behaviors by focusing on improving productivity, discipline, attitudes, and work ethic at certain skill and expertise levels.

One of the factors that determines the effectiveness of the implementation of education and training programs for Micro, Small and Medium Enterprises, is the accuracy in choosing strategies and implementation techniques. Strategy setting depends on the characteristics of the actual problem faced by the educator / trainer / instructor, time, place, facility materials, media, funding support, and participant characteristics.

3. RESEARCH METHODS / METHODOLOGY

This study used descriptive qualitative method. The qualitative research method is a research method based on the post-positivism philosophy, used to examine the condition of a natural object, (as opposed to an experiment) where the researcher is the key instrument, the sampling of data sources is done purposively and snowball, the collection technique is triangulation. (combined), data analysis is inductive or qualitative, and the results of qualitative research emphasize meaning rather than generalization.

4. RESULTS AND DISCUSSION

Profile of UMKM Motekar Jaya Cisaat Ciater Subang

Motekar Jaya is a Micro, Small and Medium Enterprise (Indonesian: UMKM) located in Cisaat Village. A village to the west of the Ciater District Office with an area of 699,578 Ha., and a population of 4,521 people. The majority of people's livelihoods are trading and farming. Cisaat Village is a village that has tourism potential such as Village Tourism, Eyang Patih Religious Tourism, and Cimutan Water Tourism. In addition, Cisaat Village is a village located in the Sari Ater International tourism area. This tourism potential is an opportunity for a Micro and Small and medium Enterprises in developing their business. In Cisaat Village, there are 34 Micro, small and medium Businesses with various types which are managed. The majority of what it manages is food. The so called UMKM Motekar Jaya in Cisaat Village are scattered in four communities, Cisaat, Cilimus, Cigangsing, and Jagarnaek communities. The so called UMKM is located in Cilimus community.

The first goal of establishing the UMKM Motekar Jaya is to improve the family's economy and preserve the typical food of Cisaat Village, namely Papais Cisaat. However, along with the times the products produced are increasingly increasing, namely various flavours of cassava chips, banana chips, shredded heart and pineapple wajit. In addition, when the month of Ramadan comes, it produces various kinds of tajil food such as: Sum-Sum Porridge, *Kolek*, etc. To then be sold throughout the village. This he did to take advantage of the moment and help the economy of the surrounding population. Motekar Jaya's vision: Developing traditional foods and opening new entrepreneurs. Motekar Jaya's mission: Producing regional specialties with the aim of increasing quality and quantity and opening up jobs and reducing unemployment and helping increase tourist visits to the Sariater Subang area.

Motekar Jaya was founded in 2006 with the chairman, Ocih Susilawati. Ocih is not only a housewife, she is also a civil servant at an elementary school in Cisaat Village. His educational background is Bachelor. She is a mother who has a very independent and creative profile. The management of UMKM Motekar Jaya comes from a family environment. Employee recruitment comes from the environment where Mene Micro and Small Enterprises are located. The human resource data for UMKM Motekar Jaya are as follows:

Table 1. Human resource data of UMKM Motekar Jaya

NO	Name	Position	Age	Education	Address
1	2	3	4	5	6
1	Ocih Susilawati	Chairman	53	S1	Cilimus
2	Engkay H	Secretary	50	S1	Cilimus
3	Dewi Indriyani	Treasurer	31	S1	Cilimus
4	Mimi	Production section	58	SMP	Cilimus
5	Endang	Finance section	54	SMP	Cilimus
6	Iman	Marketing section	27	SMA	Cilimus
7	Yulia S	Employee	40	SMP	Cilimus
9	Ima DA.	Employee	21	SMA	Cilimus
10	Siti Halimah	Employee	44	SD	Cilimus

Micro, Small and Medium Enterprises have a very important role in enhancing economic development and growth in Indonesia in line with the increasing population. Not only an increase in population, but the increasing number of unemployed people, making Micro, Small and Medium Enterprises play an important role in maintaining stable economic growth and development. Human resource development in Motekar Jaya's Micro, Small and Medium Enterprises is carried out by following the training (Education and Training) both held by government agencies and by the private sector with the aim of improving knowledge and skills. The training method that Motekar Jaya employees participate in is listening to material in class or being directly involved in practical work. Referring to the theoretical basis of Munandar (2008: 46). The method used in Class Method training with this type of lecture (lecture) method is mostly given in class. The trainer provides the necessary theories while the trainer takes notes and prepares them. Also with the On The Job method, in this method the trainees directly work on the spot to learn and imitate a job under the guidance of a supervisor. The strength of this method lies in providing the participants with great innovation to learn. The success of this method depends entirely on the trainer. The on the job method was used when the Motekar Jaya UMKM received the help of a machine making the so called *Abon*. The Education and Training (Education and Training) that has been followed include:

- 1) Business training for non-apparatus (new entrepreneur candidates) was held by the Food Crops and Horticulture Service in 2018.
- 2) Workshop on Cisaat Tourism Village, by the Department of Tourism, Youth and Sports of Subang in 2018.
- 3) Training on making SIUP and TDP by BPMP in 2017.
- 4) Training on Packaging and Product Innovation by the Integrated Business Training Centre, Cooperative, Micro, Small and Medium Enterprises, Trade and Industry 2017
- 5) Management Training for Micro, Small and Medium Enterprises (UMKM) by Dekopindo in 2016
- 6) Improvement of Community Capacity in Tourist Destinations by the Ministry of Tourism and Creative Economy in 2015
- 7) Food and Home Industry Sanitation Hygienic Training by IRTP in 2014
- 8) Education and Training on Food Preservation Technology by the Ministry of Industry in 2012
- 9) Education and training for good manufacturing practice by the Industrial training Center by the Ministry of Industry in 2011
- 10) Facilitation activities for Small and Medium Industries towards the empowerment of Resources by the Office of Industry, Trade and Market Management in 2010
- 11) etc.

The chairman of the Micro, Small and Medium Enterprises Motekar Jaya revealed that educational background is very influential in determining the type of human resource development, because it is adjusted to the absorption of human resources itself. In addition, the factors that influence determining the type of human resource development include budget / cost, the needs of Micro, Small and Medium Enterprises, educational background, etc. The work program that has been implemented related to human resource development in 2019 is training in good production methods, and what will be carried out is training on modern marketing methods. This is done to anticipate the influence of the globalization era, where the progress of information technology is growing rapidly. Hasibuan (2008: 69) argues that human resource development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job / position through education and training. Human resource development of Motekar Jaya Micro, Small and Medium Enterprises aims to increase knowledge and skills both in the field of production and in the field of managerial.

Dimensions of human resource development according to Hasibuan (2008: 37) indicators measured from applied human resource development include the following:

- 1) Job Performance
- 2) Employee Discipline
- 3) Employee Attendance
- 4) The level of damage to production, tools, and machines
- 5) Employee Accident Rate
- 6) The level of waste of raw materials
- 7) Level of Cooperation
- 8) Employee intensive Wages
- 9) Employee initiative
- 10) Leadership and managerial decisions

In this study, researchers tried to dig up information on how human resource development in Motekar Jaya Micro, Small and Medium Enterprises, based on the Hasibuan indicator.

Work Performance

Achievement comes from the Dutch language, which means business results. Achievements obtained from the efforts that have been made. Understanding that achievement, a sense of self-accomplishment is the result of one's business. Achievements can be achieved by relying on intellectual, emotional, and spiritual abilities, as well as resilience in dealing with all aspects of life situations. Hasibuan (2008: 94), explains: Job performance is a result of work achieved by a person in carrying out the tasks assigned to him for proficiency and seriousness and time. Based on the results of interviews with informants, it was found that: "After receiving HR development, employee performance has increased both in work discipline and in increasing production. The most notable achievement is increasing the ability in the field of marketing, with the wider marketing, the production is increasing. "After receiving development, their morale increases, doing work gets faster, and the results are more satisfying. All employees have received training 2 to 3 times a year. According to him, education and development need to be done to increase knowledge and skills. The same thing was also expressed by another informant who explained that: "On average we receive training one to two times a year. After receiving the training, my morale continued to improve because I had a lot of experience in training. Doing work faster and with quality. I think education and training are very important to improve better performance. On average, we receive Hasibuan (2008) training if the work performance or work productivity of employees after participating in development, both the quality and quantity of work increases, it means that the development method is good. but if the work performance is constant, it means that the method of development is not good, so it is necessary to make improvements. Work performance will look good if productivity increases The same thing is expressed by Haryani (2002: 33) that: With development,

employee work productivity will increase, the quality and quantity of production will be better, because the technical skills, human skills and managerial skills of employees will be increasingly good. Based on the results of the interview, it can be analyzed that the development of human resources in Motekar Jaya's Micro, Small and Medium Enterprises is quite good in increasing work performance. This can be seen from the change in employee morale after receiving education and training. Morale will improve employee performance, if the performance is good then the company's productivity will increase. In addition, awareness of the importance of developing human resources through education and training is embedded in the hearts of employees.

Employee Discipline

Hasibuan (2008: 193) suggests that the definition of discipline is the operative function of human resource management. Discipline is the most important operational function of human resource management, because the better the employee's discipline, the higher the work performance they can achieve. Without good employee discipline, it is difficult for the company to achieve optimal results. Based on the results of interviews with informants, information was obtained stating that: "After developing human resources, employees are increasingly disciplined, this can be seen from coming to work on time. Employee discipline affects in increasing production, production becomes fast and precise. To overcome undisciplined employees by providing directions and advice so that they are understood. Then another informant's statement also explained that: "..... My friends and I understand the importance of discipline in work and after receiving development, our discipline increases, arrives on time and if not present, previously asked permission and completed the work which is the responsibility. us according to the time limit that has been set. All employees obey the rules that have been established by the company and we understand the importance of discipline at work. Hasibuan (2008: 35) If the discipline of employees after following the development is getting better, it means that the development method is good. But if the discipline does not improve, it means that the development method applied is not good. Discipline is related to morality as expressed by Tohardi (2008: 33) that with development, employee morale will be better because their skills and skills are in accordance with their work so that they are enthusiastic about completing their work well. Based on the theory of Hasibuan and Tohardi, analysis based on the results of interviews with the chairman and all employees, shows that employee discipline is getting better after receiving HR development. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This can encourage passion and morale so that work is done effectively and efficiently.

Worker's Attendance

Julicus (2007: 490) attendance is the failure of an employee's job to report work when they are scheduled to work. The same thing was expressed by Murwansyah and Bangun (2012: 256) that absenteeism is the absence of employees at work when they have to work. Based on the informants' information, it was found that: "Attendance has an effect on work productivity. Before the development of human resources, employees often came to work late not according to the specified time, but after participating in human resource development, employees who were absent without reason decreased by around 75 percent, and employees came and returned to work on time. Another informant also explained: "I always arrive on time. After participating in the development, I am always present on time and never late or absent without reason or permission, as well as other friends. After attending education and training we understand that if we just come and go home from work, it will affect the completion of work. When analyzed the information above, the research is of the opinion that after getting better development, employees who are absent without reason have begun to decrease. This shows that employee awareness of the importance of attendance has started to increase. As well as awareness of the effect of attendance on the efficiency and effectiveness of company operations is increasing. In accordance with the theory put forward by Hasibuan (2008: 35), Employee Attendance If employee absenteeism has decreased after participating

in the development, it means that the development method used is quite good, but if employee absenteeism still means the development method applied is not good.

Damage Rate Of Production, Equipment And Machines

Damaged products that occur during the production process refer to products that cannot be accepted by consumers and cannot be reworked. According to Mulyadi (1993) a damaged product is a product that does not comply with the quality standards that have been determined economically and cannot be renewed into a good product. According to Wibowo (2014) a damaged product is a product that cannot be used or sold to the market because there is damage during the production process. Machinery and equipment are business investments that must be safeguarded and maintained as capital for the running of the production process. If the machines and equipment are damaged, it will interfere with the running of the business, besides that it will be a lot of energy and costs to be incurred. Therefore, cooperation between employees and the company is needed. So the development of human resources to increase knowledge about machines and their maintenance is very important. According to Roger G. Schroeder (in T. Hani Handoko 2014: 157) a good maintenance activity ensures that productive facilities will be able to operate effectively. Based on the informant's information, it was stated that: "After participating in the development of human resources, the level of damage to products, machines and tools has decreased because employees' knowledge has increased. There are still obstacles in introducing new tools, sometimes employees are still afraid of getting hurt. Furthermore, another informant's statement also stated: "After participating in the development, employees should be more careful not to be careless anymore even though there are still some who like to be wrong, but it's not too bad, it can still be improved.

Based on the informant's information, data was obtained where four people had failed production and damaged equipment and machines. As stated by several informants: "I and my other friends have failed production (such as incorrectly making food dough), and damaged tools or machines. However, after receiving human resource development in the form of education and training on production defects, machines and equipment is decreasing, we as employees are getting more careful. Another statement also states: "After receiving development I made another mistake once. Because I forgot again. But now I can be more careful. Based on the results of the interview above, the authors analyzed that HR development was good enough because it was able to provide moral changes to the behaviour of Motekar Jaya employees, this was shown by reduced production failures in waste of raw materials and machine damage as well as employee caution. Relevant to Kadarisman's (2014: 35) theory that if the level of damage to production, tools, and machines after employees participate in development decreases, the method is good enough, on the other hand, if it still means the development method is not good. The same thing is expressed by Malthis (2006: 33). Employee development is to improve the efficiency of human resources, time, raw materials and reduce wear of machines, reduced waste, relatively small production costs so that the company's competitiveness is getting smaller. In addition, Tohardi also stated that employee development aims to reduce damage to goods, production and machinery because employees are increasingly skilled and skilled in carrying out their work.

Employee Accident Rate

Work accidents according to Haryani (2002) are unexpected and unexpected events. It is said to be unexpected because there was no element of intent behind the incident, especially exaggeration. Prevention of accidents must be endeavoured by eliminating the cause, whether the cause is a technical cause or a cause that comes from humans. Efforts in this direction are too diverse to discuss, namely covering regulatory measures and technical standards, including monitoring and maintaining good industrial relations. Based on the information from the informants, information was obtained which stated that: "The accident rate for employees at work has never occurred. "We've never had an accident at work. The analysis based on the interview above operational management in work safety is good enough, because there has never

been a work accident, meaning that the company can save costs in terms of health costs and accident compensation. In accordance with the theory of Hasibuan (2008: 35) that the accident rate of employees must decrease after they participate in the development program. If it does not decrease, it means that the development method is not good so it needs to be refined. The same thing was expressed by Tohardi (2008: 33). Development aims to reduce the accident rate of employees, so that the amount of medical expenses incurred by the company is reduced.

Level Of Waste Of Raw Materials, Energy And Time

According to Mangkunegara (2007: 295) Raw materials are materials that form part of the overall finished product. The same thing is expressed by Martoyo (2007: 331) raw materials are goods purchased, which are used in the production process. According to the informant's information, it was stated that: after carrying out human resource development, the level of waste of raw materials was almost non-existent, because employees were getting more proficient in utilizing existing raw materials so that in the end production increased, the completion time was faster and in the end the waste of raw materials, energy and time could be minimized. Information was also obtained from another informant who stated that: "Before the training, all employees had made mistakes in making recipes so that many raw materials were used in vain. But after training, 75% of these problems can be avoided even though sometimes something is wrong. "After training, the waste of raw materials, energy and time is reduced because after the training we can estimate how many recipes will be made, according to the existing staff. Based on the data above, it can be analysed that the development of HR Motekar Jaya in the efficiency of raw materials, energy and time is good enough, this can be seen from the change in attitude in making food dough more careful and reducing errors in recipe making. Hasibuan (2008: 35) states that if the level of waste of raw materials, energy and time decreases, it means that the development method is good. But on the contrary, if it still means the development method applied is not good. The same thing is expressed by Moekijat (2010: 33) Employee development to increase the efficiency of human resources, time, raw materials and reduce the wear of machines, reduced waste, relatively small production costs so that the company's competitiveness is getting smaller. other than that.

Employee Cooperation Level

According to Handoko (2014) Cooperation is work carried out by two or more people by interacting between individuals who collaborate to achieve dynamic goals. There are three elements contained in collaboration, namely people who collaborate, there is interaction and the existence of the same goal. Based on the information from the informants, a statement was obtained, that "The level of employee cooperation is good, it is seen that there is cohesiveness at work. After the development of teamwork has increased, especially in production. "Cooperation is very necessary so that work can be completed quickly, on time and the results are satisfactory, according to the target. From the start we were united, and after receiving training we became more united to help each other. The analysis of the results of the interview above shows that employee cooperation is very good after getting human resource development. In accordance with what is expressed by Hasibuan (2008: 35) that: The level of employee cooperation must be more harmonious, harmonious and good after they participate in development. One of the important things in cooperation is communication between employees. Communication is the most important aspect of teamwork. Especially in matters of work. Communication is needed, both between employees and between employees and the company. Employee communication is the key to running the company to produce good products. Employee communication must be effective, meaning that the two communicating parties must have the same meaning about the message conveyed. So that the message exchange process produces clear input. When employees are facing conflict, it will certainly affect their performance. Whether it's conflict between employees or conflict with the company. Therefore there must be special communication to solve it. One of them is the mediation between the disputing

parties. Conflicts that are left for too long can worsen relationships and even situations and conditions at the office.

Employee Intensive Wages

According to Hasibuan (2008: 117), the definition of incentives according to Hasibuan is additional remuneration provided to certain employees whose performance is above standard performance. This incentive is a tool used to support the fair principle in providing compensation. Based on the informant's information, a statement was obtained which explained that: "Every achievement made by an employee will receive an award, there is a difference between employees who are diligent and not. Wage increases are made once a year. The amount of wages given to employees every month is not fixed, because it is in accordance with incoming orders. Based on the information from other informants, a statement was also obtained that: "The wages or salaries given are appropriate, because based on the earlier work agreement, the wages given are in accordance with the number of orders for food products. If the order is large, the wages increase. We also get more pay if we can complete our work properly and on time. The analysis is based on the results of the interview above, that the monthly employee intensive wages are not fixed, according to the order. The payment of wages is in accordance with the previous work agreement, and there are rewards for employees who excel. Giving wages like this cannot guarantee the level of employee welfare because the income is not fixed. According to Hasibuan (2008: 35), if the level of employee intensive wages increases, it means that the method of development is good. But on the contrary, if it still means the development method applied is not good. The same thing is expressed by Notoatmojo (2015: 34) that with development, the remuneration (salary, wages, intensive and benefits) of employees will increase because their work performance is getting bigger. Nowadays, in facing the era of globalization, there are often several problems that cause many companies to fail, either due to the inability to adapt to technological advances or due to the lack of good work results from the existing human resources in the company. Therefore, the success of a company or organization is largely determined by the utilization of human resources, namely the people who provide manpower, talent, creativity and enthusiasm for the company and play an important role in the company's operational functions. In line with the achievement of company goals, it is necessary to provide motivation so that employees are able to work well. However, employees often do not show high work motivation due to lack or absence of incentives that follow the responsibilities assigned to employees. By looking at this fact, one of the efforts of the human resources department in increasing employee motivation to work harder is through the provision of incentives as incentives. This incentive is important because it can encourage employees to work hard and be enthusiastic in their efforts to realize organizational goals, and incentives are needed to spur employee performance so that they are always at the highest level (optimal) according to their respective abilities.

Employee Initiative

Hasibuan (2008: 27) Prakarsa is the ability to think that is original and based on its own initiative to analyse, assess, create, give reasons, get conclusions, and make decisions in solving the problems it faces. Based on the information from the informant, it was explained that: "After getting human resource development initiatives from employees increased, employees became a lot of ideas. Of all employees, 50% have shown independence. Then another informant also explained that: "All Motekar Jaya employees, 75% have taken the initiative to help develop a business, and 25% have never. The employee's initiatives, especially in marketing, both direct marketing and via social media as well as online. There was also a statement from the informant who explained: "I once gave an idea about marketing development to be improved using modern methods via the internet, or social media. Analysis of the results of the interview can be said that the initiative of Motekar Jaya employees is getting better. In accordance with the theory of Hasibuan (2015) that employee initiatives must increase after following the development method carried out does not increase or it still means that the

development method is not good. In this case, employees are expected to work independently and be able to develop their creativity. For business initiatives or initiatives it becomes very important.

An entrepreneur must have initiative, namely initiative or effort in opening up opportunities or building activities that are useful for himself and others. Entrepreneurs must have an independent, dynamic attitude and be able to view life and business developments realistically. He must have a leadership spirit and an unyielding attitude. With the characteristics as described above, an entrepreneur usually has certain abilities, including: The ability to open, seek, create, and use opportunities, The ability to find something new, the ability to unify the factors of production or organize the company effectively and efficient, Ability to adapt to the business environment, society, and government, Ability to make decisions and minimize risks, Ability to utilize existing facilities and technology, and Ability to compete with other parties.

Leadership And Manager Decisions

According to Hasibuan (2008) leadership must have the ability to lead, be influential, have a strong, respected, authoritative person and be able to motivate others or their subordinates to work effectively. According to James A.F.Stoner, a decision is a choice among alternatives. This definition contains three definitions, namely: There is a choice based on logic or consideration, There are several alternatives that should be selected and the best one is, and There are goals to be achieved and the decision is getting closer to certain goals. Based on the information from the informant, it was stated that: "After obtaining human resource development, cooperation with employees is getting better, in deciding a problem in work is carried out by deliberation and employees are given the right to express opinions. Part of the decision making was right on target. In making decisions before receiving development and after receiving different developments, it becomes more assertive and wise, the work atmosphere becomes more comfortable and so far there has never been any conflict. In financial management and marketing we are still lacking. Another informant also provided information that: "Before the development of human resources, there was no financial administration but after the development of human resources in the field of management, financial administration existed but was done manually, and not in accordance with financial reporting standards, recording revenues and expenses. still not orderly, so that the amount of turnover and target achievement cannot be seen in the financial statements. Furthermore, there was an informant who explained that: "Before the development of human resources, marketing was carried out in moderation, but after the development began to try marketing via online or social media. UMKM Motekar Jaya does not have its own dedicated marketing place to display Motekar Jaya products in a strategic place, making it easy for consumers to reach. Another informant's statement stated, "The working atmosphere is comfortable, there has never been a conflict between employees and employees or employees and leaders.

We are satisfied with the leadership's treatment of subordinates. Hasibuan (2008: 25) Leadership and decisions made by managers after following the development must be better, cooperation is more harmonious, the goals achieved are greater, tension is reduced and employee job satisfaction increases. If the above is achieved, it means that the method of development has been implemented well. The same thing is expressed by Priansa (2014: 34) with development, the leadership of a manager will be better, human relations is broader, motivation is more focused so that the fostering of vertical and horizontal cooperation is more harmonious.

The analysis is based on the results of the interview and the theoretical basis above, the leadership attitude is good, but in the implementation of management it still needs to be improved. Especially in the strictness of how to control financial administration, decision making in business development must be even more creative.

Leadership in Business is very necessary because it influences the development of the business being carried out. Some even say that leadership or leadership is a main character needed in business. This is none other than because the role of leadership

affects the running of the business and also employee performance. Not everyone has good leadership. This has a very important role in the business world. The business world does not always run smoothly. Sometimes there are problems that must be solved with various risks. Well, this is where the important role of a leader will have an effect. To become a great leader must start with a great vision, because if he doesn't know where he wants to go, it is unclear what he will do, he will never achieve those goals and objectives. Vision will show direction, give aspiration, and be a source of strength. In order to find his vision, he must explore what he wants in the future. The great vision of a leader cannot be separated from the desire to grow the organization. If the organization is successful then it will be successful too. Finding a great vision is the starting point for becoming a leader. The leader in achieving his goals and objectives is not alone, so absolutely he must convey these goals and objectives clearly and consistently to his subordinates. He also has to make a framework, arrange what the task is, who is involved, what obstacles are there, how to solve it, and so on. Subordinates must feel involved because they will be executors in this vision. The leader must be able to direct the strategy so that this vision can be achieved together.

CONCLUSION

Human resource development in the Micro, Small and Medium Enterprises, Tourism Driving Group (KOMPEPAR) Motekar Jaya Cisaat Ciater is good enough, although it is still not optimal and there is still something to be improved. This can be seen from the process of changing employees in increasing work performance, which is shown by an increase in employee morale which then encourages increased productivity of Micro, Small and Medium Enterprises. Increasing employee discipline, which is shown by coming and leaving work on time. The fewer employees who come for no reason. Reduced employee accident rates, indicated by after the development of human resources there are no more employees who experience accidents at work. The level of waste of raw materials is decreasing, as shown by the attitude of employees who are increasingly careful in working and making food ingredients. The level of cooperation is getting better, it is shown in working more compactly and growing awareness of the need for teamwork. The level of intensive employee wages is good, indicated by employee satisfaction in obtaining wages, although the wages that employees receive are not fixed monthly because it depends on the number of orders. Employee initiatives began to exist, it was shown that some employees began to take the initiative to do marketing. Employee attendance is better shown by the decrease in employees who enter without reason. The level of damage to productivity / machines / tools is decreasing, as indicated by the decrease in employees who make mistakes in operating machines. Leadership and managerial decisions are in a better direction, shown by employees feeling a comfortable working atmosphere, and there have never been conflicts, changes in financial administration, online marketing or social media although there is still much to be done.

The implementation of human resource development in the Motekar Jaya Cisaat Ciater Micro, Small and Medium Micro, Small and Medium Enterprises (KOMPEPAR) is carried out by participating in education and training, both held by the government and the private sector with the aim of producing quality human resources, namely knowledgeable human resources, skills and competencies. The training method used is the Class Method with the type of lecture, this method is mostly given in class. The trainer provides the necessary theories while the trainee takes notes and prepares them. Then the On The Job method, in this method the trainees directly work on the spot to learn and imitate a job under the guidance of a supervisor. The strength of this method lies in providing the participants with great innovation to learn. The success of this method depends entirely on the trainer. The type of training that employees participate in is tailored to the abilities of each employee and the needs of the company. From the results of field observations and analysis, researchers saw several obstacles in the development of Motekar Jaya's human resources, including:

- 1) Because the average age of human resources is no longer productive, sometimes the results of training are not optimal.
- 2) Lack of employee knowledge about development goals.
- 3) Human resources in the financial sector are still not optimal
- 4) Education and training held by the government and the private sector is not sustainable.
- 5) The creativity of leaders and employees is lacking.
- 6) Managerial skills in marketing are still lacking.

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