

Human Resource Development Model on the Poor Society In North Minahasa Regency

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ABSTRACT : *The low human resource quality, competitiveness and poverty become government and society's problems all the time because the improvement focus has not touched human aspect but tended to orient on funding support. Therefore the mindset, work ethos and productive working behavior have not been developed. This research purposes to analyze human resource need so find individual capabilities and social capability aspect as basis for designing model of human resource development accordance to the community needs. The research method is qualitative descriptive and experiment methods. The result shows that human resource characteristic such as individual capability's and halves of social capital are low, but the trust aspect still strong. The human resource development model to increasing individual capabilities and social capital is used strategy learning organization. This model in short term has improved individual capability and productivity. In long term, it purposes to build the human resources that had learning culture.*

KEYWORDS : *Individual capability, social modal capability, human resource development model*

I. INTRODUCTION

Human resource is an investment for organization. It is the same for a nation as a big organization if it has quality and competitiveness human resource, it can be a success key for a nation's success and continuous competence. Indonesian government and society are facing human resource quality problem, poverty and competitiveness. Indonesia has the fourth biggest human resource in the world with 260 million people in 2013, but the Indonesian human resources condition in the world seen from Human Development Index is in rank 108 of 169 nations in 2010 (0,61) then in rank 124 of 187 nations in 2011 (0,624) and rise to rank 21 of 187 nations in 2012 (0,629). Though it rises 3 rank, but it was still under the world's rate that has Human Development Index 0,694 and regional rate 0,683. Indonesia is still far below some other ASEAN nations such as Singapore, Brunei Darussalam, Malaysia, Thailand, and Philippine. Based on UNESCO Education for All Global Monitoring Report 2012, the Indonesian's Education Development Index was in rank-69 of 127 nations in 2011 while the Indonesian education quality was in rank-64 of 127 nations in the world. These data describe the challenge to improve human resource quality becomes the main homework as human resources is the main power to build a nation especially in globalization era and Asean Free Trade Area implementation in 2015.

Based on data from Badan Pusat Statistik [28] in March 2012, the number of Indonesian poor people reached 28.594.600 people consisted of poor people in villages that reached 18.086.800 people and poor people in cities that reached 10.507.800 people. In North Sulawesi province, the number of poor society in cities reached 66.800 people and in villages 110.700 people in 2012. Many programs to deal with poverty have been done by the government post-economic crisis in 1998 to 2013, but the programs directed more to material aid support such as credit funding support, working modal support, cash transfers, operational support students, etc. but have not touched the human aspect therefore the benefit has not continuously affected the society.

Competitiveness is identical to human resource power, this means a nation's competitiveness power is on its human resource power and a nation that has strong human resources (qualified and competitiveness) can result in low poverty rate. If we compare the other South East Asian country like Singapore that has population only 5.353.494 people in 2014 with minimum natural resource but the Gross Domestic Product reached US \$ 60.883,33/person/year in 2013, this condition is far better than Indonesia that has 400% more population than Singapore but the Gross Domestic Product is only US \$ 3.499,9. The decisive factor for nations in South East Asia such as Singapore, Japan, and China to have developed economy and competitiveness because of their human resource power.

Human resource development becomes an urgent need to change the human life quality, therefore the changing focus should be started from the human behavior therefore the human resource quality and competence improve. Even though there is economic resource potency availability (farming, forestry, fishery, plantation), but the human resource quality and productivity are still low, therefore the human resources independence is not reached, but the society become more dependent to the government's aid, less initiative and not yet able to take their own decision so that in the end the society is still poor. The human resource quality, competence, and poverty weaknesses become the Indonesian government and society's problems all the time because the development focus has not much touched the human aspect but tended to orient on the funding support that makes the mindset, working ethos, negotiation ability, and productive working behavior have not developed in the human resource. Development of human resource is very important to build innovation, creativity and productive work behaviour. Human resource development is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance [24]. Other expert explain that human resource development (HRD) can be defined as a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands [27]. Focused most broadly, HRD seeks to develop people's knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity.

II. OBJECTIVES

- [1] To analyze the human resource need so find individual capabilities and social capability aspect as a basis for designing a model of human resource development in accordance with the needs of the community,
- [2] To produce human resource development model that can form self capacity and have a strong social capital within cooperation/group system,
- [3] To apply this model is limited to the target research. The application of this model for the short term is expected to increase the capacity of self(knowledge, attitude to work, skills), more creative and innovative, improve labor productivity, able to work with other people/ organizations and for the long term is expected to have a culture of learning so resulting an quality improvement of sustainable human resource.

III. LITERATURE REVIEW

Human Resource Development: Individual Capability and Social Capital

Human resource development has the potential to make a strong positive impact on the performance of individuals, teams and the organization as a whole [26]. [24] described concept of Human Resource Development (HRD) from many theory such as: 1). human resource development is organized Learning activities arranged within an organization to improve performance and/or personal

Growth for the purpose of improving the job, the individual and/or the organization, 2) human resource development is the field of study and practice responsible for the fostering of a long-term work-related learning capacity at the individual, group and organizational level of organizations. As such, it includes (but is not limited to) training, career development and organizational development, 3) human resource development is organized learning experiences provided by employees within a specified period of time to bring about the possibility of performance improvement and/or personal growth, 4) human resource development is the study and practice of increasing learning capacity of individuals, groups, collectives and organizations through the development and application of learning-based interventions for the purpose of optimizing human and organizational growth and effectiveness. Pace *et al.*, in[26] stated that HRD as the individual development, career development, and organization development roles to achieve maximum, quality, opportunity, and fulfillment for organization members as they work to accomplish the goals of the organization. According to [26] human resource development is a process, covering training of new employees, their adaptation, professional development, re-skilling, career development and reserve formation, in order to improve and develop personal and team work performance, having combined organizational and personal employees' objectives and needs, and allowing employees continually develop, in this way achieving the best possible results of the organization. Principally, human resources development purposes to improve the knowledge, skill, and change attitude [20].

Human resource development is development of self capability through learning in order to increasing knowledge, attitude, skill and individual or group performance. Someone who have the capability is someone who had knowledge related to what to do and skill that supports the job and performance to boost working behavior. [14] stated that there are 5 components of human capital that can develop self capability, such as: 1) Individual that consists of personal capabilities which is ability that one has within themselves such as appearance, thought, action and feeling, 2) Professional and technical know-how which is ability to professionally behave

during the situation and condition and the existence of the will to do transfer knowledge, 3) Experience which is ability relates to experience to work in the field, 4) The network and range of personal contact which is having network or connection to anyone relates to the work, 5)

The value and attitudes that influence which is having value and attitude that affect them in action such as emotion, kindness, firmly socialize. Research by [12] stated that individual capability is a variable of capital modal that significantly affects organization performance. The self capability change becomes their modal to excel. [10] said that human resources capital excellence can be obtained if the human has: 1) Character or attitude that are brought into work such as intelligent, energize, positive thinking, reliability, and commitment, 2) One's ability to learn, such as intelligence, imagination, creativity and talent, and 3) Motivation to share information and knowledge, which are team spirit and destination orientation.

[8] stated that HRD is the part of people management that deals with the process of facilitating, guiding and coordinating work-related learning and development to ensure that individuals, teams and organizations can perform as desired. There are 3 element related with human resource development: 1) cognitive capacities: the foundations of intelligence, conceptualized as the processing and possession of information in the brain and higher-order neurological abilities; 2) capabilities : the practical abilities involved in work roles, either inherent in the person or developed through practice; 3) desired behaviors: from motivation to 'social skills', enabling social interaction, mediated by the affective; can be conceptualized variously as attitudes, values or 'emotional intelligence' (EI).

Human resource self capacity that is reflected from competence, skill, creativity, work ethos and working attitude can be competitive advantage within the human and it becomes the power to move the economic resource potency to be more valuable. According to [3] competitive advantage at the present are not based on the traditional advantage sources such as natural resources, but move to the new competitive advantage source such as creativity, knowledge and relation This describes that economic resources (material) power is not enough to explain the development phenomenon if it is not followed by the human resource self capacity. From an organizational perspective, human capital theory generates the following practical questions : 1) what skills have we got, 2) what skill do we need now and in the future, 3) how are we going to attract, develop and retain these skills, 4) how can we develop a culture and environment in which organizational and individual learning takes place that meets both our needs and the needs of our employees, 5) how can we provide for both the explicit and tacit knowledge created in our organization to be captured, recorded and used effectively [1].

The poor society, life quality improvement, other than decided by the human resource self capacity development, many research recommended the importance of social capital development. The research of [17] found that there is a relation between social modal and labor productivity in Small and Medium Enterprises (SMEs) at Italy. [16] stated that poor society empowerment from the social capital aspect (norms, values, trusteeship, network, reciprocity) and personal quality (prayer, entrepreneurship, efforts, initiative, and self-trust on God) give influence on the poor society's life quality standard and motivate to work better and improve the productivity at the end. Social capital has the same role with human capital to increase developing and poverty alleviation. Human resource development on poor society is a development model that is not enough by forming individual capability to have knowledge, skill and attitude change during work, but also forming social capital within cooperation group. This characteristic of social capital that highlights how cooperation, honesty, cooperating skill and group solidarity become very important in a community.

[5] defined social capital as a chain of relation between human that is supported by network, norms and social trust that make possible efficiency and effectiveness, coordination and cooperation for common benefit. Putnam in [1] explains that social capital is referred to as features of social life-networks, norms, and trust that enable participants to act together more effectively to pursue shared objectives. [4] argued that social capital functionally is as a variety of entities with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors within the structure. Social capital facilitates individual and group activities that are developed by the network of relation, reciprocity, trust and social norm. Social capital, based on his view, is a neutral resource that facilitates every activity where the society can be better and depend on the social capital utilization by every individual. [11] said if human capital highlights more to individual dimension which are power and skill owned by individual, social modal emphasizes on the group potency and relation pattern between individual in a group and between group with focus on social network, value and trust between individual that comes from the group member and becomes group norm.

Human Resource Development Model with strategy of Learning Organization

Many studies stated that human resource development may improve individual performance, team performance, and organization performance. Research by [9] concluded that training is a human resource creator that makes possible the firm to obtain continuous competence excellence for the long term that produces bigger profitability. Therefore, training programs purposed for the worker's value addition in the future must be seen as investment. The new paradigm of human resources management sees training not only as cost, but a facility to add the value on human resource. Therefore, training should be conducted continuously, not in the short term. Continuous training means having a learning culture continuously. This strategy is known as a learning organization which is an organization that learns hard, collectively and continuously change itself to be better in collecting, managing and using knowledge to achieve organizational success. Learning organization is a process where a person gets new knowledge and understanding that are produced through the change in behavior and action. Learning organization is also a firm that continuously changes itself to be better in managing knowledge, using technology, empowering workers and broadening the learning to adapt better and succeed in the environment that always changes [19].

Many researchers recommended that learning organizations can improve working competence [25], improve team performance [23] and learning organizations perceive learning as the means to long-term performance improvement [24]. Geoffrey Holland stated that if we want to survive as an individual or a firm or a nation, we have to create a learning organization tradition [6]. [24] took many theories such as: 1) learning organization as one that learns continuously and transforms itself, 2) as an organization which learns powerfully and collectively and is continually transforming itself to better collect, manage, and use knowledge for corporate success. It empowers people within and outside [13]. 3) The learning outcomes found in a learning organization are expected to include experiential learning, team learning, second-loop learning, and shared meaning [22]. As a result of this learning, organizations are believed to be capable of new ways of thinking.

Learning organization becomes the facility of human capital and social capital based human resources development because through the learning process, there will be continuous capacity improvement. Learning organization purposes for people to continuously broaden their capacity and create the result they really want, where the new mindsets or mindset broadening is nurtured, collective aspiration is constructed freely and people continuously learn on how they learn together [22]. Principally, human resource development purposes to improve the knowledge, skill, and change attitude [21]. He said there are 5 disciplines to build learning organization, they are 1) Share vision, which is shared vision on the mission and learning target, 2) Mental models that consist of value, assumption, trust that form human resource view point, 3) Team Learning is the cooperation of learning team, team communication, 4) Personal Mastery which is human resource skill, 5) System thinking which is thinking wholly such as mission and strategy, culture and all resources within the organization. There are 10 strategies to develop learning sub-system based on [13], they are: 1) Develop action learning programs throughout the organization (time and effort), 2) Increase individuals' ability to learn how to learn, 3) Develop the discipline of dialogue in the organization, 4) Develop career development plans for employability, 5) Establish self-development cash programs, 6) Build team-learning skills, 7) Encourage and practice systems thinking, 8) Use scanning and scenario planning for anticipatory learning, 9) Encourage/expand diversity, multicultural and global mindsets and leanings. 10) Change the mental model relative to learning (most people retain a negative picture of learning, one acquired in their school days).

IV. RESEARCH METHODS

This research is focused on the poor farmer and fisherman in North Minahasa Regency coastal, North Sulawesi province in Indonesia. The method used in this research is descriptive qualitative in order to describe various formations and data related to the characteristics of individual capability and social capital and later be analyzed qualitatively. The next is by using an experiment method to test the effectiveness of the model of human resources development in a group of fishermen.

The data collection technique is participative observation, it is a technique where the researcher involves the target's daily activity as the research data source, while the deep interview technique is conducted to the farmer and fisherman to dig relevant information toward the characteristics of individual capability and social capital, which later triangulated as the data checking to the government and religious figures to ensure the data and information's reliability in order to have a high trust level. The collected data is later analyzed by using qualitative analysis techniques as seen on Figure 1.

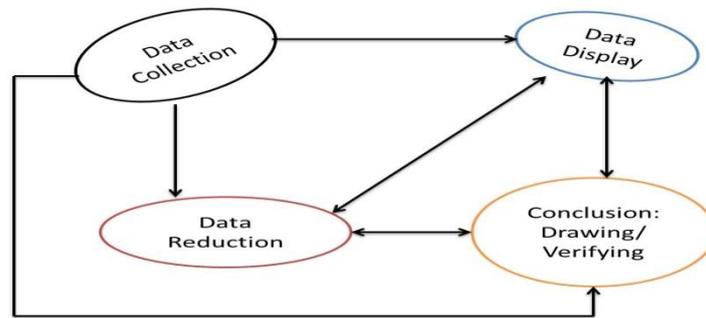


Figure 1. Analysis Model by [15]

V. RESULTS AND DISCUSSION

Human resource Self Capability

Human resource individual capability on the poor society in Minahasa Regency can be seen from education level, skill, and working productivity North Minahasa Regency population in 2012 was 223.604 people consisted of 114.839 men and 108.765 women that spread in 10 districts. Currently, there are 3829 family head of the poor society from the number of family head of 54.844. The education level of citizen in North Minahasa Regency consists of do not pass elementary school 31.159 people (13,94%), pass elementary school 47.168 people (21,09%), they who can finish high school are 64.656 people (28,92%), Diploma I/II 1.575 people (0,70%), Academy/Diploma III 2825 orang (1,26%), Diploma IV/Bachelor 7.893 people (3,53%), Master 731 people (0,33%) and Doctoral 92 people (0,04%), while the citizen who do not/ not yet get education are 31.444 people (14,06%). This data reveals that the majority of citizen in North Minahasa Regency are in the high school level. The condition of poor society’s self capability seen from the education level and age shown in the Table 1.

Table 1. Education Level and Age on Poor Society

Family head’s education Level	Age				
	15-25	26-37	38-49	50-60	Above 61
Elementary	23	54	246	587	324
Junior High School	570	480	359	268	33
Senior High School	57	78	234	378	138
University	-	-	-	-	-
Total	650	612	839	1233	495

By looking at the data, it shows that the poor society education level’s condition within the age 15-49 at 15% in the elementary school, 67% in the junior school, 18% in high school level. This means that the technical proficiency related to skill has not been accommodated in this level as the graduate is still limited on the common competence as citizen. They still need new skills with new competences in order to be able to manage the economic resource in their area (results of farming, plantation, forest). From 3829 poor family heads, about 3714 family heads (97 %) have not ever had knowledge and skill related to entrepreneur, product diversification and marketing; but only 114 family heads (3%) who have ever obtained training given by the local government.

Life quality improvement is not only the family head’s responsibility but also the house wife. The finding stated that the household wife’s education level from 3515 people, 3370 of them (95%) are elementary and junior school, and 145 people (5%) of them are high school. The finding also shown that there are 73 household wives (2%) have joined training on the making of new product by using local economic potency material raw give by Village Women Empowerment team, the rest of them 3442 people (98%) have not ever joined the training. Based on these data, it is concluded that women resource capability seen from both education level and supporting skills have not yet strong enough to support the life quality improvement because it is less supported by new competences. The women contribution to support the family life quality shows that about 1910 people (54, 34%) do not working, 875 (24, 89%) sell install and 730 people (20, 76%) sell fish in market (“tibo-tibo” local language). The minimum women contribution in working indicates that the domestic wife role such as caring children very dominates the women in the research area.

Seen from the age, there are 3334 family heads (87%) are in productive age (≤ 60 tahun), it shows that this age still has big energy to work, but has less skill. Therefore they are difficult to develop though they have enough knowledge and skill to add the value on economic potency that they have.

The working productivity aspect shows that the fisherman's working productivity rate in a week is 40 hours/week (in normal weather) with the income rate of IDR 300.000/week (\$24), while the farmer's working productivity is 60 hours/week with income IDR 500.000/week (\$33). The low working productivity makes low income. Therefore to suffice their daily needs, they must lend money from others with rate 5-10 %/month. The interview result toward the respondents reveals that their working orientation is only to fulfill the daily needs (physiology needs). The needs of this day will be fulfilled today and the needs of the next day will be fulfilled tomorrow. They acknowledge that as fisherman, they get money fast as the sea potency availability is never depleted. This mindset shows that there is quick satisfied sense on what they got, the weak working ethos makes working productivity low. The other factors that also influence low working productivity is the modest fishing technology that in human resources management theory term called as working facility. In the research location, it is found the long patterned habit in fisherman society that they work based on the nature environment condition (weather factor). When the nature environment is not good, the fisherman do not do other activities such as making creative products by using local potency economy, whereas this not-productive time can be used to create creative works. This less productive behavior is also caused by minimum knowledge and skill in making creative product and the weakness of entrepreneur behavior. This finding is the same as the theory stated by [21] the factors influence productivity are like mental behavior (motivation, discipline and ethic) education, skill, working environment and working climate.

In the level of farmer, the farming and plantation harvests have not been cultivated into new innovative products. Therefore, when the harvest comes, there is surplus that is only be sold at low cost, even there are damaged harvest surplus at the rest. Many respondents said they do not have experience to create innovative products from available local economic potency. Some respondents have joined the training but they are afraid to create new products with reason of they do not know where to sell. Afraid to start something new, limited knowledge and skill are the description of the low individual capability.

Social Capital Capability

Many arguments acknowledge the power of social modal for human resource development and poverty alleviation ([7],[18]). Some very important social model variables that this research want to reveal are working network, trust, cooperation and group solidarity. The research result shows that there are some working groups formed in the society such as farming group and fisherman group. Those group are formed based on the same needs, consisted of 6-10 people/group. Every group has a group leader that will manage the group activity directed to fishing and farming activities. The groups' main purpose is cooperating in doing farming or fishing activities so that every member of the group can fulfill their daily needs. The groups' purpose besides improving the group member's economic, in the development, these groups also become social group for humanity activities. These groups are strong social capital because they are formed as manifestation of "Mapalus" culture (local culture) that has been long existed and rooted within the society life in North Minahasa Regency. "Mapalus" is a culture born in the society where every person cooperate helps each other members during sorrow or joy. In this current condition, mapalus values is not as pure as it was. The interviews toward village elders and village chiefs acknowledge that the current mapalus values such as cooperation, compactness have been moved by the occurrence of high individual attitude that makes the group solidarity low and finally the purpose of group forming is less effective. The importance of social capital such as trust strengthening of economic activity [2].

The poor society in village is a society that cannot be separated from the life in globalization era that requires connectivity between human resources and organizations. The more people or organizations connected with other people or organizations even in different area and time makes the cooperation network more open. The finding shows that working network with working partner is not yet formed in working group such as supermarket, stalls, restaurant and other business organizations. Farmers and fishermen tend to sell their product by themselves in market because they do not have access to the other business organization. It is because they do not have experience to create working network and do not have ability to negotiate. The human resource ability weakness to build working network with others and other organization weakens the effort motivation and productivity because though the productivity is high and produce high performance; without the ability to build working network, it results not opening the markets. Therefore, the ability to build working network becomes a need for the poor society in North Minahasa Regency. The common village society in North Minahasa Regency have strong religious norms that filter them to live better. The majority of them are Christians (65%) and the others are Moslem (35%).

Honesty has long become the characteristic of village society. Based on their admission, people who do not honest tend to be discriminated during the social and religious activities. They acknowledge that if their life is built based on honesty, there will be trust; while dishonesty is against the religious norms. Therefore religious norms become strong social capital that becomes their guidance to live with trust in community and organization. The consequence of the live that is distrusted by the society is living isolated and condemned by the society. This social capital can be used to continue cooperation of the member in farming and fisherman groups that have been formed through this day.

The application of Human Resource Development Model

This human resource development model by using strategy of learning organization (see Fig. 2) is not only focused on the family head, but involves the other family members like mother and children by using society's local potency.

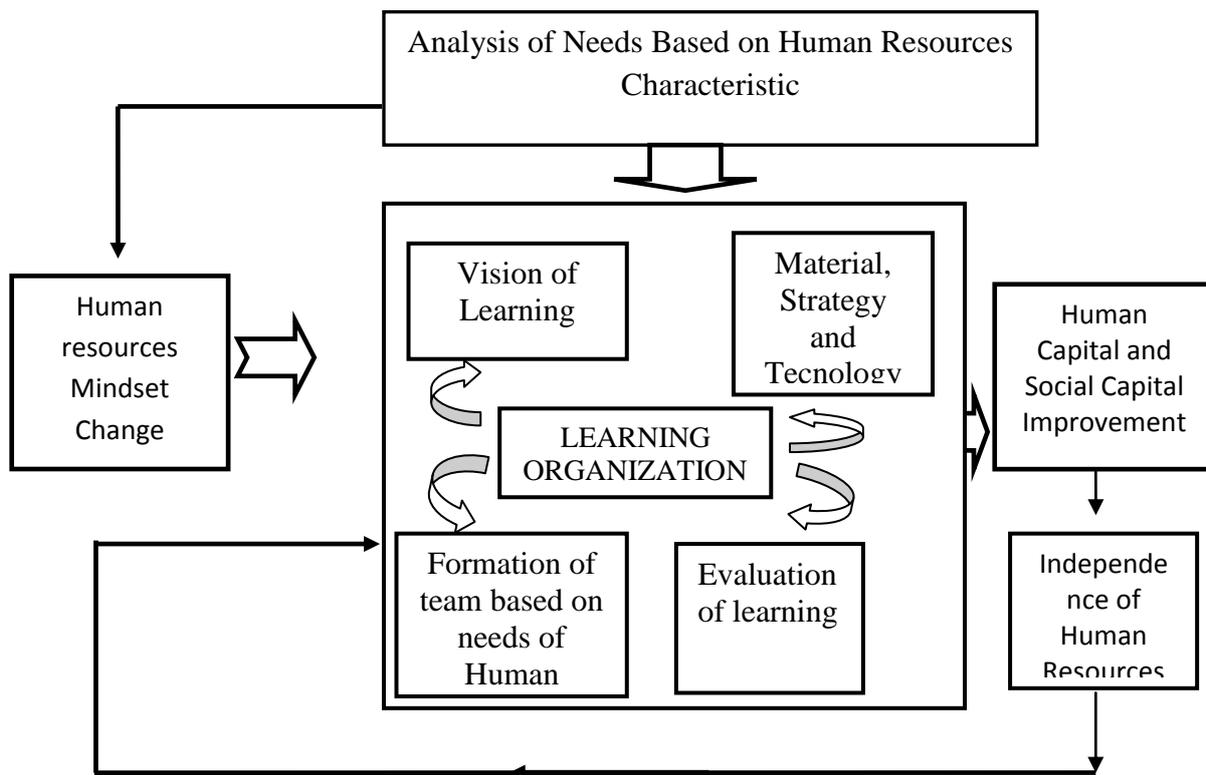


Figure 2. Human Capital and Sosial Capital Based Human Resource Development Model

Human resources development with learning organization strategy as follows:

1. Analyze the human resource need so find individual capability and social capability aspects.
2. According to analysis, human resources development from individual capability and social capital aspect become crucial to improve the low knowledge, skill, mindset and working attitude, building cooperation, creating working network and group solidarity while enhancing trust values and existed group. Therefore the next step is conducting mindset change to change the viewpoint, working attitude and less-productive behavior that have long cultured to have new mindset, attitude and behavior. Mindset is one's thinking condition that affects thinking method, feeling and action in every situation. The changes of human resource mind set conducted by the socialization of human resources quality improvement through learning activities is to provide value added to the economic potential of farmers and fishermen. This activity is done with community service fund financed by the Manado State University. This socialization activity cooperates with the village government which is Society Empowerment Agency in the village, cooperates with Family Welfare Encouragement Team in the village, and cooperates with religious leaders at the prays in Protestant Church, Catholic Church and Mosque. This mindset changing is conducted for 1 month.
3. Planning learning activity that is preceded by constructing learning vision, preparing learning material which is business management materials, entrepreneurship marketing strategy, product diversification and building creativity. The next is constructing learning strategy through training by using local based learning technology related to learning material.

4. Conducting learning activity. The learning target are poor fisherman that have had their own group. The application of this model is still focused on 1 fisherman group consists of 10 people. The learning activity through training is conducted for 1 month, then it is evaluated. The evaluation result shows that there are new competences improvement such as `entrepreneurship and marketing knowledge, business management and able to create additional product (product diversification) by using local raw material. From the working behavior change aspect, there is working activity development. Before it, the fisherman only fishes on sea, not improves by creating new additional product resulted from the training. This research support the research of [25] which conduct a research to workers in Mandiri bank Jakarta and stated that learning organization has a strong relation and a significant influence toward the competence improvement of the employees at Mandiri Bank Central Office in Jakarta. The implementation of this model also encourages the wives to help their husbands creating new products by using local raw material. The farmers also start cooperating with business partner that currently is still limited to the local restaurants. Human resource skills that is related to product diversification and innovation in this group has to increase but still limited. Therefore, they need continuous training in order to obtain new skills. In this condition, they really need counseling from university for product innovation, from the government and finance agency for facility and funding. Counseling from the university is very needed to build empowerment culture until they can be independent in creating, behaving and acting.

Human resource that is formed through learning organization becomes learning organization model to transfer individual potency and its social modal to the other fisherman and farmer in their society. Therefore, human resource development to poor society have improve new competence, skill and improves productivity, encourages wife role participation and encourages the fisherman to cooperate with business partner. In the long term, this model purposes to build the human resources that has learning culture so that the human resource quality development happens continuously.

VI. CONCLUSION AND LIMITATIONS

The research results give conclusion as follows: 1) The human resource low capability and halves of the social modal that is low make the fisherman and farmer society in North Mina has a Regency are still poor though the have local economic potency availability. The various factors cause it, besides the lack of new competences that support the work and the human resources model mental that quickly feels satisfied, low working ethics, and modest working technology also the weakness of entrepreneurship. Therefore, the human resource development model that is suitable to the human resources needs is based on human capital and social capital. 2) Human capital and social capital based human resource development model is conducted uses learning organization on fisherman group. In the short term, the application of this model has developed new competences such as entrepreneurship and marketing knowledge development, business management development and skillful in creating product by using local material raw. From the aspect of working behavior change, there are working activity additions by creating new additional products. This model encourages the wives' participation to help their husband creating product diversification. This model has encouraged the fisherman cooperates with business partner to market the product, though it is still limited to local partner. In the long term, this model purposes for building human resources that has learning culture that makes continuous human resource quality improvement. 3) The effort to alleviate poverty in developing country is not only by building the human resource individually, but also building the group in the society based on their needs. Group approach becomes very effective and efficient to do learning through training. Group becomes social modal strength that is expected one day becomes the learning organization model in the poor society around so that there is new skill, working behavior change and human resource competence improvement continuously.

The implementation of human capital and social capital based human resources development is limited to one fisherman group. Therefore, the next model testing can be applied for another poor fishery group and poor farmer society because the characteristic of the research subject is homogeny in behavior, mindset and mental attitude. The knowledge and skill changes can be directly seen after the training is given, but the behavior change requires a long time process and the change process needs counseling from the university. The application of this model is still limited to the giving of two kinds of product diversification skill that is trained to the fisherman, while the marketing skill is still limited to the giving of marketing strategy knowledge. In the future, it needs to plan a marketing training with direct marketing practice strategy by visiting broader business partners.

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