



# Designing a Competitive Human Resources Development Tree Model Towards a Golden Indonesia

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## Abstract

Indonesia aims to leverage its demographic bonus by harnessing its abundant human resources for accelerated development. However, the quality of human resources in the country lags behind, and there's a pressing need to enhance and develop these resources for a prosperous future. To address this challenge, the authors propose a sustainable human resource development model inspired by the analogy of a strong tree. This model consists of three main components: roots, stem, and fruit, representing seven fundamental characteristics - integrity, knowledge, courage, persistence, leadership, teamwork, and emotional intelligence. These traits serve as the foundation for continuous human resource development, analogous to providing the right type, dosage, timing, method, and target for fertilizer to plants. Moreover, leadership within the organization plays a crucial role in creating an environment conducive to productive human resource development, resulting in sustainable and positive outcomes

**Keyword:** HR Model, HR Competitive, Tree Model

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## Introduction

The demographic bonus is a strategic opportunity for Indonesia to accelerate development with the support of abundant human resources (HR) of productive age (Kominfo, 2020). According to predictions from experts, especially economists, in 2045, Indonesia is projected to be ranked 5th in GDP (Gross Domestic Product) in the world with a nominal GDP of USD 9,100 billion, GDP per capita of USD 30,000 per year, and a population of 300 million people. with a middle-class population of 82% and a productive age population of 52% of the total population (Bank Indonesia, 2020).

To achieve this position, according to the government's version, Indonesia faces 8 challenges, namely good governance, capable science and technology, regional spatial planning, improving the quality of human resources, efficiency of ministry performance, sustainable natural resource management,

regional connectivity, and infrastructure readiness (Coordinating Ministry for the Economy, 2021). In terms of improving the quality of human resources, if this fails, Indonesia's golden opportunity will not only be lost but could become a disaster in the future. Policy, planning, management, and implementation are work carried out by humans. If our human resources are not of good quality, then planning alone will fail, never mind what happens next. Thus, improving and developing the quality of human resources in the future is a necessity.

Meanwhile, the current condition of the quality of our human resources is considered inadequate. Various indicators of human resource quality are still low. The Human Capital Index (HCI) released by the World Bank to measure the quality or productivity of a country's human resources is still low compared to the ASEAN HCI average. Indonesia's PISA (Program for International

Student Assessment) score is still below the average for ASEAN countries. This indicates that the quality of education and schools in Indonesia is still far behind compared to other ASEAN countries (Kompas, 2023).

Various efforts to develop human resources at the government, private, and non-governmental organization levels have been carried out well. However, it is not enough to achieve the title of excellence. The government and related institutions still focus on quantitative measures such as what % of the population has graduated from elementary school, middle school, high school, college, or vocational education, what % of college graduates are absorbed into the world of work, what % of new graduate workers' wages are compared to figures minimum wage, and so on. Also, economic indicators such as welfare and equal distribution of the development pie are still measured quantitatively. Quality indicators have not been touched. The government is also still focusing on handling the population who have not yet gone to school and have not worked. Meanwhile, for those already working and studying, improving the quality of human resources is not yet optimal (CNBC, 2020).

Therefore, it is necessary to develop the quality of human resources for government officials, BUMN employees, campus academics, and managers of social and religious organizations (NGOs). Human resources that are already on the track will be able to raise the quality of other human resources. However, improving the quality of human resources is not easy and cannot be quick (instant). We need a planning, management, and human resource development model that is appropriate and suitable for Indonesian people. According to Ramly (2022), there are at least 6 basic components that must be the target of competitive and superior human resource (HR) development, namely (1) focus, (2) open mind, (3) respect, (4) Do the best, (5) Be excellent, and (6) Integrity.

According to Ramly (2019), these six competitive and competitive human resource development targets can be carried out in 3

main strategies, namely (1) building the belief system of Indonesia's young generation as a basic principle of a generation of a nation that is strong, self-confident and has integrity, (2 ) increasing the competence of the golden generation as personal mastery and professional mastery who focus, respect and become the best in their profession/work (be excellent), and (3) train the behavior of Indonesian golden human resources to be open-minded, dot the best.

To fill the gap that occurs in the quality of human resources in order to welcome a golden Indonesia in 2045, there needs to be a development model for human resources as the basis for organizational development. The resulting model must be sustainable considering that human development does not take place over a period of one or two years but can take tens or even hundreds of years. If the model created is not robust then the development pattern can stop or even go backwards. In the last decade, the concepts of superior and sustainable HRM have received increasing attention in both practice and research (Aust, 2020). Therefore, this research aims to find a strong and sustainable model for developing superior human qualities to welcome Golden Indonesia in 2045.

## Method

This research uses a descriptive qualitative method with the research object of analysis of articles in accredited international and national scientific journals to obtain model components. Researchers relying on secondary data collection for the purposes of research papers may be subject to the confidential nature of the content. This research uses a descriptive method by collecting information about strategic HRM models and HR practices from secondary sources (Arya, 2021). Meanwhile, the model form is taken from an analogy with the holy book Al-Quran, namely QS Ibrahim (13) verses 24-25. In essence, this verse speaks of the parable of a good tree, its roots are strong and penetrate deep into the ground, and its trunk and branches reach high into the sky. This tree produces useful fruit all the time.

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According to Ibn Kathir's interpretation, this parable is about charity, good speech, and the pious deeds of a believer who is like a palm tree. A believer's righteous deeds are promoted to him at all times, on every occasion, morning and evening (Katsir, 2008).

A tree has parts that can be compared to components in the model. Determination of model components was carried out through gradual analysis of journal articles.

These stages consist of (1) Planning a review of journal articles (2) Determining the boundaries of journal articles (3) Searching for articles in journals (4) Filtering articles (5) Categorization of journal articles (6) Determining the selected model components. The steps or stages in this literature review follow the research stages carried out by Yvonne, Lintas, and Swart (2022). The stages are described as follows:

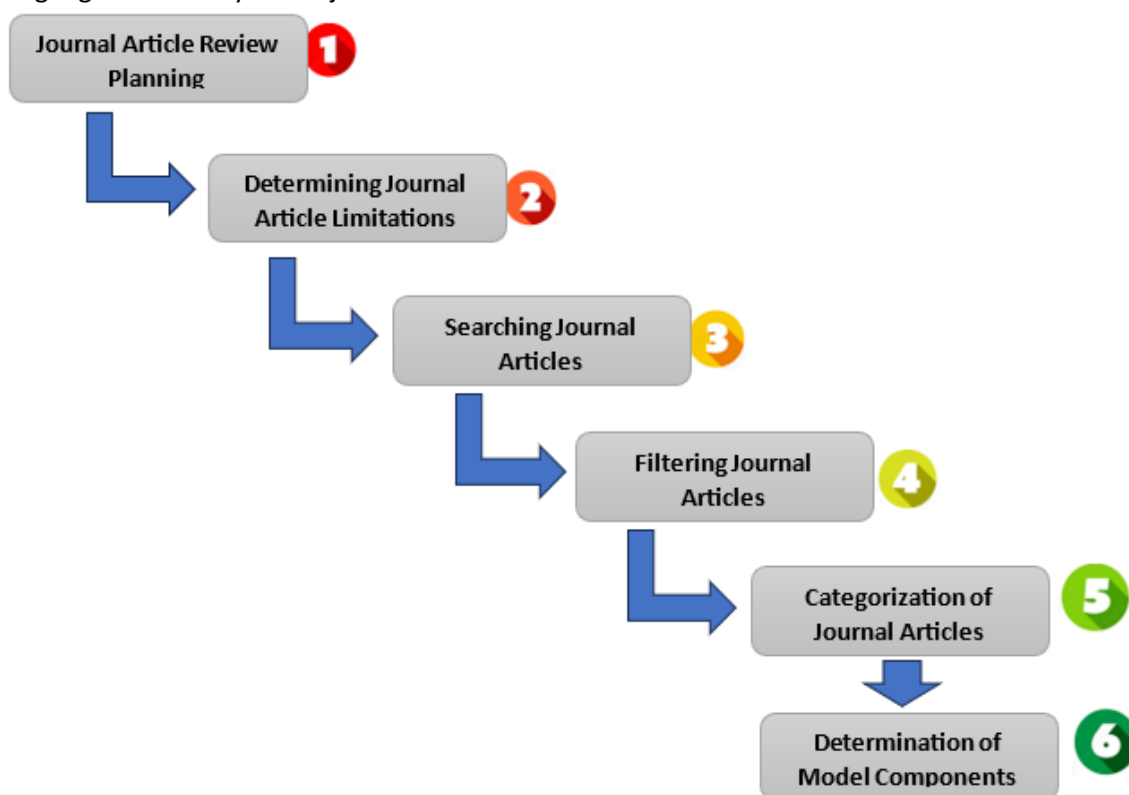


Figure 1. Stages of Determining Model Components

The first stage is planning to review journal articles. This step is taken when preparing a research proposal where the components of the model to be built are obtained from reviewing a number of articles in scientific journals related to human resource development. Other alternatives to obtain model components in discussions at this stage include conducting a Focus Group Discussion (FGD) with experts and directly asking questions or conducting an opinion survey of practitioners in the HR field. Finally, the discussion leads to an article review (literature review) of the journal.

After deciding to use the journal review method to obtain model components, the second stage continues with determining

the boundaries of the journal articles to be reviewed. The first limitation is the theme. The theme taken is HR development in general without any particular limitations. The next limitation is the journal where the article is taken. Researchers determined that the journals from which articles were taken were domestic and foreign journals indexed by Scopus, Sinta 1 index, and Sinta 2 index. Another limitation was that the publication time was no more than 10 years to keep the material taken up to date. Initially, the number of articles was not limited. However, due to time constraints, 120 articles were collected.

The next stage is to search for articles that have already been defined. The search

was carried out online considering that almost all journals already use the OJS (Open Journal Systems) system. Searching for articles takes quite a long time, namely around 1 week. The articles that have been collected are then filtered based on the boundaries that have been created. Of the 120 articles collected, only 88 articles met the requirements. There are two articles where the time limit that is not met is more than ten years. Based on personal assessment, these two articles were included in the list for a total of 90 articles.

Before categorization, articles are summarized, and their sources are recorded and reviewed to look for similarities in the discussion according to the research objectives. Parts of the articles recorded include:

1. Article title
2. Journal name and website link (DOI)
3. Volume and pages
4. Year of publication
5. Author's Name
6. Name of Reviewer
7. Review Date

After that, the part of the article that has the points whose similarities are sought is recorded based on the data:

1. Novelty (newness)
2. Problem Formulation
3. Research Objectives
4. Hypothesis (if any)
5. Research methods used
6. Variables or indicators used by researchers
7. Theories cited by researchers
8. Research Results
9. Relevance to the intended objectives of this research

From the collection of 90 articles in 50 Scopus-indexed journals, syntax 1 and 2, three categories of articles were obtained, namely (1) HR development in general (2) HR development in higher education, and (3) HR development models. The number of articles in the three categories is relatively the same, namely almost equal to 30 articles. From these three categories, variables that influence each other are selected which will then be used as model components.

The final stage is to determine the model components taken from the selected variables. This selection and determination is done by making a list of all the variables and then sorting them. Discussions outside of development are not included, such as discussions about the role of artificial intelligence in HR development, green HR management, gender equality in the world of work, industrial relations, and so on. Variables that are similar or have the same root properties are also combined. Indicators that are not directly related to human resource development are also not used. The variables that have been produced are summarized and used as components of the model.

Next, to construct the model, an analogy of the model with a tree is made. The tree chosen is a strong tree, its roots sink into the ground and its trunk soars to the sky. The fruit produced provides benefits for everyone. The parable of a good tree is mentioned in the Holy Koran, namely, QS Ibrahim verses 24-25 which is taken from Abdullah Yusuf Ali's translation of the Koran, "Seest thou not how God sets forth a parable? A goodly word is like a goodly tree, whose root is firmly fixed, and its branches (reach) to the heavens. It brings forth its fruit at all times by the leave of its Lord. So, God sets forth parables for men, in order that they may receive admonition." (Ali, 1965) In the hadith of the Prophet SAW this tree is mentioned as a date palm (HR Bukhari) (Al-Atsqalani, 2010)

To make an analogy of a tree with a human resource development model, requires an intermediary or what Islamic law studies is called. It is a characteristic contained in the original law which is used as a legal basis (Bay, 2012). This is what builds similarities between those being compared and those being compared. Such as matching the parts of the tree with the components in the model according to their function and purpose. So, formulating illat is the most important part of the analogy process (qiyas), therefore illat is made an integral part of the framework of the Islamic legal system (Khoirin, 2018).

So there are three components in making an analogy, namely (1) Principal or

origin (ash), namely something that will be used as an analogy or used as a measurement (2) Branch (farq) or something that will be measured or similar (3) Illat (intermediary), namely which combines the principal and branches. Illat is what equates (analogizes) trees (ash) with the human resource development model that will be created (faq) (Hanafie, 1989).

There are five most important parts of a tree, namely roots, stem, leaves, flowers, and fruit (Tjitrosoepomo, 2005). Roots, stems, leaves, flowers, and fruit have properties. These similarities in properties are drawn and used as a reason to do the same thing in the model. Leaves, flowers, and fruit (including the seeds inside) can be combined because their functions are similar. The functions of roots include strengthening the plant's standing, and absorbing water from the soil and nutrients which are then distributed to the stem (Sutarmi, 1983). It absorbs natural and organic nutrients and water in the soil. The roots act as an intermediary and support for the plant so that with the roots the plant can stand upright on the ground. Roots also function to store food and nutrients in the form of food reserves before being distributed to other parts. The roots of certain plants can also become a means of vegetative reproduction by duplicating themselves. Root growth penetrates into the soil (geotrophy) and searches for water (hydrotrophy) (Hindriana, 2023).

Likewise with the stem. The main function of the stem is to support the leaves and fruit to grow on it. The stem also transmits water and minerals to the leaves which are converted as products for the photosynthesis process. The function of stems in plants is to channel water and nutritional minerals from the place of absorption in the roots to the leaves through a certain network of vessels. In appearance, the stem is what makes a plant look sturdy, upright, and strong and supports the part where it grows next.

Meanwhile, the leaves function as a kitchen where food is made. In green plants, leaves function as a respiratory tool by taking carbon dioxide from the air and releasing oxygen into the air. The oxygen that humans

breathe out becomes fresh air. Especially when we take shelter under a tree during the day. Flowers, apart from their function to beautify plants that are pleasing to the human eye, are also a reproductive tool in which there are pistils and stamens as a means of reproduction. Meanwhile, fruit is the final result of a plant obtained from other parts (Anna FitriHindriana, 2023). This fruit provides benefits to other creatures, including humans. These three parts, namely leaves, flowers, and fruit, have the same function, namely providing direct benefits to other creatures. In making an analogy, it will be divided into three parts, namely roots, stems, and fruit (representing leaves and flowers).

These functions in plants will be equated (analogy) with the human resource development model. The functions of plant parts are equated with each component of the model. The similarity between the two, in this case, is their function, which is the illat/cause where we will make an analogy.

### Results

From the results of determining the model components obtained from the variables studied in the review of 90 journals, there were 348 variables or indicators from research conducted on the articles reviewed. There are many similarities and intersections between the variables in the article. In this research, researchers want to obtain variables that will be used as components in a sustainable model. Therefore, the variables that are part of the HR management process from the recruitment process to termination are separated because this is a common thing. Researchers take and determine variables related to the nature and character of human resources in accordance with the personification of the tree model determined at the beginning of the research.

From the total of 90 journal articles collected, 348 variables were finally determined to have 7 components which represent all the components for the continuous model, namely:

1. Integrity
2. Science
3. Courage
4. Persistence

5. Leadership
6. Teamwork
7. Emotional Quotion/EQ

There are several variables that are combined because they have similarities, such as firmness, discipline, and steadfastness combined into courage. The science variable contains planning ability and analytical power. Integrity includes ethics and morals. Leadership includes the ability to manage a business/organization and the people in it.

According to Hay's competency dictionary (2005), integrity is acting consistently in accordance with values that are considered important even in difficult circumstances to do so. Integrity shows that a person's actions are in accordance with the values he believes in. In other words, "only words and deeds". These values can be in the form of religious values, moral values, community values, and professional or business ethical code values. This includes communicating intentions, ideas, and feelings openly and directly, and being able to accept openness and honesty even in difficult negotiations with other parties.

Knowledge is a collection of structured information possessed by employees that is related to their work, namely knowledge related to technical work - according to the field they are working in and non-technical knowledge such as knowledge related to management science and human management. Knowledge is the key to a company's success and sustainability (Aulawi et al., 2009).

Courage is the ability to state and uphold organizational truth and communicate it to others without being accompanied by excessive fear (Jacob Liman, 2017). Perseverance is having a burning desire to be disciplined, not giving up no matter how difficult the conditions (willing to pay the price), and having the courage to take calculated risks (Rachmat, 2014).

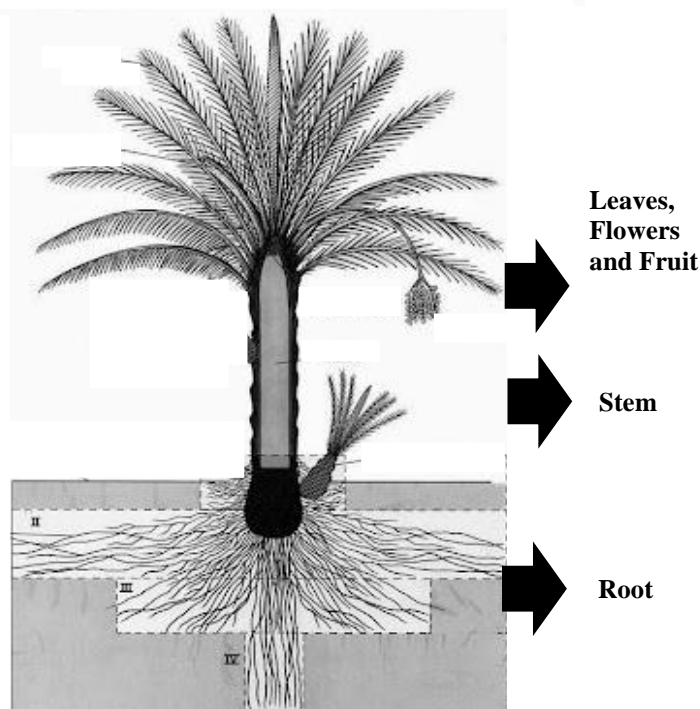
According to the Hay Dictionary, leadership is the desire to take a leadership role in a group and ensure clarity among group members. Leadership generally (but not always) arises from a formal position or authority. A group can also be interpreted broadly as any group where someone takes the role of leader. Teamwork is the desire to cooperate with other people, to be part of a group, and to work together rather than working separately or in competition with each other. Cooperation becomes important when someone is a member of a group. A group is broadly defined as a group of individuals who carry out a task or process together (Hay Group, 2005).

Emotional maturity is a person's ability to recognize, understand, and control his own feelings/emotions and also recognize, understand, and show empathy and respect for the feelings/emotions of others, including exercising "tough love" when necessary (TP Rachmat, 2014).

These seven components were chosen because sustainable human resource development requires strong character for these human resources. If HR development is only aimed at performance issues, let alone semester or annual performance, then maximum results cannot be obtained on an ongoing basis. Because human resource development is only to improve performance, it is monumental and temporal, not sustainable. By focusing on the character of human resources - which in this model are called model components, the results in the long term will be sustainable.

Before we use the analogy of a tree to create a model, we will first visualize the parts of the tree. According to the interpretation of QS Ibrahim verses 24-25 which the Prophet Muhammad SAW interpreted as a date palm tree, the tree presented is a date palm or palm tree, as follows:





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Figure 2. Parts of a tree

### Discussion

From these three parts, it can be agreed that the illat (medium of similarity) to be used as an analogy is its function and nature. Roots function as the most important part of a plant so that without roots the plant cannot stand upright. Roots are usually not visible on the surface of the soil but do quiet work that benefits the whole plant. Like an iceberg, above the sea surface, the iceberg only appears to be sticking out a little. But actually the part that is in the sea is much larger (Amir TengkuRamly, 2021). Something that is important but not visible in a person's appearance is the attitudes that a person has which are fundamental and form the basis of a person's life. In our research, these traits were integrity, courage, and persistence. Integrity, courage, and tenacity lie within a person's soul. Even though they can sometimes be seen on the surface, these qualities are within a person that determines a person's actions or deeds.

The stem functions to support and distribute food obtained from the soil to all parts of the plant. The tree trunk is the part that is most visible to a person's eye. Sometimes the trunk also determines whether someone recognizes what type of tree it is. From the functions and characteristics of such trees, the researchers decided that the characteristics that correspond to the functions and characteristics of trees are leadership and teamwork. The nature of a person's leadership will be visible, whether charismatic, authoritarian or democratic leadership. The nature of teamwork can also be seen in someone who always builds relationships, does not hesitate to communicate, enjoys collaboration, and so on. Meanwhile, leaves, flowers, and fruit are the result of the work of roots and stems. Although the roots and stem can be used, the fruit is likened to the benefits that a tree

provides to its environment. Fruit is the output (output) produced by a tree. It is this fruit that in the parable of QS Ibrahim verse 25 is stated to always provide benefits to other people with the permission of God. Fruit is also visible and easy to recognize. So, the parable for the fruit character that fits the model components is an emotional quotation (EQ), namely a person's ability to empathize and sympathize with other people. In religious language, EQ is what is called noble morals (akhlaqulkarimah). Because the emotional quotient is not only related to feelings, but is also very closely related to morals, attitudes,

and behavior (Fauzi, 2021). In a religious perspective, morals are the result of a person's beliefs and acts of worship. This is in accordance with the views of an expert in interpretation (Dr. AkhmadAlim) who the researcher asked for an opinion regarding the parable of a tree with religion, namely that the roots represent beliefs (aqidah), the trunk represents actions (worship) and the fruit represents morals. The following is a picture of the components of the HR development model which have been adapted to the tree model.

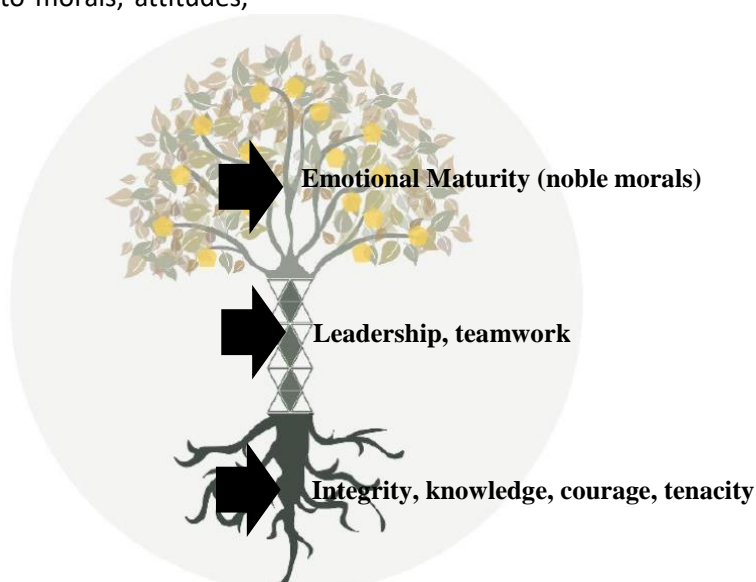


Figure 3: Components of the Human Resource Development Tree Model

The form of character development which is a component of the model is like fertilizer for plants so that the plants are always in prime condition and the climate is good for the plants to grow. Air, weather, climate, and soil conditions are the conditions that surround plants so they can grow well. As we know, there are various kinds of fertilizers, there are fertilizers for roots, fertilizers for stems, fertilizers for leaves, fertilizers for flowers, and fertilizers for fruit. Each requires a different fertilizer. Likewise, HR requires different self-development for each HR condition. Not all development takes the form of training. Self-development can be done through coaching, counseling, learning by doing, on-the-job training, reading books, watching videos, and many other types of human resource development that can be

adapted to the conditions of human resources.

Providing fertilizer to plants must refer to the five correct fertilizers (5T), namely the right type, right dose, right time, right method, and right target (Ningsih, 2023). Just one application of fertilizer that does not meet the 5 T rules above will certainly result in suboptimal results and can even be harmful to the plant. Likewise with human resource development. A person must get the right kind of development, how much he has to undergo the development when he undergoes the development, and how and the accuracy of the target as a development goal. Many superiors or HRD personnel feel that they have carried out HR/employee development but then it does not produce optimal results so they feel frustrated and



stressed. If human resource development uses rules such as fertilizing plants, it is hoped that the results will be in accordance with the objectives.

Meanwhile, the environment where plants grow, namely weather, climate, air conditions, soil, and water, are the driving forces that play a major role in plant growth. In developing human resources, the organization - in this case, the leaders, provides conducive conditions for human resources to work. The organization creates a

good environment for human resources so that they are productive and produce a lot of fruit. Sometimes plants are good but the environment is not supportive so they cannot produce strong plants and useful fruit. In HR development, the leadership function in the organization is very important so that all components in the model work optimally and productively. This is because leadership and performance have a very close relationship (Hughes et al., 2002).

Thus the resulting model is as follows:

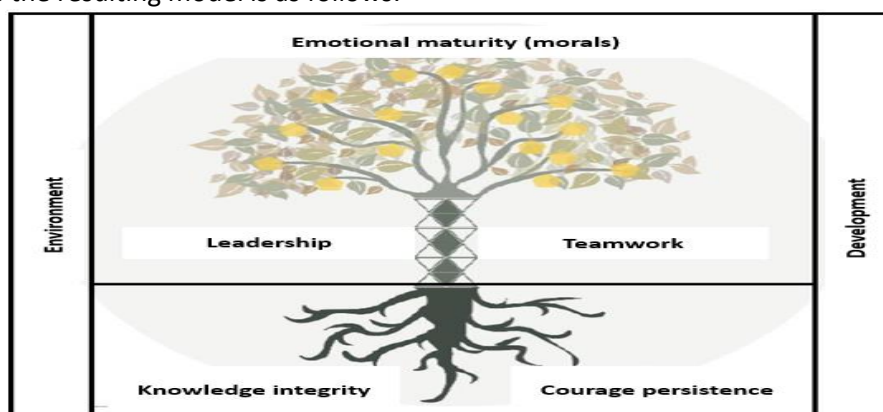


Figure 4: Tree Model of Sustainable Human Resource Development

### Conclusion

A sustainable HR development model must involve the fundamental characteristics of HR, not just improving annual performance. For this reason, the model components are created based on the variables studied which are classified as soft models (character), namely integrity, knowledge, courage, persistence, leadership, teamwork, and emotional intelligence.

To make this model strong and produce continuous positive outcomes, it is necessary to make an example using the qiyas (analogy) method. The example chosen is a strong tree, whose roots penetrate into the ground, and its trunk reaches high into the sky, while the plant bears fruit all the time or always provides benefits. This strong tree model is taken from the holy book QS Ibrahim verses 24-25 which shows that good sentences are like this tree.

By equating the parts between the tree and the model (illat), two elements are obtained, namely the function and nature of

the plant. If in a plant there are roots, stems, and fruit (including leaves and flowers) then in the model components there are integrity, knowledge, courage, and persistence in the roots, leadership and teamwork in the stem, and emotional intelligence (noble morals) in the fruit. Thus, the sustainable human resource development model consists of three parts (roots, stems, fruit) and 7 components (integrity, knowledge, courage, persistence, leadership, teamwork, and emotional maturity). Human resource development is like giving fertilizer to plants, so human resource development must at least apply the 5T rule (Right Type, Right Dosage, Right Time, Right Method, and Right Target).

A good environment for the growth of a tree is the air, soil, and water environment where the plant grows. This good environment must be conditioned by the leadership of the organization both centrally (holding) and in one scope of work. The role of organizational leaders in providing a good environment for human resource

development will produce sustainable results.

### Recommendations

This research has limitations because the model has not been tested practically or discussed with experts through FGD. Researchers suggest that HRD practitioners can apply this model for sustainable HR development in their organizations. Meanwhile, future researchers can develop an evaluation model from the implementation of this model where the evaluation elements have not been accommodated in this model.

### Notes

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