

# **Analysis of Human Resource Development of the Indonesian Red Cross (PMI) After the Cianjur Earthquake Disaster**

**Tanto Heryanto**

Faculty of Business and Management, Widyatama University, Bandung, Indonesia

[tanto.heryanto@widyatama.ac.id](mailto:tanto.heryanto@widyatama.ac.id)

**Muhammad Zulfikar**

Faculty of Economics and Islamic Business, Suryakencana University, Cianjur, Indonesia

[mzulfikar@unsur.ac.id](mailto:mzulfikar@unsur.ac.id)

**Gunawan Rahmat**

Faculty of Economics, Putra Indonesia University, Cianjur Indonesia

[gunawanrahmat097@gmail.com](mailto:gunawanrahmat097@gmail.com)

## **ABSTRACT**

A major earthquake can kill many and cause enormous damage. Cianjur Regency, West Java, experienced a 5.6-magnitude earthquake at 13.21 WIB on Monday (21/11/2022). The earthquake caused significant physical and intangible damage to the local population. This study examines the Indonesian Red Cross (PMI) in Cianjur Regency's human resource development, specifically volunteer training after an earthquake. The study used observation, interviews, documentation, and triangulation to acquire qualitative and quantitative data. SWOT Analysis, SWOT Matrix, IFAS, and EFAS are used for data analysis. The sample had 15 people: two primary and 13 supporting informants. The findings showed that PMI Cianjur Regency's volunteer human resources have been successfully implemented, but they should be maintained regardless of a crisis. The challenges of improving PMI volunteers' human resources include financial constraints, suboptimal community engagement, insufficient socialization by PMI, volunteers' lack of initiative, divergent behaviors and habits, and the need for better training facilities and infrastructure. The SWOT analysis matrix places the HR development plan in quadrant one, indicating assertiveness. This means the firm must constantly optimize its strengths and possibilities to expand and advance. PMI Cianjur Regency is lucky to be able to continue human resources development to improve its volunteers' skills even in difficult situations..

**Keywords:** SWOT Analysis, EFAS, IFAS, Volunteer, HR Development, Aggressive Strategy.

## **1. Introduction**

Natural disasters are catastrophic events resulting from natural phenomena, such as seismic activities, tidal waves, volcanic outbursts, inundations, arid spells, cyclones, and avalanches. An earthquake is a catastrophic event that can result in numerous fatalities and extensive damages. Earthquakes are seismic disturbances that arise from the collision of tectonic plates, the presence of active faults, volcanic activity, or the collapse of rock formations.

An earthquake measuring 5.6 on the Richter scale struck Cianjur Regency, West Java, Indonesia at 13.21 WIB on Monday (21/11/2022). The earthquake, which occurred at a depth of 10 Km on land, resulted in significant damage. Specifically, 59,889 houses were damaged, along with 18 health facilities, 281 places of worship, 701 educational facilities, and 18 buildings and offices. The disaster resulted in both material losses and human casualties. Specifically, there were 602 fatalities, 5 individuals reported as missing, and a total of 166,927 persons displaced (Source: DISKOMINFO CIANJUR, statistics as of December 29, 2022). Earthquakes are unpredictable natural calamities (BMKG November 22, 2022).

The Indonesian Red Cross (PMI) is a humanitarian organization operating in Indonesia, focusing on social welfare and humanitarian efforts. PMI maintains a neutral stance towards any certain political organization, race, ethnicity, or religion. PMI prioritizes victims who are in urgent need of assistance for the preservation of their lives, without making any distinctions. PMI adheres to the 7 Basic Principles of the International Red Cross and Red Crescent Movement, which are Humanity, Equality, Volunteerism, Independence, Unity, Neutrality, and Universality, in its humanitarian efforts. Obtained from the official PMI website Currently, PMI has a total of 34 PMI Regions at the province level and around 408 PMI Branches at the city/district level across Indonesia.

Volunteers are the primary catalyst behind PMI's operations. Similar to the previous occurrence of an earthquake, it was the PMI volunteers who participated in the Cianjur earthquake disaster management operation. Volunteers have a crucial role in PMI, since they are both the primary catalysts and the individuals who directly interact with the earthquake-affected victims in Cianjur.

The primary entities involved in managing the Cianjur earthquake, aside from the government, are humanitarian organizations. These organizations are social institutions dedicated to providing assistance to affected communities, whether the cause is natural disasters (such as earthquakes, tsunamis, hurricanes, etc.) or human-made crises (such as war, poverty, malnutrition, etc.). One prominent organization that has consistently been involved in humanitarian efforts is the Indonesian Red Cross (PMI). Given the scarcity of administrators at PMI Cianjur and the growing workload, PMI Cianjur ultimately enlisted volunteers to assist in the evacuation of earthquake victims. A total of 70 volunteers were registered as a result of this recruitment operation.

PMI volunteers are required to be prepared to assist the community in any situation and in accordance with the seven principles of the Red Cross when performing their responsibilities. In order to deliver services effectively, it is imperative to have dedicated volunteers who are committed to the organization, since their impact on the community will be tangible. Out of the 70 PMI Volunteers from Cianjur Regency who participated in the management of the earthquake disaster, 41 individuals did not possess any specialized or vocational education. Additionally, five volunteers had not undergone any basic training, particularly those from the KSR Unit of Higher Education. The establishment of PMI Volunteers is outlined in the PMI Articles of Association Chapter XV, specifically in Article 64 which addresses the rights of volunteers, and Article 65 which addresses their obligations. Furthermore, the PMI Bylaws Chapter XI, specifically Articles 70, 71, and 72, elaborate on the processes of recruitment, training, and capacity building for volunteers.

### **Objectives**

Following a week of Disaster Emergency Response (DER or TDP) operations, a significant decline in personnel was observed among the initially enthusiastic and numerous volunteers. This decrease can be attributed to the confusion experienced by inexperienced volunteers who had not received proper training, as they struggled to determine their assigned tasks and responsibilities during their shifts.

Another occurrence in the field involves the handling of volunteers who fail to adhere to the PMI code of conduct, including non-compliance with wearing attributes, neglecting to use Personal Protective Equipment (PPE), displaying unpleasant behavior, and committing other offenses that contravene the PMI Code of Conduct. This is apparent in the observations made by the PMI POSKO team, who have received numerous grievances from the community. Despite the efforts of the current staff to provide maximum PMI services, they are still inadequate. This is evident from the ongoing complaints voiced by the affected community.

During the Cianjur earthquake response, not all volunteers performed at their highest level of effectiveness. This implies that many volunteers required constant direction and instruction to fulfill their duties. Additionally, a significant number of volunteers lacked advanced education beyond the basic level. Basic education alone did not equip them with the necessary knowledge and skills to work in the field, as it paled in comparison to the expertise gained through further education and specialization.

The aims of this study are: (a) to examine the process of human resource development with the goal of enhancing the abilities of volunteers at PMI Cianjur, (b) to identify and analyze the barriers that hinder the optimal human resource development in improving the capabilities of PMI volunteers in Cianjur Regency, and (c) to assess the strategies of human resource development in order to enhance the capacities of PMI volunteers.

## **2. Literature Review**

### **Human Resource Management**

Human Resource Management (HRM), as defined by Handoko (2016), is the systematic process of recruiting, screening, training, retaining, and utilizing people resources to accomplish both individual and organizational objectives. According to Edy Sutrisno (2019: 3), human resource management is the sole resource that possesses

emotions, aspirations, expertise, knowledge, motivation, authority, and productivity (in terms of efficiency, preference, and volition).

According to Hasibuan (2020: 10), HRM is the discipline that governs the relationship and function of labor in order to effectively and efficiently achieve the objectives of the company, employees, and society. Sedarmayanti (2017: 3) defines HRM as the process of effectively and efficiently utilizing human resources through planning, mobilization, and control of all human capabilities to achieve goals. Malayu S.P Hasibuan (2017: 10) describes Human Resources management as "The discipline that governs the relationship and function of labor in order to effectively and efficiently achieve the objectives of the company, employees, and society."

According to Malayu S.P Hasibuan (2017: 21) states that, the functions of human resource management include:

- a. **Planning**  
Human resources planning, often known as workforce planning, involves strategically and efficiently arranging the personnel to align with the company's objectives and facilitate goal achievement. Planning is accomplished by the establishment of a staffing program. The staffing program encompasses the activities of organizing, directing, regulating, procuring, developing, compensating, integrating, maintaining, punishing, and dismissing personnel. An effective staffing program will facilitate the attainment of the company's objectives, as well as the satisfaction of its employees and the community.
- b. **Organizing**
- c. **Organizing** is the process of structuring an organization by establishing a clear division of labor, defining work connections, delegating authority, ensuring integration, and facilitating coordination through the use of an organization chart. Organization serves as a mere instrument to accomplish objectives. Efficient organization facilitates the effective achievement of goals.
- d. **Directing**  
Directing involves the coordination and motivation of personnel to work collaboratively and efficiently towards achieving the objectives of the organization, employees, and society. The leader exercises direction by delegating tasks to subordinates to ensure their appropriate execution.
- e. **Controlling**  
Controlling refers to the process of overseeing and directing staff to ensure their compliance with business regulations and adherence to the established plan. In the event of deviations or inaccuracies, appropriate measures are implemented to rectify the situation and further improve the plans. Employee control encompasses monitoring and managing aspects such as attendance, adherence to rules, conduct, collaboration, task execution, and maintaining a conducive work environment.
- f. **Procurement**  
Procurement refers to the systematic process of attracting, selecting, placing, orienting, and inducting personnel who possess the necessary qualifications and skills that align with the requirements of the firm or organization. Effective procurement will facilitate the achievement of the objectives.
- g. **Development**  
Procurement refers to the systematic process of attracting, selecting, placing, orienting, and inducting personnel who possess the necessary qualifications and skills that align with the requirements of the firm or organization. Effective procurement will facilitate the achievement of the objectives.
- h. **Compensation**  
Compensation refers to the remuneration, both in the form of monetary and non-monetary benefits, that employees receive in return for the services they render to the organization. The concept of compensation is equitable and practicable. Fair refers to being in line with one's work performance, while viable means being able to fulfill one's basic necessities and being directed by the government's minimum wage requirement, taking into account both internal and external consistency.
- i. **Integration**  
Integration is the process of aligning the company's goals with the requirements of its employees, with the aim of fostering peaceful and mutually advantageous collaboration. The corporation generates revenues, enabling employees to satisfy their demands through the outcomes of their labor. Integration is a crucial and challenging aspect of HRM as it brings together two opposing objectives.
- j. **Maintenance**  
Maintenance refers to the ongoing efforts to uphold or enhance the physical, mental, and loyalty aspects of employees, ensuring their continued willingness to collaborate until retirement. Effective maintenance is achieved by the implementation of a welfare program that is tailored to the majority of employees and is led by both internal and external coherence.

k. Discipline

Discipline is the paramount function of HRM and the crucial factor in achieving goals, since the absence of effective discipline hinders the attainment of optimal objectives. Discipline refers to the inclination and consciousness to adhere to the regulations set by a firm and the accepted standards of society.

l. Separation

Separation refers to the cessation of an individual's job affiliation with a corporation. This termination is attributed to several factors, including the voluntary resignation of the employee, the company's decision, the expiration of the employment agreement, retirement, and other contributing factors. This release is governed by legislation No.12 of 1964.

## **HR Management Objectives**

The objectives of Human Resource Management according to Sedarmayanti (2017: 9) are as follows:

- a. Provide guidance to management regarding HR policies to ensure that the organization/company possesses a workforce that is both highly motivated and high-performing, capable of effectively adapting to change.
- b. Establish and execute HR policies and procedures to accomplish organizational/company objectives.
- c. Effectively manage and resolve employee relations crises and challenging situations to ensure minimal disruption in the attainment of company objectives.
- d. Facilitate communication between employees and organizational administration. Contribute to the formulation of the organization/company's overarching direction and strategy in relation to HR matters.
- e. Offer support and establish favorable circumstances to aid line managers in attaining objectives.

Meanwhile Yusuf (2015: 35) states that the objective of human resource management is to enhance the effective contribution of individuals or workforce to the organization or corporation in a strategic, ethical, and socially responsible way.

## **Human Resource Management Development**

As stated by Krismiyati (2017), Human Resource Development refers to the systematic process of enhancing the knowledge, skills, and attitudes of individuals inside an organisation, as well as providing them with career advancement opportunities. This is facilitated by fostering organisational flexibility to effectively achieve goals. According to Malayu S.P Hasibuan (2008: 69), development refers to the process of enhancing the technical, theoretical, conceptual, and moral skills of employees in line with the requirements of their job or position through education and training.

Meanwhile, according to Mangkunegara (2008: 44), development is an extended educational process that employs structured and organised methods. In this process, managerial professionals utilise conceptual and theoretical knowledge to impact and attain overall goals. According to Isnir Budiarti (2018: 257), human resource development refers to the deliberate actions taken to enhance the technical, theoretical, conceptual, and moral competencies of employees in alignment with the requirements of their jobs.

Priansa (2018: 146) defines human resource development (HR development) as the process of equipping individual employees with the necessary skills and knowledge to take on new or elevated roles within the organisation. Development typically pertains to enhancing the cognitive or affective capacities required to do a task more effectively.

## **Human Resource Development Benchmarks**

According to Priansa (2018: 156) suggests the following benchmarks for HR development:

- a. Performance Change  
The objective of human resource development is to enhance and refine. Work outcome modifications serve as a key indicator of the efficacy of the implemented human resource development programme. All of this information can be ascertained by evaluating the performance and productivity of employees.
- b. Changes in Personality and Behavior  
The benchmarking method utilised in human resource development involves regularly measuring changes in employee behaviour. This allows leaders to compare and assess employee personalities and behaviours.
- c. Test

Examinations are occasionally conducted either after multiple stages or upon completion of the program. Measurements are conducted to ascertain the level of information that personnel have learned.

d. **Assessment by Participants**

Examinations are occasionally conducted either after multiple stages or upon completion of the programme. Measurements are conducted to ascertain the level of information that personnel have learned.

e. **Expert Examination**

The process of evaluating the human resource development programme focuses on the suppliers of development materials, participants in the development programme, various forms of development, and other elements of the programme. This activity can engage professionals in the respective domain. An expert possesses extensive and profound expertise in designing a human resource development programme that aligns with the organization's goals and interests. The evaluation conducted by the specialist will be really advantageous for the organization.

## **Human Resource Development Objectives**

According to Priansa (2014: 148), HR development in organizations has many goals, both internally and externally.

Internal HR development goals such as:

1. Increase work productivity.
2. Improve organizational efficiency.
3. Improve organizational effectiveness.
4. Prevent damage to organizational facilities.
5. Reduce work accidents.
6. Improve internal services.
7. Improve employee morale.
8. Open opportunities for career development.
9. Develop leadership skills in employees.
10. Leadership succession.
11. Increase the compensation that trained employees will receive.

External HR development objectives such as:

1. Able to meet customer needs (demands).
2. Able to face business competition.
3. Able to face competition on a global level.
4. The higher cost of employees, where companies choose to hire fewer employees but they can carry out a lot of work.
5. The scarcity of energy resources.

## **3. Methods**

The study employed both qualitative and quantitative methodologies, utilising a case study design. This approach was chosen due to the nature of the problems examined, which were related to the earthquake disaster. The researchers had firsthand experience of the issues through their volunteer work, witnessing and experiencing the problems directly at the research site. This allowed for a more thorough and comprehensive collection of data. Data collecting methods encompass interviews, documentation, and participant observation, with the utilisation of SWOT matrices derived from EFAS and IFAS, which are subjected to quantitative analysis.

## **4. Data Collection**

Data collection was conducted through structured interviews, direct observation, documentation, and triangulation. Additionally, questionnaires were administered to respondents who served as informants for quantitative analysis of the SWOT matrix.

### *Structured Interview*

The researcher posed multiple inquiries employing a voice recorder, notebook, and camera. A series of structured interviews were carried out with key individuals, including the Head of PMI and the Head of the Volunteer Division, DIKLAT and PSDM. Additional interviews were conducted with supporting individuals, such as the Head of Headquarters, Volunteer Commander, Disaster Emergency Response Coordinator, and 11 PMI volunteers. In total, 15 individuals were interviewed.

### *Direct Observation*

This study employs the method of participant observation wherein the researcher acts as a volunteer and actively engages in addressing issues related to the subject of study, while also maintaining a checklist of items to be observed.

#### *Documentation*

In this study, researchers documented their research implementation through the use of photos or photographs as tangible evidence of their work completed at the research site.

#### *Triangulation Technique*

Data acquired by researchers using several data collection techniques from a same source. The objective of triangulation is not to ascertain the absolute truth regarding a certain phenomenon, but rather to enhance the researcher's comprehension of the findings.

Qualitative data analysis techniques developed by Miles and Huberman (1984) are by reducing data, presenting data, and verifying data and drawing conclusions. (In Sugiyono. 2016) namely by way of:

1. Data reduction

Data reduction involves the process of organising and categorising the gathered data. The collected data aligns with the research objectives. Data reduction aims to streamline and simplify the data, making it more targeted and manageable.

2. Presentation of data

The data, which has been organised based on the research objectives, is subsequently displayed in a table. The data obtained from the processes of planning, executing actions, observing, and reflecting is systematically arranged into tables to enhance data readability.

3. Data Verification and Conclusion Drawing

Data verification is conducted by the comparison of empirical investigations with theoretical frameworks that underpin the research. The objective is to verify the accuracy of the information obtained from the collected data. Conclusions are derived from the collected data. Primary data refers to information that is gathered directly from the subject of study by an individual or organisation, specifically for the purpose of the study. This data can be obtained through methods such as interviews or observations.

While quantitative analysis uses a SWOT matrix. According to Rangkuti (2016: 19), SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is the systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize Strengths, and Opportunities, but can simultaneously minimize Weaknesses and Threats.

Before inputting all dimensions into the SWOT analysis strategy formulation, the following activities are first carried out:

1. To begin, it is essential to identify the specific aspects that fall under the categories of internal and external factors. This can be achieved by thoroughly examining relevant literature, conducting interviews, or reviewing data with research informants. The purpose of this exercise is to accurately characterise the issues at hand. This stage employs a matrix comprising both internal and external strategies.
2. Organising the interview. At this point, informants were instructed to modify the problem by either reducing, adding, or emphasising certain parts.
3. Perform data analysis. This data analysis is conducted by evaluating both internal and external aspects, and subsequently classifying them into categories such as strengths, weaknesses, opportunities, and threats, depending on input from informants. Subsequently, it will be incorporated into the SWOT matrix to derive the optimal approach.

When deciding on the appropriate human resource improvement plan, a study of internal and external situations is conducted based on the evaluation results collected from designated informants. The assessment yields an analysis encompassing strengths, weaknesses, opportunities, and risks. In order to ascertain this, we can employ the merger interaction between intrinsic factors and extrinsic influences.

#### ***External Factors Analysis Summary (EFAS)***

According to Rangkuti (2016: 25) before making a matrix of external strategic factors, it is necessary to know in advance the External Strategy Factors (EFAS). The following are ways of determining these factors:

- a. Arrange them in column 1 (5 to 10 opportunities and threats).
- b. Assign a weight to each element, ranging from 1.0 (very significant) to 0.0 (insignificant). These factors are likely to influence strategic variables. Assign a rating to each factor on a scale of 4 (outstanding) to 1 (poor) depending on its impact on the state of the company in question. The rating value for the opportunity component

is positive. A higher opportunity is assigned a rating of +4, while a smaller opportunity is assigned a rating of +1. The threat rating scoring is inverted.

- c. Multiply the weight in column 2 with the rating in column 3, to obtain the weighting factor in column 4. The result is a weighting score for each factor whose value varies from 4.0 (outstanding) to 1.0 (poor).
- d. Add up the weighting scores (in column 4), to obtain the overall weighting score for the company concerned. This overall value reflects how a particular organisation reacts to its external strategic elements. This total score can be used to compare this company with other companies in the same industry group.

### **Internal Factors Analysis Summary (IFAS)**

After the company's internal strategic factors are identified, an IFAS table is prepared to formulate these internal strategic factors in the company's Strength and Weakness framework with the following steps:

- a. Determine the factors that are strengths and weaknesses in column 1.
- b. Weight each of these factors on a scale ranging from 1.0 (most important) to 0.0 (least important), based on their influence on the company's strategic position. (All these weights should not exceed the total score (1.00).
- c. Calculate the rating for each factor by providing a scale ranging from 4 (outstanding) to 1 (poor), based on the influence of the factor on the condition of the company concerned. Positive variables (all variables categorized as strengths) are given a value of +1 to +4 (excellent) by comparing with the industry average or with the main competitors. Meanwhile, variables that are negative are the opposite.
- d. Multiply the weights in column 2 by the ratings in column 3, to obtain the weighting factors in column 4. The result is a weighting score for each factor that varies in value from 4.0 (outstanding) to 1.0 (poor).
- e. Add up the weighting scores (in column 4), to get the total weighting score for the company in question. This total score shows how a particular company reacts to its external strategic factors. This total score can be used to compare this company with other companies in the same industry group.

## **5. Results and Discussion**

### **5.1 Object of Research**

The object of research at the Indonesian Red Cross (PMI) Cianjur Regency which is located at Jl. Pangeran Hidayatullah No.45 b, Sawah Gede, Kec. Cianjur, Cianjur Regency, West Java 43212. The Indonesian Red Cross of Cianjur Regency was established in 1952. PMI Cianjur experienced several changes of chairman from 1952-2023. The first chairman with a service period of 1952-1962, Chairman R Yusup and Secretary R. Muhammad Kurdi. For now, PMI Cianjur Regency is chaired by Ahmad Fikri and his secretary Tatang Sumarna with a service period of 2022-2027.

The analysis has identified the factors that hinder the optimal development of Human Resources in the Indonesian Red Cross Cianjur Regency. These factors need to be addressed in order to enhance the capacity of PMI volunteers. The findings of interviews conducted with two primary informants and 13 supporting informants revealed that HR development at PMI Cianjur Regency yielded favorable outcomes, indicating it as a contributing factor to the organization's excellence in internal strategic factors as identified in the SWOT analysis.

Internal strategic factors in terms of strengths consist of:

- 1) Basic training (DIKLATSAR).
- 2) Advanced training (Vocational Education).
- 3) Evaluation of activities.
- 4) Discussion between volunteers.

Meanwhile, the external strategies from the opportunity aspect are:

- 1) There are funds from CSR.
- 2) Training programs organized by PMI at the central and provincial levels as well as other NGOs.
- 3) There are donors from the PMI fund month program.

Then in terms of Internal Strategy from the aspect of weaknesses are:

- 1) The laziness factor.
- 2) Unruly behavior of volunteers.
- 3) Funds are limited because they do not get a budget from the government directly in the APBD, only getting funds limited to grant funds.
- 4) Non-binding status of volunteer work.

While external strategies from the Threat aspect are:

- 1) The existence of other similar organizations so that the opportunity to get funds from CSR or donors can be reduced.
- 2) The coordination channel with the government is not very good so it seems to be sidelined.

Prior to proceeding to the subsequent stage, the aforementioned aspects will be initially taken into account and included into a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), wherein internal factors (strengths and weaknesses) are compared with external factors (opportunities and threats). Within this analysis, several elements such as strengths, weaknesses, opportunities, and threats have an impact on the development of human resources at PMI Cianjur Regency. Once the data has been verified as accurate, it consists of information from 15 samples. These samples include two key informants, namely the Head of the Volunteer Division and DIKLAT and PSDM, as well as 13 supporting informants to enhance the reliability of the study data.

## **5.2 Discussion**

### *5.2.1 Human Resource Development*

Human resources are an important part of an organization because human resources are the main driver of the organization. The Indonesian Red Cross, which always serves the community by carrying out humanitarian actions, always upholds the 7 (seven) Basic Principles of the International Red Cross and Red Crescent Movement, namely Humanity, Equality, Volunteerism, Independence, Unity, Neutrality and Universality.

Hence, it is imperative to implement human resource development in order to maximise PMI's community services and ensure the satisfaction of its beneficiaries. However, during the management of the Cianjur earthquake natural disaster, the HR development programme at PMI was not fully utilised due to various limitations faced by PMI Cianjur Regency. These limitations include financial constraints, competition with similar organisations, the informal status of volunteers, lack of motivation from volunteers, and apparent neglect from the government, as well as the insufficient capacity and effectiveness of the HR department itself.

Researchers conducted additional inquiries with informants, specifically the Chairperson of PMI Cianjur Regency, to gather more information regarding HR development at PMI Cianjur Regency. The subsequent interview findings were acquired:

"Now if this has actually turned into a work programme, then at the very least there should be an improvement in performance. At PMI Cianjur Regency, we see what we think is an improvement in performance every three months, and it's not just performance that we see. Maybe it's from human resources first, because that's what I've seen so far under my leadership, which ends tomorrow, July 4, after one year of leadership." Because of what? Because from what I've seen so far, human resources aren't moving forward; instead, they're going backwards, even though they are qualified. Old habits die hard. Finally, we will boost the employees' abilities at the end of July through training, coaching, and leadership. So, why are there additions? Do they not work well? I don't think it's bad, but as I said before, they are going backwards instead of forwards even though their people resources are qualified. So maybe to inform them of that, they need to build their skills, which is what we want to do at PMI Cianjur".

Based on the interview results, it can be inferred that HR development at PMI is progressing satisfactorily. However, there are obstacles and deficiencies in this development, particularly related to the human factor. Volunteers still lack a comprehensive understanding and appreciation of their functional duties. Hence, it is imperative to cultivate human resources in order to enhance the capabilities of PMI volunteers.

### *5.2.2 Factors inhibiting suboptimal Human Resource Development in an effort to increase the capacity of human resources at the Indonesian Red Cross in Cianjur Regency*

The next interview was conducted on July 3, 2023 with questions in the form of what are the inhibiting factors that make Human Resource Development less than optimal.

"The first comes from people, who are lazy because they're used to it. The people they have working for them are qualified, but because they are already qualified, they don't want to grow the people they already have. In the end, we will hold a number of their events, but they don't want to improve the people they already have because they think they are qualified, so they just let it go. Finally, we will have a number of activities planned just for the opening of the headquarters. For example, after the MUSCAB KSR commander is appointed, I want there to be capacity building every month to help friends in PMI do their jobs better and stop being lazy because they are used

to being appointed. So once they are hired, only one person works, but here at PMI, we work as a team, so why is that? In order to do charity work, it takes more than one person. It takes a team, not just staff. I hope that one day there will be managers who can tell these friends what to do directly, that way they won't be so lazy. The next one is about money, since our budget depends only on grants from the APBD, which aren't very big for Cianjur district (maybe because the PAD is small, so the grant is also small). The second one is about getting the community involved, and PMI has started a movement of concern by giving out PMI fund month coupons to people in the community through agencies and schools in Cianjur district, and always if the goal is met, So the community's involvement isn't the best it could be."

To find out more in-depth information, the researcher conducted an interview with the first supporting informant on July 3, 2023 with the Head of PMI Cianjur Regency, namely Mr. Ahmad Fikri. For the questions asked about the first sub parameter, namely performance changes in terms of improving work results and inhibiting factors. The following are the results of the interview:

"At PMI Cianjur, there are a number of human resources, such as administrators and volunteers who work there." A lot of the time, our actions at the headquarters are evaluated here so that staff or volunteers can be managed. Every three months, the headquarters always looks at all of the activities, either as a whole or just one. This includes a review of the problems and possible answers, like what can be done to make activities better. On the other hand, there is a forum for volunteers called korek sukarah. They also like to have meetings to talk about what activities have been done and any problems or answers that will be used to build people's skills. If the thing that stops us is that we often say yes, then it will happen in every action, no matter how predictable or unpredictable it is. As for problems, they may come from our own resources, like people, or from the machinery that helps us do our work. They are usually a problem, but they will be looked at and fixed in the future. So, in my opinion, there are two things that are holding back the growth of human resources: first, the lack of infrastructure facilities to support activities that would help these resources grow".

The next interview was conducted by researchers on July 3, 2023 also, to the second supporting informant, namely Mr. Hasan Fauzi as Head of Headquarters, with the questions asked regarding the sub-parameters of personality and behavior changes in terms of how to change behavior and whether personality or behavior is an obstacle in HR development, the following are the results of the interview:

"If there are results that could make the programme less effective. There is almost always a discussion and directions to do things like change how things are done. If there are mistakes that need to be fixed, there is always a review. It can often be a factor that helps with both behaviour changes and getting people to serve. People have different interests, behaviours, and habits, which can sometimes make the programme less effective. Performance can also be lower due to differences in opinion and desires. However, after some thought, there is usually a middle ground, so we need to find it. However, there are many differences that make it hard to do so".

The subsequent interview took place on July 3, 2023, with Mr. Ujang Muhamad, S.P, serving as the third supporting informant. Mr. Muhamad holds the position of Commander of KSR PMI Cianjur Regency. The interview focused on sub-parameters related to the examination, specifically on how the organization's leadership implemented a programme to enhance knowledge and whether such a programme existed. The outcomes of the interview pertaining to human resource development are as follows::

"The first step is usually to write a report on our needs, like "We need this capacity; what are the shortcomings; what are the shortcomings of volunteer training?" After that, we write a report to the leadership, and they will tell us whether we should do it as training or something else that could be used as training. The training that has been or will be given as part of capacity development is exactly what is needed. This is because volunteers may not have the right skills, so the training is always encouraged, but if it is training, God bless them.

Volunteers at PMI can't just jump in and start helping. So people who want to join PMI must first learn the basics. The basic education includes an introduction to the Red Cross and then to all of PMI's specialisations. The normal amount of time is 120 hours. There is more advanced training or training after that for people who want to go in. The next step is training in a specific area. The discussion goes into more depth if the advanced training is more in-depth, since the specialisation has already been talked about. If the specialisation training is already focused on one road, say if you want to go to "First aid is first aid, so it's no longer universal, its scope is more specific."

The subsequent interview took place on July 4, 2023, with the fourth informant, Mr. Ajang Fajar Achiana, who serves as the Coordinator of TDB PMI Cianjur Regency. The interview focused on assessing the evaluation of colleagues and others. The interview results are presented below:

"Volunteers evaluate other volunteers, so between fellow volunteers in one service they usually evaluate the performance of their services, what their relationship is like with other volunteers and then share what the volunteers are lacking with each other."Sharing is like that between volunteers, or they brush up on their own training or tools to get better at what they do.

"There is, and there will always be. For instance, every action ends with an evaluation. The goal is to fix any problems that have already been found and get better so that the next time around is even better".

The subsequent interview took place on July 5, 2023, with the fifth informant, Muhamad Hilmi, S.I.Kom, who is a volunteer for PMI Cianjur Regency. The purpose of the interview was to gather information on performance inspections conducted by leadership and organizational leaders. The interview results are presented below:

"We usually do it regularly, every six months after the program starts. There is always a report at the end of the year and one every semester. We look at all the performance and include any weaknesses or strengths." As part of the end-of-year report, all the things that happened during the year must also be shared. Not only do we have to answer to the area leaders, but also to the provinces sometimes.

"The leadership of PMI Cianjur Regency will look at the quarterly report first, and then the annual report," the story said. "Then, per activity, the report will be seen, including verbally, usually always evaluating directly what obstacles there are, what are they facing, what are the solutions, etc. are usually carried out."

The researcher identified several inhibiting factors that contributed to the suboptimal Human Resource Development efforts at the Indonesian Red Cross in Cianjur Regency. These factors include:

- 1) Insufficient financial considerations.
- 2) Community engagement is suboptimal, maybe due to insufficient socialization efforts by PMI.
- 3) Cultural practices or long-standing traditions that are constantly ready to be acknowledged.
- 4) Volunteer apathy.
- 5) Volunteers experience lethargy.
- 6) Volunteers have distinct behaviors and routines.
- 7) Resources and physical structures to facilitate training activities

### *5.2.3 Human Resource Development Strategy In An Effort to Increase HR Capacity at the PMI Cianjur*

The Human Resources Development Strategy is implemented through the utilisation of the SWOT analysis approach, which encompasses the evaluation of Strengths, Weaknesses, Opportunities, and Threats. During this analysis stage, we will identify the strengths and weaknesses, as well as the possibilities and challenges, in human resource development. The goal is to enhance the ability of PMI Volunteers in Cianjur Regency. An initial action was undertaken to establish a human resource development strategy with the aim of enhancing the capabilities of PMI Volunteers in Cianjur Regency. To ascertain the key strategic elements that impact and ascertain the success of implementing human resource development. External Strategy Factor Analysis (EFAS) and Internal Strategy Factor Analysis (IFAS) are employed. The examination of environmental factors, known as EFAS and IFAS, involves two separate assessments. The first analysis focuses on internal elements, which include strengths and weaknesses. The second analysis examines external factors, which encompass opportunities and threats.

#### **5.2.3.1 IFAS dan EFAS**

Human Resource Development strategies were derived from EFAS, IFAS, and SWOT analysis outcomes. This plan aims to boost HR capacity at the Indonesian Red Cross in Cianjur Regency. The results were obtained based on the findings from the interview:

1. Internal Strenght Factors (*Strenght*)
  - a. There's basic education and training.
  - b. The existence of further/specialized education and training.
  - c. Actively giving assignments.
  - d. There is an evaluation after each activity.
2. Internal Weakness Factors (*Weakness*)
  - a. The human factor.
  - b. Facilities.
  - c. Unbound volunteer status.
  - d. Financial shortage.

**Table 4. 1 IFAS**

No	Internal Strategy Factors	Weight	Rating	Score
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	Strengths			
1	There's basic education and training.	0.24	3.67	0.89
2	The existence of further /specialized education and training.	0.24	3.33	0.81
3	Actively giving assignments.	0.24	3.50	0.85
4	There is an evaluation after each activity.	0.27	3.50	0.95
	Total	1.00		3.50
	Weakness			
1	The human factor.	0.24	2.50	0.61
2	Facilities.	0.24	2.50	0.61
3	Unbound volunteer status.	0.24	2.67	0.65
4	Financial shortage.	0.27	2.17	0.57
	Total	1.00		-2.45
	Total Internal Strategy Factor			1.05

Source: Processed by researcher, 2023.

3. *External Opportunities Factor*
  - a. There is support from sponsors or other NGOs (Non-Governmental Organizations).
  - b. There is training held by Central PMI and Provincial PMI.
  - c. There is training held by other NGOs.
  - d. There are donors from the monthly fund.
4. *External Threat Factors*
  - a. Organizations have enrolled different systems.
  - b. Compete with other similar NGOs.
  - c. Poor communication with local government.
  - d. Lack of support from the government.

**Table 4. 2 EFAS**

No	External Strategy Factors	Weight	Rating	Score
	Opportunities			
1	There is support from sponsors or other NGOs.	0.25	3.67	0.93
2	There is training held by Central PMI and Provincial PMI.	0.25	3.33	0.84
3	There is training held by other NGOs.	0.23	3.33	0.78
4	There are donors from the monthly fund.	0.26	3.67	0.96
	Total	1.00		3.50
	Ancaman ( <i>Threats</i> )			
1	Organizations have enrolling different systems.	0.23	2.50	0.59
2	Compete with other similar NGOs.	0.27	2.00	0.53
3	Poor communication with local government.	0.23	2.83	0.66

4	Lack of support from the government.	0.27	2.33	0.62
	Total	1.00		-2.40
	Total External Strategy Factor			1.10

Source: Processed by researcher, 2023.

Human Resource Development strategies were based on EFAS, IFAS, and SWOT analysis outcomes. This plan aims to boost HR capacity at the Indonesian Red Cross in Cianjur Regency. The interview findings were as follows. Internal factors, including strengths, total 3.50 and weaknesses -2.45, according to the IFAS and EFAS calculation table. Strengths and weaknesses total 1.05. Opportunities are 3.50 and hazards are -2.40 for external factors. Opportunities and threats total 1.10.

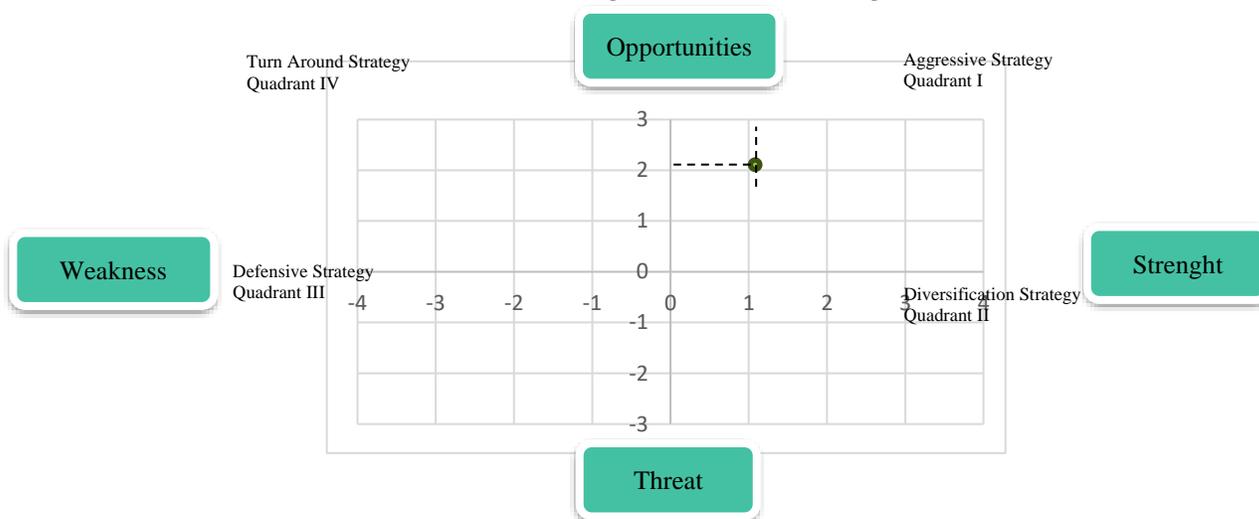
### 5.2.3.2 SWOT Cartesian Diagram

Based on the IFAS and EFAS calculation table, namely:

$$\text{Strength} + \text{Weakness} = 3.50 + (-2.45) = 1.05$$

$$\text{Opportunities} + \text{Threat} = 3.50 + (-2.40) = 1.10$$

Figure 4. 1 Cartesian Diagram



According to the provided image, it indicates that the HR development strategy at PMI Cianjur Regency falls within quadrant 1. This implies that an Aggressive Strategy should be implemented, which entails the organisation consistently leveraging its strengths and opportunities to advance and grow.

### 5.2.3.3 SWOT Matrix

Table 4. 3 SWOT Matrix

IFAS EFAS	<b>STRENGTHS (S)</b>	<b>WEAKNESS (W)</b>
	<ol style="list-style-type: none"> <li>1. There's basic education and training.</li> <li>2. The existence of further/specialized education and training.</li> <li>3. Actively giving assignments.</li> <li>4. There is an evaluation after each activity.</li> </ol>	<ol style="list-style-type: none"> <li>1. The human factor.</li> <li>2. Facilities.</li> <li>3. Unbound volunteer status.</li> <li>4. Financial shortage</li> </ol>
<b>OPPORTUNITY (O)</b>	<b>STRATEGI SO</b>	<b>STRATEGI WO</b>

<ol style="list-style-type: none"> <li>1. There is support from sponsors or other NGOs (Non-Governmental Organizations).</li> <li>2. There is training held by Central PMI and Provincial PMI.</li> <li>3. There is training held by other NGOs.</li> <li>4. There are donors from the monthly fund.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase the number of sponsors to support the education and training program.</li> <li>2. Improve relationships to obtain training information.</li> <li>3. Involve PMI personnel to work with other NGOs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Involving personnel in training held by central PMI to support the lack of facilities or infrastructure.</li> <li>2. Hold interesting events to attract the interest of independent volunteers.</li> <li>3. Increase socialization of monthly funds to the community to minimize financial shortages.</li> </ol>
<p><b>THREATS (T)</b></p> <ol style="list-style-type: none"> <li>1. Organizations have enrolled different systems.</li> <li>2. Compete with other similar NGOs.</li> <li>3. Poor communication with local government.</li> <li>4. Lack of support from the government.</li> </ol>	<p style="text-align: center;"><b>STRATEGI ST</b></p> <ol style="list-style-type: none"> <li>1. Volunteers are taught during training to be able to adapt quickly when working with other NGOs.</li> <li>2. Strengthen relationships with other NGOs so they can collaborate in training.</li> <li>3. Strengthen relations with the government and participate in government activities.</li> <li>4. Evaluation to improve how to increase financial support from the government.</li> </ol>	<p style="text-align: center;"><b>STRATEGI WT</b></p> <ol style="list-style-type: none"> <li>1. Increase volunteers' understanding so they can quickly adapt to other organizations when on duty.</li> <li>2. Establish good relationships with other NGOs so that they can complement each other's lack of facilities.</li> </ol>

Source: Processed by researcher, 2023.

Based on the SWOT matrix table above, four human resource development strategies for the Indonesian Red Cross in Cianjur Regency were obtained:

1. **SO (Strengths – Opportunities)**
  - a. Increase the number of sponsors to support the education and training program.
  - b. Improve relationships to obtain training information.
  - c. Involving PMI personnel to work with other NGOs (Non-Governmental Organizations).
2. **WO (Weakness – Opportunities)**
  - a. Involving personnel in training held by central PMI to support the lack of facilities or facilities.
  - b. Hold interesting events to attract the interest of independent volunteers.
  - c. Increasing socialization of monthly funds to the community to minimize financial shortages.
3. **ST (Strengths – Threats)**
  - a. Volunteers are taught during Diklatsar to be able to adapt quickly when working with other NGOs (Non-Governmental Organizations).
  - b. Strengthen relationships with other NGOs (Non-Governmental Organizations) so they can collaborate in training.
  - c. Strengthen relations with the government and participate in government activities.
  - d. Evaluation to improve how to increase financial support from the government.
4. **WT (Weakness – Threats)**
  - a. Increase volunteers' understanding so they can quickly adapt to other organizations when on duty.
  - b. Establish good relationships with other NGOs so that they can complement each other's lack of facilities.

Based on the findings of the SWOT analysis provided, it can be inferred that the Human Resource Development Strategy aimed at enhancing HR capabilities at the Indonesian Red Cross, Cianjur Regency falls within quadrant 1. This indicates that an Aggressive Strategy should be pursued, wherein the organisation must strive to fully utilise its strengths and capitalise on available opportunities. It is imperative to consistently advance and cultivate. PMI Cianjur Regency is fortunate as it possesses favourable strengths and chances for the ongoing development of its human resources.

## 6. Conclusion

Based on the findings and analysis, it can be inferred that HR development at PMI is progressing satisfactorily. However, this progress is hindered by certain obstacles and deficiencies in HR development, such as the insufficient comprehension and recognition of the responsibilities and roles associated with being a volunteer. Hence, it is vital to cultivate human resources in order to enhance the proficiency of PMI volunteers. The suboptimal constraining factors in the Indonesian Red Cross' efforts to enhance human resource capability in Cianjur Regency are as follows:

- 1) Lack of financial support.
- 2) Community participation has not been maximized due to a lack of socialization from PMI itself.
- 3) Culture or old habits that are always waiting to be appointed.
- 4) Lack of initiative from volunteers.
- 5) Volunteers feel lazy.
- 6) The behavior and habits of volunteers vary.
- 7) Facilities and infrastructure to support training activities.

From the SWOT matrix table provided, four human resource development strategies have been identified for the PMI of Cianjur Regency:

1. SO (*Strengths – Opportunities*)
  - a. Increase the number of sponsors to support the education and training program.
  - b. Improve relationships to obtain training information.
  - c. Involving PMI personnel to work with other NGOs.
2. WO (*Weakness – Opportunities*)
  - a. Involving personnel in training held by central PMI to support the lack of facilities or facilities.
  - b. Hold interesting events to attract the interest of independent volunteers.
  - c. Increasing socialization of monthly funds to the community to minimize financial shortages.
3. ST (*Strengths – Threats*)
  - a. Volunteers are taught during Diklatsar to be able to adapt quickly when working with other NGOs.
  - b. Strengthen relationships with other NGOs (Non-Governmental Organizations) so they can collaborate in training.
  - c. Strengthen relations with the government and participate in government activities.
  - d. Evaluation to improve how to increase financial support from the government.
4. WT (*Weakness – Threats*)
  - a. Increase volunteers' understanding so they can quickly adapt to other organizations when on duty.
  - b. Establish good relationships with other NGOs so that they can complement each other's lack of facilities.

The Human Resources Development Strategy aims to enhance HR capabilities at the Indonesian Red Cross in Cianjur Regency. It falls under quadrant 1, indicating the need for an Aggressive Strategy. This means that the organisation must consistently leverage its strengths and opportunities to drive continuous progress and growth.

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## 7. Biography / Biographies

**Tanto Heryanto**, is a permanent lecturer at the Faculty of Economics, Putra Indonesia University, since 2001, He graduated with a Bachelor's degree in the financial management at Sanggabuana

University YPKP Bandung (1998), then continued to the Master's degree in education management at Pakuan Bogor University and graduated in 2009. He is currently continuing his doctoral studies at Widyatama University Bandung with a concentration in Resource Management. The scientific fields of his expertise are in the field of Management, especially Human Resource Management, research methodology, and macro-microeconomics, the academic position of lecturer-300 lecturer and has been certified lecturer since 2012. He also lecturer at Suryakencana University at the Faculty of Economics and Islamic business. Active in the organization of the Sharia Economic Community (MES) Cianjur Regional Management in the Field of Creative Economy and Halal Tourism, Indonesian Research Lecturer Association (PDPI) Cianjur Regional Administrator. In 2023 received a Community Service grant from the Directorate of Research and Community Service, Directorate General of Research and Development of the Ministry of Research, Technology and Higher Education. Research focus in the field of human resource management.

**Muhammad Zulfikar** is a practitioner and academic of Islamic business and finance. He has 15 years of experience in one of the largest state-owned banks in Indonesia with his last position as Manager. He graduated with a Bachelor's degree in Business Management from the Islamic University of Bandung in 2001, then continued to the Master's degree in Business Management at Padjadjaran University and graduated in 2005. He is currently continuing his doctoral studies at the Philippine Women's University in the field of Business. His area of expertise and study is all aspects of Sharia business management and finance. He currently holds positions in several Sharia business and financial institutions with positions ranging from commissioner to Sharia Supervisory Board. Because of his expertise, he is also a lecturer at the Faculty of Economics and Islamic Business at Suryakencana University. In addition to formal education, he also has several national scale competency certifications such as from the National Sharia Board of the Indonesian Ulema Council and international scale such as from the American Academy of Financial Management.

**Rahmat Gunawan**, a university student, born in Ciramahilir Village, Maniis District, Purwakarta Regency, on August 20, 2000, is the first of four children, the son of Wawan and Nuryati. His father was just a builder who often migrated to big cities, while his mother was only a housewife who also opened a small business, namely a food stall in her house. Since childhood, he was always advised by his parents to always be diligent in worship, honest, and kind to others. When he was 7 years old, he started his education at SDN 1 Ciramahilir, Purwakarta, then after graduating he continued his education at SMPN 2 Maniis, Purwakarta and graduated in 2016. After graduating from junior high school, he continued his education in the Cianjur area, namely at SMKN 1 Cikalongkulon then graduated in 2019. When he stepped on class X of the vocational school, he was classified as an active student because he participated in Paskibra eskul activities and had been a flag raiser at the Cikalongkulon sub-district level in 2017. Of course this became a valuable experience for him and his parents, besides that he was also active in organizations at school and his highest peak he was once the chairman of MPK SMKN 1 Cikalongkulon. He is also active in an external organization, Paskibra Cianjur Regency. After graduating from SMK then continued studying at Putra Indonesia University Cianjur. During college, he was very active in various organizations, became the Head of BEM Faculty of Economics and was active in the Indonesian

Red Cross and his most valuable experience was being assigned to the Cianjur Earthquake Disaster  
Emergency Response