

Strategic Planning of Human Resources Management in Supporting Indonesian Public Private Partnerships in Facing the Challenges of the Industrial Revolution 4.0

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Abstract

The era of globalization requires countries to use the sound governance paradigm where countries are interconnected and interdependent in global economic competition. This has an impact on the ease of conducting partnerships between countries such as the opening of great opportunities for foreign citizens to get employment opportunities in Indonesia by Public Private Partnerships which held among countries. However, Public Private Partnerships in Indonesia still face constraints on the limited quality of human resources. Indonesia's Human Development Index is still ranked in fifth place compared to ASEAN countries, which is equal to 0.689 in 2016. Collaborative activities in the global era have an impact on the high demands of organizational performance, where the implementer organization of the Public Private Partnership must be able to adjust to the pace of international development. Therefore, human resources in Indonesia are required to be improved to be internationally competitive, then actively and innovatively synchronized with rapidly developing information technology so that human resources in Indonesia can support sustainable development and will not be easily replaced by modernization and digitalization. This study examines the strategic planning of human resource management so that it can produce innovative human resources that are capable to support the performance of Public Private Partnerships in Indonesia in facing towards the challenges of the Industrial Revolution 4.0. This research was conducted with literature review methods. Efforts to increase human resource capacity are carried out by creating human resource strategic planning based on analysis of the situation and potential of human resources, then training and development are carried out based on international standardization.

Keywords: *strategic planning, human resources, Public Private Partnership, globalization, sound governance, Indonesia.*

Introduction

Public Private Partnerships (PPP) includes contractual agreements, alliances and collaborative activities used in policy development, program support and delivery of government programs, as well as services function (Osborne, 2000). To improve community service in quality and effectiveness as well as to improve operations, Public Private Partnerships (PPP) emerged as a strategy instrument driven by government and private service providers who collaborate and collect complete knowledge, capabilities and resources over a long period of time (Keers, 2018). Public Private Partnerships (PPP) has an important role in the

implementation of development strategies in a country because government and private partnerships provide answers to the lack of human resources in the implementation of government development programs and become solutions to state financial problems in national growth (Adnan, 2013). Today, the old paradigm for countries that compete with each other and compete to defeat each other has shifted to the era of collaboration. The state cannot walk alone to achieve its own goals effectively and efficiently. Thus, the government will cooperate well with private parties even with neighboring countries to achieve effectiveness in infrastructure developments. This collaboration is supported by globalization that is happening in the present that facilitates collaboration between Public Private Partnerships (PPP) between countries and regions. Collaborative activities in the global era have an impact on the high demand for organizational performance where the implementing organization of Public Private Partnerships (PPP) must be able to keep pace with the pace of existing developments in the international arena.

Public Private Partnerships (PPP) introduces work arrangements based on long-term reciprocal commitments between public sector organizations and organizations outside the public sector (Bovaird, 2004). The role of employees is strongly influenced by the increase in cooperation carried out by the organization. Likewise, cooperation with the government with the private sector must be supported by adequate human resources. However, the implementation of the Public Private Partnerships (PPP) has not been maximally implemented in Indonesia because the existence of new autonomous regions is not accompanied by adequate human resource and financial capacity. Other obstacles experienced by Public Private Partnerships (PPP) in Indonesia are 1) adequacy of project financing from investors and banks; 2) guarantee issues; 3) fulfillment of financing requirements; 4) land acquisition; and also 5) institutional capacity and cooperation (Rifai, 2016). Thus there are many delays in development, especially for the infrastructure development. On the other hand, human resources are still available to have skills that support the effectiveness of the performance of Public Private Partnerships (PPP). It's just that the human resources possessed by each local government are not maximized with the right human resource management. While the regional development planning process needs to be balanced with the availability of quality of local apparatus and resources, both human resources and funding sources, so that it can be ascertained the quality of human resources can support the effectiveness of achieving development goals. The need for performance measurement is used as the basis for conducting performance assessments, as to assess the success or failure of an organization, program, or activity (Riawan, 2016).

This research seeks to answer the question of how to increase innovation in the capacity of human resources to improve the performance of Indonesia's Public Private Partnerships (PPP) in facing the challenges of the Industrial Revolution 4.0. To answer the question above, author will use the sound governance paradigm. Sound governance is offered as an alternative to good governance because it is more comprehensive and covers the power of global or international governance (Farazmand, 2012). With this paradigm, we can analyze the development of human

resource management in the era of globalization that is right enough to improve employee performance in the sector of Public Private Partnerships (PPP). This research was conducted with descriptive qualitative research methods using literature studies with data collection techniques from several previous literatures which were analyzed to represent different points of view.

Literature Review

Several studies on Public Private Partnerships (PPP) have been conducted, including Chien (2016) which discusses the quality of social interaction in public-private joint programs affecting the flow of knowledge and the dynamics of organizational learning and trying to evaluate the potential impact of human resource management in Public Private Partnerships (PPP) in learning organizations in the Taiwan public sector. The study explained that there is a fundamental difference between public and private organizations, and about the existence of conventional policies in a private company to have a greater percentage of human resources which internally trained through strategies that make them as part of branding efforts, while the public sector requires integration of 'make and buy' to maintain and continue to improve the status quo (Chien, 2016).

In addition, Keers (2017) discusses the exploration of risk awareness and risk management practices that support the establishment of maintenance partnerships through multiple case studies of two projects of Public Private Partnerships (PPP) and short industry surveys. Kessey (2017) conducted a study to examine the dynamics of change and analysis of the success of the Business Process Re-Engineering method in the application of Public Private Partnerships (PPP). In this study, it was stated that public sector organizations are faced with restrictions to adopt change. Public organizational culture is more rigid, more structured, and more regulated by laws and regulations, making it difficult to transfer Business Process Re-Engineering applications and strive for success between the public and private sectors in the successful delivery of effective and cost-effective Public Private Partnerships (PPP) projects (Kessey, 2017).

Research from Qustolani (2017) identifies employee performance that affects the rate of Public Private Partnerships (PPP) in the era of globalization. The effect of job satisfaction, procedural justice and compensation on employee performance, both partially and simultaneously has a positive and significant influence (Qustolani, 2017). The quality of human resources also has a significant positive effect on regional financial performance and to improve regional financial performance can be done by improving the quality of human resources, with the most important factor determining the experience (Riawan, 2016). Ahmad, et al. (2014) examined the moderate influence of ASEAN free trade agreement between total quality management and business performance. In his research, it was explained that ASEAN trade liberation through the elimination of intraregional tariffs contributed to increased manufacturing in ASEAN countries to be more efficient and competitive in the world market with an ASEAN Free Trade Agreement (AFTA) that is good for foreign companies because they have

competitive advantages, however AFTA so profitable for local companies (Ahmad, Zakuan, Jusoh, Yusof, & Takala, 2014). This is also a reference to the importance of Public Private Partnerships (PPP) in this era of globalization. Especially for Indonesia in the progress of AFTA free trade. Companies that want to compete in the global market must improve the effectiveness of their total quality management (TQM) on business performance because the quality environment is an important factor to survive in the competitiveness of global market (Ahmad, Zakuan, Jusoh, Yusof, & Takala, 2014).

The influence of motivation, work discipline, and work environment on employee performance examined by Selvia (2014) concluded that the existence of good and comfortable motivation and environmental influences had a positive influence on employee performance. Higher work discipline is also an indication of the increase in employee performance (Selvia, 2014). These indicators are used in this study as assessments that must be considered in human resource management to improve the effectiveness of Public Private Partnerships (PPP) performance in the era of globalization (Selvia, 2014). The study of improving employee performance through motivation, discipline, work environment, and commitment is also presented in Prihantoro's research (2012). The existence of a positive influence of motivation in sincerity in completing work and the courage to sacrifice, responsibility in work, honest and consistent in work, and commitment shows that the higher motivation, then the commitment of human resources will increase (Prihantoro, 2012). Elements of human resource development such as recruitment, training, career development, benefits, promotion, transfer, structural and technical special training also have an influence on employee performance to create work effectiveness, especially compensation, promotion, technical training and structural training that become factors in improving the performance of human resources (Kalangi, 2015). Nevertheless, human resource management in Indonesia has enormous challenges such as cultural change and efficiency which are the main challenges of human resource management in the civil and private sectors, while talent seekers are seen as a major challenge for the service industry (Bennington & Habir, 2003).

Human resources management in Asia-Pacific involves a combination of forces related to globalization, competition, the struggle for talent, recognition of the need for change by organizations and decision makers, and evidence of successful best practices, which also contribute to changes towards directed equality in Asia-Pacific (Budhwar, Varmab, & Patel, 2016). The strengthening of ASEAN ties with the realization of the AFTA and the ASEAN Economic Community (AEC), has become an important point that must be considered as a challenge for human resource management in ASEAN countries. This is because with the advent of the AEC, workers or employees must be prepared to be able to balance the pace of growth and development across borders with other AEC participating countries. The AEC which has been put into effect by ASEAN countries has shown a strong commitment to its development. From the perspective of management talent of human resource, the prospect of free movement of labor is very interesting to apply in this era of globalization, but the application of free labor

movements will also be very challenging with the existence of significant differences in government and cultural diversity in ASEAN countries member (Chen & Su-Yen, 2016).

Facing the challenges of the AEC, Indonesia needs to prepare all managerial aspects of human resources, especially at the Public Private Partnerships (PPP) so that they are ready to go in line and be comparable or even better than other ASEAN countries. In this case, an analysis of the sound governance paradigm is needed to understand the influence of globalization such as the AEC free market on the effectiveness of Public Private Partnerships (PPP) performance. Farazmand (2012) explained that sound governance is offered as an alternative to good governance because it is more comprehensive than other concepts, including the important strength of global or international governance, including normative and technical and rational features of good governance, presenting a balanced view of governance that is lacking bias and consider the original features of the customary governance system, have all the characteristics of the quality of better governance of good governance technically, professionally, organizationally, politically, democratically, and economically, capacity, anticipatory behavior, democratic character, responsiveness and competencies, and cultural values embedded in the values and structure of society, as well as sound governance in accordance with constitutional values and responsive to international norms, rules and regimes (Farazmand, 2012).

Method

This research was conducted with a literature review method of books on human resource management studies, journals and articles on previous research on Public Private Partnerships (PPP), sound governance, and human resource management, as well as news adapted from websites related to PPP and human resource management. Data are collected from journal articles, nation reports, and research that has been done before. Then the collected data is processed with human resource management theory and sound governance. So as to produce new data regarding the needs of research subjects which are then re-analyzed to design strategic planning as a form of innovative solutions for the sustainable development of Indonesian Public Private Partnerships (PPP) human resources in the challenges of the Industrial Revolution 4.0.

Result and Discussion

Indonesia which is included in ASEAN has moved its people towards the ASEAN Economic Community. Not only being widely promoted in the community, the direction of the Indonesian business and economic sector was also carried out to be ready to compete in the free trade of the international market. Public Private Partnerships (PPP) that move the public and private sectors in the development and improvement of projects in Indonesia also begin to lead to international cooperation. Both the collaboration of technology transfer, education and human resources. But the performance of employees in Public Private Partnerships (PPP) in Indonesia cannot be said to be effective in the development of globalization. This is indicated by the existence of new autonomous regions that are not accompanied by adequate human resources

and financial capacity as well as the problem of guarantee and fulfillment of financing requirements, and institutional capacity and inadequate cooperation (Rifai, 2016). While the index of human resource development based on skills in Indonesia was recorded in the Human Development Reports by the United Nation Development Program (UNDP) of 40.8% of talented employees (UNDP, 2018). While developing countries in Southeast Asia such as Thailand (37.4%), Philippines (30.6%), Laos (33.2%), Vietnam (32.8%), Myanmar (17.7%), and Cambodia (9.7%) is still below the index value of employees who have skills in Indonesia. Nevertheless, Indonesia still has to compete with other Southeast Asian countries which have an index of employees who have high skills far above Indonesia such as, Malaysia (67.3), Brunei Darussalam (79.1%), and Singapore (81.7%) (UNDP, 2018). This figure shows a huge capacity of human resources in Indonesia who have the skills to be able to work optimally and effectively from both the public and private sectors. So that Public Private Partnerships (PPP) should run well, considering that Indonesia has an index of human resource development based on fairly high skills.

Problems arise when human resources with skills are not the main obstacle to the effectiveness of Public Private Partnerships (PPP) performance, but rather how human resources with qualified skills can be arranged in such a way that the effectiveness of performance in the realm of globalization can be created. The challenges of human resource management in Indonesia in the face of globalization and internationalization are increasing considering ASEAN countries are now competing to become increasingly flexible and dynamic with global developments, especially in neighboring countries. ASEAN countries learn from each other about the movement and development of neighboring countries, so that they can prepare themselves to collaborate in international partnerships.

Human resource management in Indonesia is an important figure in maintaining the work effectiveness of Public Private Partnerships (PPP) employees by empowering skilled staff resources to be ready to face the evolving dynamics in the Public Private Partnerships (PPP) era of globalization. The management provided includes motivation in sincerity in completing work, responsibility in work, honest and consistent in work, and commitment (Prihantoro, 2012). Elements of human resource development such as recruitment, training, career development, benefits, promotion, transfer, structural and technical special training also have an influence on employee performance to create work effectiveness, especially compensation, promotion, technical training and structural training that become factors in improving the performance of human resources (Kalangi, 2015). Performance improvement is needed to support the effectiveness of performance in achieving the objectives of the collaboration between Indonesian Public Private Partnerships (PPP) and foreign countries.

Effective human resource management is needed in Public Private Partnerships (PPP) to achieve more effective collaboration, to prevent overlapping and duplicated services, to achieve more efficient performance and encourage innovation, to save costs, to effectively manage and communicate change, and to involve employees through effective consultation (Yahiaoui, Anser,

& Lahouel, 2015). Collaboration between the public and private sectors, both those that operate in the country and those that cooperate with other countries, will be effective with the effective performance of human resources. Work effectiveness can be achieved by increasing motivation and work commitment (Senyucel, 2009). Work motivation is needed by employees to encourage responsiveness and desire to continue to compete in their jobs. Motivation is also very important considering the encouragement of collaboration between countries is increasingly strengthened so that the willingness and ability to continue to learn and develop for employees must continue to be improved. With work motivation, Public Private Partnerships (PPP) employees can be easily encouraged to develop and innovate towards the advances in technology, information and knowledge needed by Public Private Partnerships (PPP) in the implementation of independent work projects and cooperation that use knowledge and technology transfer with foreign parties. The motivation component consists of 3 things, that is, ignition where someone will have the initiative or desire to achieve a goal, direction that is the action that someone takes in achieving their goals, and the last is maintenance or maintenance of the person's behavior until the goal is achieved (Senyucel, 2009). These three things should be emphasized by human resource managers in Public Private Partnerships (PPP) in Indonesia to ignite the work motivation of employees to support the effectiveness of Public Private Partnerships (PPP) cooperation in Indonesia in the collaboration sector and competition in the international free market. With work motivation, the skills possessed by employees can be delivered effectively and develop in harmony with the goals of the organization.

Commitment is also an important factor in improving work efficiency and should be an important concern for human resource managers in the Public Private Partnerships (PPP) sector in Indonesia in the face of the era of globalization. The commitment of employees can be obtained by means of human resource managers regulating the organizational climate in it so that the work atmosphere is created with good and conducive conditions so that it can bring its employees to high work commitments (Senyucel, 2009) . In facing the era of globalization that is very dynamic, flexible, and volatile, employee commitment is needed to encourage learning skills and develop along with international dynamics that will rub against organizational actions in Public Private Partnerships (PPP). The pressure that arises because of the collaboration carried out by Public Private Partnerships (PPP) with Multi National Corporation (MNC) and with other governments will be even greater compared to the pressure placed on employees of companies or organizations that only move within the internal scope of Indonesia. The demand for performance adaptation with foreign companies is also a matter that must be faced. Thus, employee commitment needs to be increased to avoid employee absenteeism and turnover. Commitment is needed so that employees face pressures and demands that arise along with the absorption of globalization values at Public Private Partnerships (PPP) in Indonesia which are getting bigger and more complex, the commitment of employees in determination, willingness and loyalty in work can be maintained and increase. So that the expected effectiveness of performance can be achieved without the constraints of pressure and the meaningful demands of globalization.

Cooperation between Indonesian Public Private Partnerships (PPP) in ASEAN and other countries is increasingly prevalent in various sectors. Indonesia also participated in the collaboration to develop the ASEAN-Japan 10-Year Strategic Economic Cooperation Roadmap which aims to achieve the target of doubling trade and investment between ASEAN and Japan in 2022 (Indonesian Ministry of Foreign Affairs, 2015). The transportation infrastructure projects between the ASEAN-Republic of Korea (RoK) Transport Cooperation Forum and the Indonesia-Korea Transport Cooperation Meeting include Transit Oriented Development in Jabodetabek, Jakarta Phase 2 Light Rail Transit, Hang Nadim-Batam Airport, Komodo-Airport Labuan Bajo and Makassar-Pare-Pare Railroad (Dephub RI, 2018). To support this collaboration, the transfer of knowledge and technology is carried out among the countries involved. Public Private Partnerships (PPP) also accept transfer technology. Not only the public sector, but also the private sector in Indonesia must be able to organize the absorption of the technology provided quickly and precisely. Employees with good abilities are available in Indonesia, but managerial and regulation for human resources requires stronger commitment and motivation as an effective foundation for performance in facing globalization and internationalization of Public Private Partnerships (PPP). A government may be good in applying domestic managerial value, but it does not rule out the possibility that in the public sector the value system is in conflict or in opposition to foreign and global forces (Farazmand, 2013). Therefore, human resource management is very important in achieving the effectiveness of Public Private Partnerships (PPP) performance in this era of globalization.

According to the National Law Development Agency (Ministry of Law and Human Rights of the Republic of Indonesia) the obstacles that occur in implementing Public Private Partnerships (PPP) schemes in infrastructure development in Indonesia are due to the large number of parties from the state institutions involved (Supancana, 2015). The Public Private Partnerships (PPP) scheme that will be implemented in Indonesia is under the auspices of the National Development Planning Agency (Bappenas) so that any other institution or country that will carry out Public Private Partnerships (PPP) projects in Indonesia must go through the National Development Planning Agency (Bappenas). Other institutions that also handle the flow of Public Private Partnerships (PPP) project implementation in Indonesia are the Ministry of Finance, the Ministry of Economic Affairs Coordinating, and the Committee for the Acceleration of Priority Infrastructure Provision (KPPIP). Thus it is very necessary for the implementation of a more effective framework and efficient human resource management in handling this Public Private Partnerships (PPP) project. As explained by the National Law Development Board of the Republic of Indonesia where the agency handling Public Private Partnerships (PPP) in Indonesia has not been supported by competent human resources to support the Indonesian Public Private Partnerships (PPP) scheme, it can run to improve the implementation of infrastructure development with the help of foreign institutions or countries (Supancana, 2015). The assistance of other institutions or countries in implementing Public Private Partnerships (PPP) schemes in Indonesia will be very helpful and become one of the positive impacts of globalization. Thus, special institutions that handle the implementation of infrastructure development with Public

Private Partnerships (PPP) schemes need to place quality of human resources in performance. In addition to the performance of the implementation of domestic Public Private Partnerships (PPP) scheme flows. Human resources in question must also be able to master communication and technology capital in this digitalization era, especially with regard to the relationship between Public Private Partnerships (PPP) implementers and foreign investors in more structured coordination requirements. For example in the case of PT Ilthabi Energia's Micro-Hydro in Aceh, a report from the National Law Development Agency states that one of the problems faced is the weak co-ordination between institutions that are considered to be very insufficient, thus hampering Public Private Partnerships (PPP) performance and causing misunderstanding (Supancana, 2015). Overlapping policies and lack of understanding of human resources that overcome them cause existing regulations not to work properly.

Strategic planning based on the analysis of the situation and the potential that exists in human resources within the institutions that regulate Public Private Partnerships (PPP) schemes in Indonesia is very necessary to increase the capacity of human resources in their performance on Public Private Partnerships (PPP). Strategic planning is the formation of a relationship between long-term goals, resources, and environmental conditions in an organization or company using certain methods (Bırziņs, 2014). The planning process is complex and requires expertise to integrate the factors that are then described to be discussed, and the resulting strategic plan will set the main objectives to be chosen (SJPH, 2014). The main objectives must be focused before determining strategic planning in an organization. This makes it easier to examine the real needs of the organization to achieve its main goals on target. The strategy itself is an action plan made by senior management to achieve the desired position in a competitive environment (Senyucel, 2009). The existence of strategic planning will encourage human resources with improved management that is structured in stages of definite capacity building. The human resource management strategy can also be referred to as an open or closed agenda of an organization to regulate its employees in achieving the long-term goals and objectives of the organization (Tyson, 1995). Strategic planning is aimed at achieving Public Private Partnerships (PPP) scheme regulatory agencies in Indonesia to be able to run more effectively and efficiently, especially in terms of coordination and communication with foreign parties as investors, as well as maximizing the potential of human resources in the service and handling of Public Private Partnerships (PPP) project processes in Indonesia to improve infrastructure development faster. The strategic aspects of human resource management include several things, namely innovation for more effective and efficient human resources, long-term plans to achieve goals with good systematic, and reporting functions to run operational aspects to run well (Joshi, 2013).

In the era of globalization, there has been a change from the industrial world that previously was very dependent and needed human resources with physical strength and ability, becoming the need for human resources based on the ability of knowledge and expertise in their fields. Changes in this pattern of needs encourage changes in human resource management to be focused on the strategic level. (Senyucel, 2009) Strategy is defined in 4 concepts that explain it,

there are: mission as the main goal or reason for the existence of the organization, objective which is the output of goals to be achieved within a deadline, vision is the expectations and desires of the organization that aspires to the organization. and policies that guide the performance of the organization (Senyucel, 2009). The strategy needed to increase the capacity of human resources in Public Private Partnerships (PPP) schemes in Indonesia if reviewed with the 4 concepts has a mission to improve the performance of infrastructure improvement projects in Indonesia with Public Private Partnerships (PPP) schemes. Then the objective or goal is to increase the capacity of human resources in Public Private Partnerships (PPP) institutions in Indonesia to be able to communicate well with investors. While the vision of the strategy is to strengthen human resources that understand Public Private Partnerships (PPP) policy schemes so that they are in line with the pace of globalization and digitalization, which are the aspects that dominate the performance of Public Private Partnerships (PPP) with foreign parties. Therefore, the policy for implementing a strategy to increase the capacity of human resources in the performance of Public Private Partnerships (PPP) in Indonesia needs to be implemented by the dealing agency as a guide to the progressive performance of its human resources.

Strategic planning needed to increase the capacity of human resources in Public Private Partnerships (PPP) scheme project institutions is to increase the capacity of human resources regarding Public Private Partnerships (PPP) schemes through training, seminars, and capacity building (Supancana, 2015). Another thing that is most important is increasing understanding of Public Private Partnerships (PPP) policies to existing human resources in implementing agencies to support clear and precise communication with investors. This is certainly a way of forming human resources with strategic planning management which is then directed at education and training on important aspects of coordination, communication, and understanding basic values to the detailed value of Public Private Partnerships (PPP) schemes. Early education is needed for new human resources as a provision for their knowledge of the Public Private Partnerships (PPP) scheme and the process behind the scheme. In addition, education about good and appropriate communication and coordination procedures needs to be given since the beginning of human resource recruitment. However, education and debriefing on Public Private Partnerships (PPP) schemes and appropriate communication and coordination models also need to be given to human resources that previously existed in the institution. It does not limit also to the implementation of seminars and sustainable capacity building in the hope of deepening the knowledge of human resources and inculcating the substance that is needed in their daily performance in the Public Private Partnerships (PPP) scheme implementation project.

Providing training is also needed in strategic plans to increase the capacity of human resources in Public Private Partnerships (PPP) scheme institutions. The training provided can be in the form of coordination training through capacity building that is carried out sustainably and sustainably. This is intended to familiarize human resources in Public Private Partnerships (PPP) institutions in coordinating with organizations from other countries, as well as with other countries' governments that are partners of Indonesia's cooperation in Public Private Partnerships

(PPP) schemes and as investors. The training will develop the potential of human resources towards international standards in terms of coordination. The method used is to apply a more effective and directed method of coordinating Public Private Partnerships (PPP) schemes in training, as well as familiarizing existing human resources to maintain alignment of coordination both vertically and horizontally in the Public Private Partnerships (PPP) scheme program. With international standard coordination, the Public Private Partnerships (PPP) program will run well. In this globalization era, Indonesia cannot walk alone towards infrastructure development, but rather the need for cooperation with other countries and positive interdependence to improve domestic project performance. Thus the smooth coordination is needed in establishing partnership projects with foreign parties. In addition, the importance of training and debriefing for communication also needs attention. This has an effect on the smooth performance of coordination carried out in the implementation of Public Private Partnerships (PPP) projects between Indonesian Public Private Partnerships (PPP) institutions and investors from other countries.

Facing the Industrial Revolution 4.0 era, Indonesian Public Private Partnerships (PPP) are also faced with information technology challenges that influence the dynamics of coordination and communication of Indonesian Public Private Partnerships (PPP) institutions with foreign investors. Thus, education, training, and development in Public Private Partnerships (PPP) human resources need to be improved for the development of Public Private Partnerships's (PPP's) sustainability in Indonesia. In addition, with increasing performance by following the development of the Industrial Revolution 4.0, Public Private Partnerships (PPP) collaboration can run more easily, effectively and efficiently. Communication that is organized as the influence of the entry of information technology within the Public Private Partnerships (PPP) framework will accelerate the coordination of the Public Private Partnerships (PPP) scheme work program that will be implemented jointly between Indonesia and investors from foreign countries.

Conclusion

In the era of globalization and internationalization, Public Private Partnerships (PPP) in Indonesia need to improve the performance of their employees to face the demands and pressures that exist as an effect of globalization and internationalization. Management of human resources is an important thing that must be considered in an effort to improve the effectiveness of Public Private Partnerships (PPP) performance in Indonesia. The main factor in human resource management that must be improved and improved in the face of globalization is the provision of strategic plans to increase human resource capacity in Public Private Partnerships (PPP). Problem analysis arises from lack of motivation and commitment of existing human resources. This is due to the lack of training and debriefing about international standardized technology coordination and communication models. Increasing and building motivation and commitment of employees aims to prepare employees to face the demands and pressures of globalization that hit PPP organizations, increase fighting power and willingness to learn and work, and the latter will

impact on increasing the effectiveness of employee performance at Public Private Partnerships (PPP) in the dynamics of globalization.

Strategic planning needed to increase the capacity of human resources in Public Private Partnerships (PPP) scheme project institutions includes increasing the capacity of human resources on Public Private Partnerships (PPP) schemes through training and debriefing, seminars, and capacity building as the development of existing international standard human resource potential. Another most important thing is to increase understanding of Public Private Partnerships (PPP) policies to human resources in implementing agencies to support clear and precise communication and coordination with investors. This is certainly a way of forming human resources with strategic planning management which is then directed at education and training on important aspects of coordination, communication, and understanding basic values to the detailed value of Public Private Partnerships (PPP) schemes.

Another thing that is most important is increasing understanding of Public Private Partnerships (PPP) policies to existing human resources in implementing agencies to support clear and precise communication with investors. This is certainly a way of forming human resources with strategic planning management which is then directed at education and training on important aspects of coordination, communication, and understanding basic values to the detailed value of Public Private Partnerships (PPP) schemes. Early education is needed for new human resources as a provision for their knowledge of the Public Private Partnerships (PPP) scheme and the process behind the scheme. In addition, education about good and appropriate communication and coordination procedures needs to be given since the beginning of human resource recruitment. However, education and debriefing on Public Private Partnerships (PPP) schemes and appropriate communication and coordination models also need to be given to human resources that previously existed in the institution. It is not limited to the implementation of seminars and sustainable capacity building in the hope of deepening the knowledge of human resources and inculcating the substance that is needed in their daily performance in the Public Private Partnerships (PPP) scheme implementation project.

Bappenas and other Public Private Partnerships (PPP) support institutions need to implement strategic plans as innovations in their ongoing development in terms of Public Private Partnerships (PPP) scheme programs in Indonesia relating to cooperation with other state parties as well as foreign investors and institutions. The strategic plan to increase the potential of human resources through capacity building with international standard training and development is the main solution for Public Private Partnerships (PPP) in facing the challenges of Industrial Revolution 4.0 where the development of information and communication technology is increasingly advanced and begins to dominate every aspect of government performance, in line with globalization that encourages governments to cooperate with the international community. International cooperation is now increasingly supported by internet use and big data as a means of facilitating performance among implementing actors. This requires Public Private Partnerships

(PPP) with human resources that are qualified, open and skilled in mastering industrial values in globalization and big data.

This research has limitations on strategic planning needed to increase the capacity of human resources in Public Private Partnerships (PPP) scheme project institutions in Indonesia in the face of the era of globalization and the Industrial Revolution 4.0. However, this study lacks insight into the impact of strategic planning applied to human resources at Indonesian Public Private Partnerships (PPP) in a long period of time and on specific Public Private Partnerships (PPP) projects. In addition, this research should continue to identify further Public Private Partnerships (PPPs) and international cooperation between Indonesia and foreign investors in certain projects along with other constraints that may be caused by the human resources of the Public Private Partnerships (PPP). So that the handling of human resource management strategic planning is pursued as a way to improve the performance of Indonesian Public Private Partnership's (PPP's) human resources in it will be more targeted.

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