

Human Resource Needs Planning for the Bunga Tanjung Family Learning Center at the Women's Empowerment, Child Protection, Population Control and Family Planning Service of Tabalong Regency

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ARTICLE INFO

Keywords: PUSPAGA, Human Resource Planning, Family Resilience, Workload, Family Counseling, Policy Implementation

Received : 21 September

Revised : 23 October

Accepted: 23 November

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ABSTRACT

This study aims to analyze the human resource planning needs at the Bunga Tanjung Family Learning Center in Tabalong Regency in response to the increasing number and complexity of family cases handled. Service data shows that from 2019 to 2024 there were 91 clients consisting of 22 child clients and 69 adult clients, with a total of 251 cases, of which 200 cases were marriage dispensations, reflecting weak family resilience and low reproductive literacy. Meanwhile, PUSPAGA's human resource capacity is only four people and not all of them work full-time, resulting in an imbalance between the service load and the capabilities of professional staff. Through a descriptive qualitative approach using interviews, observations, and document analysis, this study found that limited human resources hamper the effective implementation of PUSPAGA policies and reduce the quality of psychosocial services. Theoretical analysis referring to workload theory, competency theory, family resilience theory, and policy implementation theory indicates that PUSPAGA requires data-based human resource planning, competency mapping, and a long-term strategy for strengthening professional staff. This study concludes that increasing and strengthening human resource competencies is the most crucial factor in increasing service effectiveness and ensuring that PUSPAGA is able to optimally carry out its mandate of protecting families and children in Tabalong Regency

INTRODUCTION

The family is a social institution that determines the quality of child development, adolescent resilience, and the social well-being of the community. Strengthening family resilience is a crucial mandate in national development, particularly in addressing the increasing cases of domestic violence, child marriage, inappropriate parenting, and various forms of family dysfunction. The Indonesian government affirmed this commitment through Law Number 23 of 2014 concerning Regional Government, which categorizes Women's Empowerment and Child Protection as mandatory non-basic service matters, including the sub-matter of family quality. The implementation of this mandate is realized through the establishment of the Family Learning Center (PUSPAGA) as a consultative and educational service to improve parenting capacity and strengthen child protection.

In Tabalong Regency, PUSPAGA Bunga Tanjung plays a crucial role in providing counseling, family education, and psychosocial support. However, the dynamics of family issues in this area are increasingly complex each year. Data from PUSPAGA Bunga Tanjung from 2019 to 2024 shows that there were 91 clients for consultation and counseling services, consisting of 22 child clients and 69 adult clients. Of the 251 cases handled, marriage dispensation cases dominated, accounting for 200 cases, followed by 17 cases of child parenting and 13 other family cases. The predominance of child marriage cases illustrates serious challenges to family resilience and weak reproductive education and social control within the community.

On the other hand, the human resource capacity at PUSPAGA Bunga Tanjung remains very limited. Currently, the service unit only has four staff: a psychologist, a reproductive health counselor, a psychological counselor, and one administrative staff member. Of these staff, only one psychologist is authorized to conduct psychological assessments, but he is not on duty full-time, resulting in frequent delays in service delivery. This has implications for increased workloads, slow case handling, and limited service coverage. This imbalance between the high demand for services and minimal human resource capacity aligns with human resource management theory, which emphasizes that adequate quantity and quality of human resources are key factors in achieving organizational effectiveness, particularly in the public service sector that directly interacts with the community.

Various interviews with informants indicate that the high rate of child marriage is influenced by premarital pregnancies, economic factors, adolescent social interactions, and a lack of reproductive health education. Meanwhile, childcare issues are often caused by weak family communication, a lack of parenting knowledge, and an unsupportive social environment. This situation demands the presence of professionals with specialized competencies, such as family counseling, adolescent psychology, family relationship dynamics, and reproductive education. This need cannot be met with the current human resource capacity.

Previous research reinforces this urgency. Martha (2024) found that the low achievement of PUSPAGA in several regions was influenced by limited human resources and minimal outreach to the community. Research by

Prameswari (2024) showed that limited professional staff and insufficient budget were the most frequent factors hindering PUSPAGA program implementation. Astuti and Rahayu (2021) also emphasized that the quality of family service interventions is greatly influenced by counselor competence and the institution's ability to provide sustainable services. However, there is limited research specifically addressing human resource planning for PUSPAGA, especially in the context of areas with high caseloads such as Tabalong Regency. This indicates a research gap that needs to be filled.

In this context, this study aims to provide a comprehensive understanding of the human resource conditions at PUSPAGA Bunga Tanjung, Tabalong Regency, by examining in depth the relationship between the ever-increasing caseload and the very limited capacity of service personnel. This study examines the number, qualifications, and competencies of existing personnel to identify gaps between complex service needs and human resource availability. In addition, this study examines the professional competency requirements for PUSPAGA services to run more effectively according to national standards, particularly in handling cases of child marriage and parenting issues. The ultimate goal of this study is to formulate an appropriate, evidence-based human resource planning strategy that can be used as a recommendation for the local government to strengthen the institutional capacity of PUSPAGA Bunga Tanjung in both the short and long term. This study is expected to make a real contribution to strengthening the child protection service system and family resilience in Tabalong Regency and can serve as a reference for other regions facing similar challenges.

LITERATURE REVIEW

The study of human resource planning is based on human resource management theory, which emphasizes the fit between the workforce and organizational needs. According to Dessler (2017), human resource planning is a systematic process to ensure an organization has the right number and competency of workers to achieve its strategic goals. This theory aligns with Mathis and Jackson (2016), who stated that human resource planning includes job analysis, projecting workforce needs, and aligning human resource capacity with the organization's workload. The relationship between human resource needs and capacity is particularly relevant in the public service sector, such as PUSPAGA, which handles complex social and psychological cases.

In understanding the distribution and need for professional staff, workload analysis is a key theory proposed by Ilyas (2016). He explains that workload determines the ideal number of staff based on the volume of work and the type of services provided. The greater the number of cases and the greater the depth of their coverage, the greater the organization's need for experts. In the context of psychosocial services, workload is calculated not only based on the number of clients but also on the intensity of support, the depth of assessment, the risk of the case, and the need for further intervention. This suggests that services such as family counseling and child marriage cases require a more proportional human resource ratio.

In addition to the HR management approach, competency theory also plays a fundamental role in workforce needs analysis. Spencer and Spencer (2008) define competency as the basic characteristics of individuals that influence superior performance, encompassing knowledge, skills, values, and motives. Professional competency is crucial to the success of psychosocial services involving assessment, intervention, and family support. In the context of family counseling, McLeod (2015) emphasized that service effectiveness is largely determined by the counselor's ability to build empathetic relationships, identify family dynamics, and provide interventions appropriate to the client's cultural context. Therefore, the presence of a professional psychologist or counselor is a crucial element in ensuring the quality of PUSPAGA services.

Family resilience theory serves as an important foundation for understanding the relevance of PUSPAGA services. Walsh (2012) explains that resilient families are those capable of adapting, solving problems, and maintaining positive functioning despite facing stress. When family functioning weakens, the risk of child marriage, inappropriate parenting, and family conflict increases. Therefore, family strengthening services need to be supported by professionals capable of providing parenting education, counseling, and crisis intervention. This theory intersects with Bronfenbrenner's (2005) concept of the ecology of human development, which views individual development as influenced by the interaction between the family and the social environment. PUSPAGA services are located at the mesosystem level, serving as a link between individuals, families, and supporting institutions.

From a public service perspective, policy implementation theory provides an additional framework for understanding the importance of human resource availability to the success of government programs. Edwards III (1980) stated that policy implementation failure is often caused by limited resources, including manpower, budget, and facilities. When professional staff are insufficient, the quality of public services declines and policy objectives are not achieved. In the context of child protection and family empowerment, the presence of psychologists, reproductive health counselors, and family educators is a core component of the resources needed for effective policy implementation.

The overall theory above shows that planning human resource needs in PUSPAGA is a multidimensional issue involving aspects of human resource management, professional competence, workload, family resilience, and public policy implementation. This synthesis provides a strong theoretical framework for analyzing human resource needs in PUSPAGA services, especially in areas with a high caseload such as Tabalong Regency, thus enabling the formulation of human resource strengthening strategies based on theory and empirical evidence.

METHODOLOGY

This study uses a qualitative approach with a descriptive design to deeply understand the condition of human resources at the Bunga Tanjung Family Learning Center in Tabalong Regency. This approach was chosen because it allows researchers to explore phenomena comprehensively through in-depth interviews, observations, and document reviews. The research location is at PUSPAGA Bunga Tanjung, which is under the DP3AP2KB of Tabalong Regency, with research subjects consisting of psychologists, reproductive health counselors, psychology counselors, administrative staff, and structural officials who understand the service process and HR planning. Informants were selected through a purposive sampling technique to ensure the depth of information obtained. Primary data were collected through semi-structured interviews and observations of service activities, while secondary data were obtained from official reports, case statistics, and regulations related to the implementation of PUSPAGA.

Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing, referring to the Miles and Huberman analysis model. This process helped researchers identify patterns and relationships between high caseloads and limited human resource capacity. Data validity was maintained through triangulation of sources, techniques, and time to ensure the consistency and validity of the findings. Furthermore, researchers conducted member checking by providing informants with the opportunity to verify the accuracy of their interpretations of the data obtained. Through this method, the research is expected to produce an accurate picture of PUSPAGA's human resource needs and provide a basis for formulating evidence-based human resource strengthening strategies.

RESULTS AND DISCUSSION

The study results indicate that the human resource capacity at the Bunga Tanjung Family Learning Center in Tabalong Regency is not commensurate with the complexity of family issues and the number of cases handled. Service data from 2019 to 2024 shows 91 clients, consisting of 22 children and 69 adults. Furthermore, there were a total of 251 cases divided into eight categories, with marriage dispensation cases dominating at 200 cases, or nearly eighty percent of the total. This data illustrates that family resilience issues in Tabalong remain highly vulnerable, particularly related to child marriage. From the perspective of Walsh's family resilience theory, this high number of cases indicates a weakening of the family's adaptive function, a lack of effective communication, and a limited ability to manage social pressures. This finding also aligns with Bronfenbrenner's ecological theory of human development, which explains that adolescent behavior is strongly influenced by interactions between family and social environments, including a lack of reproductive education, social norms, and community pressures.

Table 1. Service Data 2019-2024

Age Group	Amount
Child	22
Mature	69
Total	91
Case Type	Amount
Marriage dispensation	200
Parenting	17
Other family cases	13
Other types of cases	21
Total	251

Source: Researcher Processing (2024)

Despite the increasing caseload each year, PUSPAGA's human resource capacity remains very limited. The staff consists of only one psychologist, one reproductive health counselor, one psychological counselor, and one administrative staff member. However, of these four staff members, only one psychologist has the authority to conduct psychological assessments, and even then, he or she is not on full-time duty. The disparity between the number of professionals and the high caseload indicates an excessive workload, as explained by Ilyas in his workload analysis theory, which states that the ideal number of staff is determined by the volume of work and the level of service complexity. In PUSPAGA's case, each professional staff member has to handle an average of more than 80 cases over a six-year period, which practically exceeds the ideal capacity of counseling services. Spencer and Spencer emphasized that

professional competence is determined not only by skills and knowledge but also by the worker's ability to handle a realistic workload. This condition indicates that limited human resource capacity not only hinders service quality but also has the potential to lead to burnout and decreased intervention quality.

Table 2. PUSPAGA Professional Staff Data

Position	Amount	Notes
Psychologist	1	Not full time
Reproductive counselor	1	Competent but non-clinical
Psychological counselor	1	Limited competence
Administrative staff	1	Administrative support
Total HR	4	-

Source: Researcher Processing (2024)

Limited human resources also impact the implementation of policies mandated by Law Number 23 of 2014 concerning the provision of family strengthening and child protection services. Edward III emphasized that one of the main causes of policy implementation failure is the lack of supporting resources. At PUSPAGA Bunga Tanjung, limited professional capacity often delays services such as psychological assessments, intensive counseling, and critical case assistance, thus not meeting the rapid response standards set by the Ministry of PPPA. Interview findings indicate that services for serious cases often require the presence of psychologists who are not always available, preventing immediate intervention.

This human resource problem is exacerbated by the lack of systematic human resource planning. Human resource planning theories, according to Dessler and Mathis and Jackson, emphasize the importance of projecting human resource needs based on case trends, environmental changes, and organizational growth. In the context of PUSPAGA, the increasing number of marriage exemptions and parenting patterns should form the basis for calculating additional human resource needs and planning competency development. However, until this research was conducted, there was no comprehensive human resource planning document, either short-term or long-term. This results in reactive rather than strategic workforce planning, making it difficult for PUSPAGA to adapt to the increasingly complex dynamics of family issues.

In addition to the need for additional professional staff, the study also found an urgent need to improve the competency of PUSPAGA staff. Spencer and Spencer's competency theory emphasizes that work effectiveness is influenced by a combination of knowledge, skills, and personal characteristics. In the context of family services, McLeod explains that counselors must possess skills in family counseling, culturally sensitive approaches, therapeutic

communication, and knowledge of child development and reproductive health. Meanwhile, interviews with counselors revealed that some have not received ongoing training appropriate to the needs of the dominant cases in the field. Therefore, in addition to increasing the number of professionals, training and competency improvement are crucial to improving service quality.

Overall, the results of this study demonstrate a significant gap between the high caseload and limited human resource capacity. This situation directly impacts the quality of services provided by PUSPAGA Bunga Tanjung and hinders the effective implementation of child protection policies in Tabalong Regency. Referring to human resource management theory, competency theory, workload theory, and policy implementation theory, it can be concluded that strengthening human resources is the most urgent step to ensure PUSPAGA can optimally carry out its mandate. This strengthening includes adding professional staff, data-based human resource planning, competency mapping, and ongoing training to improve counselors' capacity to deal with the ever-evolving dynamics of family cases.

CONCLUSION AND RECOMMENDATION

Based on the research results, it can be concluded that the Bunga Tanjung Family Learning Center in Tabalong Regency faces significant challenges in providing family strengthening services due to an imbalance between its high caseload and limited human resource capacity. Data shows that the number of cases handled in the past six years has reached 251, with a predominance of 200 cases involving marriage dispensation, as well as increasing issues related to parenting and other family dynamics. This condition indicates weak family resilience in the community and a high need for psychosocial services. However, PUSPAGA's human resource capacity of only four staff, with only one psychologist not on full-time duty, results in frequent delays and suboptimal services. This aligns with the workload theory, which states that a mismatch between work volume and number of staff can reduce service quality, and the policy implementation theory, which emphasizes that policy success is highly dependent on adequate resources. In addition to the limited number of staff, the study also found that the competency of available human resources still needs to be strengthened to meet the demands of increasingly complex cases, particularly related to adolescent counseling, parenting, and family counseling. The absence of systematic human resource planning, including mapping of competency needs and long-term projections, has worsened the situation so that PUSPAGA has not been able to carry out its family protection mandate optimally.

Based on these findings, this study recommends strengthening the human resources of PUSPAGA Bunga Tanjung through a more comprehensive and data-driven HR planning strategy. The local government needs to increase the number of professionals, particularly psychologists and family counselors, to ensure a more proportional ratio of personnel to the number of cases and to ensure prompt and responsive counseling and assessment services. In addition to increasing staff,

improving the competency of existing human resources is essential through ongoing training in family counseling, reproductive health, culturally sensitive approaches, and psychosocial intervention techniques. This effort is crucial given that competency theory emphasizes that service quality is largely determined by a combination of technical skills and professional characteristics of counselors.

Furthermore, DP3AP2KB, as the parent institution, needs to develop long-term human resource planning by considering case trends, service needs, and national standards for PUSPAGA implementation. Projections of staff needs for the next five to ten years should form the basis for structuring the service so that PUSPAGA can develop sustainably. Local governments also need to strengthen cross-sector coordination, including with schools, sub-districts, and religious institutions, to reduce the dominant number of marriage dispensation cases. Strengthening regulations and socializing PUSPAGA services to the community can help raise public awareness of the importance of family counseling and parenting education. By implementing these recommendations, PUSPAGA Bunga Tanjung is expected to improve service effectiveness, strengthen family resilience in Tabalong Regency, and contribute to more optimally fulfilling the mandate to protect women and children.

FUTHER STUDY

This research still has delays, so it is necessary to conduct further research related to the topic Human Resource Needs Planning for the Bunga Tanjung Family Learning Center at the Women's Empowerment, Child Protection, Population Control and Family Planning Service of Tabalong Regency in order to improve this research and add insight for readers.

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