

Human Resource Planning In The Art Exhibition Committee (Case Study: SODALIS Art Exhibition of 2023 Arts Management Students)

Agustina Magdalena

Institut Seni Indonesia Yogyakarta, Indonesia

Email: kenzenninemuru@gmail.com

Correspondence: kenzenninemuru@gmail.com*

KEYWORDS	ABSTRACT
HR Planning; Committee; Fine Art Exhibition	Human Resource (HR) planning is essential in organizing events, including art exhibitions, to ensure smooth operations and alignment with organizational goals. It is crucial for both logistical tasks and fostering creativity and collaboration within the committee for a successful exhibition. This research aims to explore how HR planning is applied in the committee of the SODALIS Art Exhibition, organized by the 2023 Arts Management students. The research specifically examines how HR planning supports the exhibition's success in managing human resources effectively and achieving the exhibition's goals. The study uses a qualitative approach, utilizing participatory observation and documentation analysis. The researcher, who was involved as both the chairperson and a committee member, observed and documented the exhibition's planning and execution from its initial committee formation to its conclusion. The researcher also compared theoretical HR planning models with the actual practices observed during the exhibition. The HR planning process in the SODALIS Art Exhibition successfully met the human resource needs, organized committee members effectively, and ensured smooth coordination among them. The tasks were distributed efficiently, which helped in avoiding unnecessary resource allocation and operational costs. The planning process contributed to the development of a collaborative committee culture, fostering creativity and innovation, and achieving a successful event. HR planning is essential in organizing an art exhibition, ensuring that human resources are utilized efficiently to meet organizational goals. The study highlights the importance of proper HR planning in achieving the success of such events, demonstrating that a well-structured committee can optimize resources, improve efficiency, and enhance the overall outcome of the exhibition. This research provides valuable insights for future art exhibitions and other events requiring effective HR planning.

Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)



Introduction

Human Resource Planning is a strategic process that is needed for an organization to achieve its goals. Human Resources are important figures who will be the driving force in carrying out various activities in an organization. HR planning is the first and main thing in carrying out the functions, duties, and responsibilities of the organization in achieving its goals (Ismail & Kurniasari, 2022). Fine Art Exhibition is an activity that is carried out systematically and requires an arrangement to arrive at the core activities. It is not just a place to exhibit works of art but also a complex event that requires effective planning and management of human resources. Human resource (HR) planning management in the context of the Fine Arts Exhibition committee involves various aspects that include planning, organizing, directing, and supervising committee members. In planning human resources for the Fine Arts Exhibition committee, it is important to understand that each individual brings their unique skills and talents that can add value to the overall event.

The importance of HR planning management in the Fine Arts Exhibition committee lies not only in managing logistical and administrative aspects but also in developing interpersonal relationships and cooperation between committee members. HR planning is necessary for an organization so that it does not experience obstacles in achieving its goals (Sutrisni, 2009). A solid, collaborative team can create an environment that supports creativity and innovation, resulting in a memorable art exhibition. In this article, we will explore how HR planning management can make a positive contribution to the success of a Fine Art Exhibition, from the proper selection of committee members to the efficient distribution of tasks to conflict management. Each stage of HR planning will be outlined to provide a comprehensive overview of the importance of this aspect in determining the outcome of an art exhibition. Organizations that appropriate employees do not support in terms of quantity, quality, strategy, and good operations it is certain that the organization will find it difficult to maintain and develop its existence in the future (Riva'i, 2014).

Previous studies have highlighted the importance of HR planning in various organizational contexts, including event management and business activities. For instance, Hasibuan (2021) emphasized the critical role of HR management in achieving organizational goals, while Sutrisni (2009) explored the relationship between HR planning and organizational effectiveness. Furthermore, research by Riva'i (2014) stressed that efficient HR planning can optimize the use of resources and ensure organizational sustainability. However, most studies have focused on general HR planning frameworks or on business-related events, leaving a gap in understanding HR planning specifically within the context of fine art exhibitions, where creativity, collaboration, and artistic expression play a significant role.

The gap in research is evident in the lack of studies that investigate how HR planning is applied to art exhibition committees, where the management of both administrative tasks and creative processes must be harmonized. This research seeks to fill that gap by examining the application of HR planning in the SODALIS Art Exhibition organized by Arts Management students in 2023. By focusing on this particular context, the study offers a deeper understanding of how HR planning can be tailored to the unique needs of art exhibitions.

The novelty of this research lies in its focus on a specific event—an art exhibition—and the application of HR planning theory to manage both creative and logistical challenges. It also explores the interaction between HR planning and the exhibition's success, offering a new perspective on how HR strategies can be integrated into artistic endeavors. This study not only contributes to the body of knowledge on HR planning but also provides practical insights for organizing and managing art exhibitions more effectively, particularly in academic settings.

Through an in-depth understanding of HR planning management in the context of Fine Art Exhibitions, this paper will discuss how HR planning is carried out in the implementation of the committee so that it can support the implementation of a good and successful art exhibition. The composition of the committee becomes important in placing human resources in accordance with effective and efficient positions. HR planning is important so that activities are more directed, effective and efficient in achieving their goals (Agustian et al., 2023; Hasibuan, 2021; Sara et al., 2021). Furthermore, it will also be discussed whether HR planning influences the success of the art exhibition worked on by the committee system. Human resource planning is ultimately able to provide effective implications for the success of an activity in an organization or group. so that it be seen how the contribution of

This article is based on the argument that a plan will have a positive impact on the achievement of an organizational goal. Evidence that the objectives have been achieved can be seen from the implementation of the Fine Arts Exhibition activities in accordance with the predetermined activity standards. The placement of human resources in accordance with their competence is also the key to the success of the activity. All obstacles and conditions that occur in the work environment can be controlled with sufficient human resources. As mentioned, HR planning is a process that ensures that the organization has access to the number and types of employees needed with the appropriate skills and competencies to achieve its organizational goals (Dessler, 2016). How careful and directed planning for human resources is the main key to achieving optimal performance and organizational sustainability.

Materials and Method

The formal object of this research is human resource planning practiced in the art exhibition committee as the material object and context carried out by the 2023 batch of ISI Yogyakarta graduate students held on November 29 and 30, 2023 at the ISI Yogyakarta graduate gallery. The researcher chose the topic because she participated in the committee as the chairperson in charge and a member, so she knew the implementation of HR planning from the beginning to the end. The research aims to convey to the public about how the committee works in the exhibition that has been carried out which can be used as an initial learning material in the formation of exhibition committees, especially fine arts.

The method used by researchers in preparing this article is a qualitative approach. The researcher describes the results of his research carried out with his data collection technique, namely combining the study of the theory of HR planning then comparing it with the results of the researcher's participatory observation as the exhibition committee. The researcher also collected

some documentation when the exhibition activities took place as evidence of the implementation of his research. From the theoretical studies that have been found, researchers then present evidence of the application of HR planning theory in art exhibition activities carried out by researchers.

The theoretical study conducted by the researcher is by collecting theories about HR planning obtained through various sources in the form of collected journal articles, books that contain HR planning to previous research papers in the form of theses that contain the topic of art exhibitions. The theories that have been obtained are selected by researchers based on the needs and those related to the research topic. After selecting several related theories, they were processed into data in the form of quotations that support the implementation of HR planning in the exhibition activities that have taken place. These theories reinforce the steps of HR planning that have been carried out by researchers to remain in accordance with the objectives of HR planning carried out.

Participatory observation carried out by researchers is observing by participating in the activities under study. In this case, the researcher participated in carrying out the exhibition activities as an exhibition committee so that he could directly observe the HR planning activities carried out when forming the exhibition committee. Researchers participated as the chairman in charge and members in the exhibition that was held. As the chairman in charge, the committee took part in the initial stage, namely the division of duties of each member of the exhibition committee, supervising the implementation of members' duties, communicating with artists who participated in the exhibition, coordinating the duties of public relations and the consumption section for the exhibition. As a member of the committee, the researcher also participated in carrying out the tasks that had been given, namely accompanying artists in collecting works on display, supervising reception during the exhibition and accompanying artists during the opening of the exhibition in interacting with exhibition visitors.

The documentation carried out by researchers is by capturing the formation of the committee for the exhibition to the implementation of committee duties during the exhibition. From the results of the documentation, researchers can compare it with existing theories about HR planning to the purpose of the planning. Documentation during the activity proves that HR planning in theory has been carried out by researchers as chairman and members of the exhibition committee. However, the suitability between theory and implementation is discussed in the discussion and discussion chapter.

Results and Discussion

HR planning and theoretical planning objectives have been carried out by researchers in the implementation of the art exhibition committee as evidenced by the documentation of the research results which explain the activities of the committee formation meeting to the implementation of each task during the exhibition. For more details, it will be discussed in the following discussion and discussion subchapters:

1. Application of HR Planning in the Formation of Fine Art Exhibition Committees by Arts Governance in 2023

The formation of the committee for the art exhibition by the 2023 class of art management students on November 29 and 30, 2023, with the title "Sodalis" uses the theory of understanding HR planning according to the experts Bulla and Scott (Mondy, 2016), namely the process of ensuring that the human resource needs of an organization by identifying and making plans to achieve organizational goals.

During the meeting to form the exhibition committee (Figures 1.1 and 1.2), the chairman of the organizing committee divided the tasks among several people in the meeting to be responsible for the exhibition. This division of tasks and responsibilities has been adjusted to the existence of manpower and important tasks that must be carried out in the exhibition (Prasetya et al., 2023). At this early stage, the chairman chose one person as the chairman of the exhibition committee and two people as members, then equipped with one curator, one person in the design and documentation section, two people as two people as equipment and room officers, two people as public relations, one person as a receptionist / gallery guard, and one person in the consumption section. Each of them is given their duties and responsibilities to take care of the exhibition as follows: art handlers (Smara, 2021).

- a. The committee chairman has the responsibility to run the entire exhibition by sharing his duties with each member. The chairperson is responsible for controlling the implementation of the members' tasks properly and smoothly in order to meet the objectives of the exhibition. The exhibition chairman divides his duties between two members to assist the artists participating in the exhibition, both in terms of collecting works, installing works and supervising works during the exhibition. The chairperson interacts with the artists from the beginning with the curator in collecting and selecting the works to be exhibited. The Chair is also in charge of opening the exhibition and accompanying the artists (Figure 1.15) during the opening to meet visitors who want to interact directly and discuss the works on display. The Chairperson also shares his duties with other members in overseeing the exhibition and its committee.
- b. Committee members are responsible for assisting the chairperson in managing the participating artists and their works, from collecting the works, installing the works, opening the exhibition, ensuring the consumption is equally distributed to all committee members working for the exhibition, ensuring the equipment needed and the readiness of the exhibition space, to evaluation activities when the exhibition is completed. Members work closely with *art handlers*, public relations, receptionists/gallery guards, equipment and consumption in carrying out these tasks. Members also create a detailed budget for the exhibition to be forwarded to the general treasurer for the smooth running of existing financial supplies.
- c. The curator is in charge of selecting works to be exhibited, creating exhibition titles and descriptions, *plotting areas* for installation of works assisted by *art handlers* (Figures 1.7 and 1.8) so that the layout of the works is more attractive and artistic to visit, and working with the design department to create attractive e-catalogues for exhibition publication purposes.

-
- d. Design and documentation is in charge of documenting all exhibition activities from the beginning of exhibition preparation, opening, and ending of the exhibition. This section is also in charge of creating artistic designs through the preparation of images of works obtained with curators for e-catalogues (Figure 1.4) and posters that will be used as publications by the public relations department.
 - e. *Art Handlers* are responsible for collecting works and are responsible for the existing works by making data on the works as exhibition documents. The art handler is also responsible for assisting the equipment department when installing the works as they are collected (Figure 1.7) and taking down the works after the exhibition is over. Art handlers also work with curators in the allocation of works in the exhibition space according to an artistic layout and attract visitors to the exhibition (Figure 1.8).
 - f. Equipment is in charge of preparing the equipment and supplies needed to install works on display (Figure 1.7), the readiness of the room used with electricity supplies, lighting and tools used, and other equipment needs for the exhibition, including committee equipment in the form of committee name tags (Figure 1.3), as well as providing transportation vehicles for existing works. The equipment department is obliged to communicate all the needs for the exhibition to the members and through the approval of the chairperson.
 - g. Public relations is tasked with assisting in communication with external parties who contribute to the exhibition, such as schools whose students participate in the works on display, disseminating exhibition invitations to guests, and promoting the exhibition on several social media. In carrying out their duties, public relations are assisted by the general secretary in terms of correspondence and the design department for digital posters and e-catalogue publications (Figure 1.4).
 - h. The receptionist and gallery guard are in charge of receiving guests and visitors who come from the opening until the exhibition is over (Figure 1.9). In addition to ensuring that visitors fill out the visitor list (Figure 1.10) as exhibition data, maintaining that visitors can comply with the rules before entering the gallery, the receptionist is also tasked with providing directions to facilities around the gallery to exhibition visitors if needed such as the location of toilets, prayer rooms, parking and others.
 - i. Consumption is in charge of providing consumption for the entire exhibition committee, namely when the committee is preparing for the opening (Figure 1.2) or installing the work in the exhibition room, consumption for visitors during the opening of the exhibition (Figure 1.14) to the time of dismantling the work or dismantling the exhibition room. This section must ensure the availability of refreshments for all committee members while on duty and refreshments for guests visiting the opening of the exhibition. Consumption needs are calculated, and a detailed budget is prepared to be forwarded to the general treasurer.

From the division of tasks carried out by the general chairman of the organizers in determining the number of people needed in accordance with the estimated tasks that must be

carried out for the exhibition to the division of tasks carried out by the committee chairman to its members, it can be seen that there is evidence that the HR planning applied in the art exhibition committee carried out by the researcher and his colleagues has been in accordance with the theory of methods in the HR planning process, namely: (1) forecasting HR needs, (2) forecasting HR availability.

2. Implementation of the Fine Arts Exhibition Committee in Accordance with Objectives

The existence of HR Planning by each committee in carrying out their duties, namely: (Handayani et al., 2023)

a. Labor needs met

In the committee of the art exhibition, the researcher observed that the need for human resources in carrying out important tasks that must be done in the exhibition has been well met. There is no excess of human resources needed. Each person on the committee has carried out their duties according to the initial division in the committee formation meeting led by the general chairman of the organizers.

b. Efficiency in operating costs

By dividing all tasks in organizing art exhibitions to each committee, the need for operational costs can be overcome by not spending on recruiting external human resources and fully utilizing the existing internal committee personnel. The committee also worked together to help each other in carrying out their duties so that the exhibition could be carried out well from the beginning of the opening until the exhibition was completed.

c. Development of organizational culture

Researchers observed that the committee, in carrying out their respective duties, still upheld a sense of solidarity and tolerance by working together to help each other in completing their duties for the implementation of exhibition activities well and according to the wishes of the entire committee. The division of time to guard the gallery during the exhibition can also be seen by researchers, even though only the receptionist should be in charge. However, other committees help replace guarding when their duties have been completed.

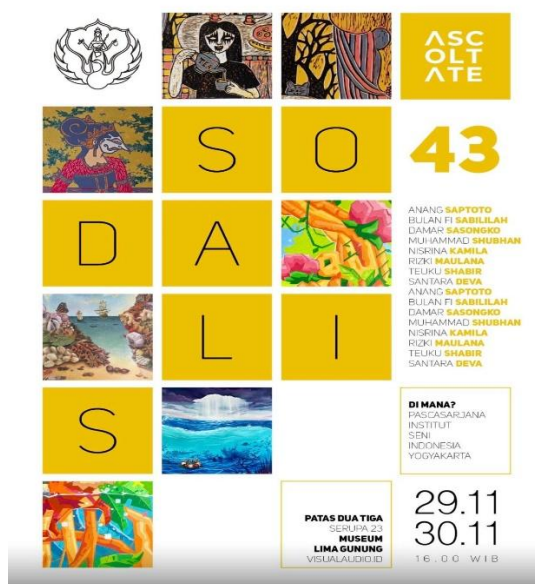
d. Committee innovation and resilience

The exhibition organized by the researcher with his colleagues, can show the creativity of each committee, which is required to work quickly and precisely even if required to help with other committee tasks. This kind of committee work environment provokes each of them to innovate more for the implementation of the exhibition well and as expected. This can realize the resilience of the committee with the burden of tasks that will be faced in other activities in the future

Table 1: Documentation of Research Results

No.	Image	Description
1.1		The general chairperson gives directions and divides tasks to several members as the chief responsible for the exhibition and other parts of the exhibition.
1.2		Activities of the committee during the preparation of the opening of the exhibition complete with consumption supplies for the committee
1.3		<i>Name tags</i> that are owned by each exhibition committee that is included in the committee's preparation before the opening of the exhibition.

1.4



Exhibition e-catalog created by the design department with the curator

1.5



Preparatory activities for the opening of the art exhibition at the Gallery Room ISI Yogyakarta Postgraduate

1.6



Committee teamwork in preparing the Fine Arts Exhibition

1.7



The equipment team is making tools to support exhibition activities with curators and art handlers in the allocation of installed works.

1.8



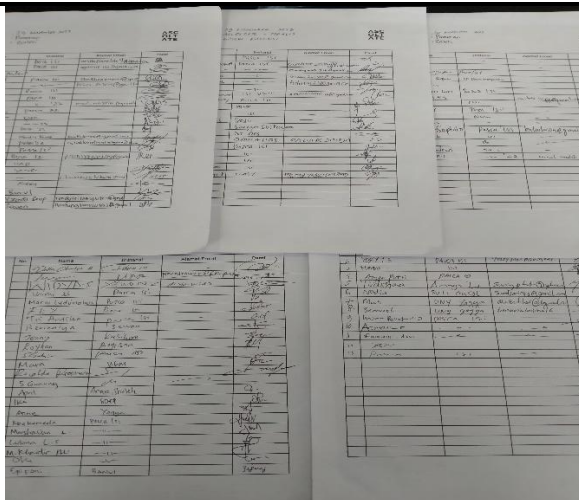
The results of the arrangement of the exhibition room by the curator together with the *art handler* assisted by other committee members in the installation of works

1.9



The reception is receiving committee visitors who come to the exhibition

1.10



List of visitors who came during the exhibition which is maintained by the receptionist/gallery keeper

1.11



Exhibition visitors watching a dance performance as a form of welcome to visitors who came to the opening of the exhibition

1.12



Visitors to the exhibition looking at the works on display.

1.13



One of the exhibitions of Indonesian children's artworks that contribute to voicing peace in the form of beautiful and unique drawings in collaboration with artist Anang Saptato (in picture)

1.14



The results of the work of the Consumption Committee by presenting snacks and drinks for guests and visitors at the opening ceremony of the exhibition.

1.15



Group photo with the chairman of the committee and the artists who participated in the exhibition.

Source: Researcher and Documentation

Conclusion

Human Resources in the committee system can be arranged and conditioned according to the organization's needs to achieve the desired goals. One activity that requires the existence of the committee is the Fine Art Exhibition. Fine art exhibition activities have stages that must be carried out systematically and are well-directed and controlled. The parts of the committee must be in accordance with the background of each human resource involved so that the results obtained can be maximized.

This research complements previous studies that have raised a lot about Human Resources. However, here, the utilization of human resources is presented from the perspective of the implementation of the Fine Arts Exhibition in which the researcher is directly involved in the committee activities. In addition, based on observations that occur in the field, committee activities in the Fine Arts Exhibition also provide benefits to artists as guidelines for other artistic activities.

The collaboration that occurs between the Art Study Program and the Art Management Study Program is completed in an art activity. That art is not only limited to the work produced but how the work can be enjoyed by many people in the best way and form. It is all carried out with the intervention of Human Resources who are able to move and coordinate the work so that it looks different and more meaningful.

It is realized that this research still has limitations in terms of discussion and studies that still discuss human resources in committee variables only. There are still many human resource utilizations that need to be discussed in relation to the arts, so a more in-depth study of other variables is needed to support arts activities. However, all of this can provide input and views for future researchers to complete this research.

References

- Agustian, K., Pohan, A., Zen, A., Wiwin, W., & Malik, A. J. (2023). Human Resource Management Strategies in Achieving Competitive Advantage in Business Administration. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 108–117. <https://doi.org/10.61100/adman.v1i2.53>
- Dessler, G. (2016). *Manajemen Sumber Daya Manusia*. Salemba Empat.
- Handayani, W., Noordiana, N., Rahayu, E. W., Trisakti, T., Anggraeni, E. R., Anggoro, R. M. K. M., & Martiana, T. D. (2023). Bromo Exotica Festival: Managing Colossal Performing Art. *Organizational Cultures*, 23(2), 31.
- Hasibuan, M. (2021). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Ismail, I., & Kurniasari, N. (2022). *Mengelola Sumber Daya Manusia: Konsep, Strategi dan Model*. Empatdua Media.
- Nawawi, H. (1997). *Manajemen sumber daya manusia untuk bisnis yang kompetitif*. Gadjah Mada University Press.
- Prasetya, H. B. (2013). *Meneliti seni pertunjukan*. BP ISI.
- Prasetya, A. S. E., Putra, R., & Sultan, F. M. M. (2023). Cyberloafing, work environment, and leadership on performance and job satisfaction of education personnel at sultan Syarif Kasim state Islamic university Riau. *Journal of Applied Business and Technology*, 4(1), 17–29.
- Riva'i. (2014). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Rajawali Pers.
- Safarudin, A. (2001). *Manajemen sumber daya manusia*. BPFE UGM.
- Sara, I. M., Saputra, K. A. K., & Utama, I. W. K. J. (2021). The Effects of Strategic Planning, Human Resource and Asset Management on Economic Productivity: A Case Study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(4), 381–389. <https://doi.org/10.13106/jafeb.2021.vol8.no4.0381>
- Smara, C. D. (2021). *Galeri Nasional Indonesia (GNI) dalam Pembentukan Identitas Nasional: Kajian Tentang Pameran Seni Rupa Nusantara, Di GNI, Jakarta, Tahun 2001-2017*. Universitas Indonesia.
- Sunartha. (2018). *Perencanaan sumber daya manusia: Kunci keberhasilan organisasi*. UNY.
- Sutrisni, E. (2009). *Manajemen Sumber Daya Manusia*. Kencana Prenada Media Grup.