HUMAN RESOURCES DEVELOPMENT STRATEGY TO IMPROVE APPARATUS AND ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The purpose of this study is to analyze several factors related to the development of human resources that are very influential on the performance of the marine apparatus. Some of these factors are starting from procurement, training, career development, benefits, job promotions, soldier mutations, structural and technical special training. Development is directed at achieving good organizational governance within the scope of the marine apparatus. A total of 157 respondents were selected using a purposive random sampling technique. While the data analysis technique is used with two approaches, namely descriptive analysis, and multiple regression. Primary and secondary data that have been obtained are collected and tested. The results of the research show that to realize good and stable organizational governance, stakeholders must immediately act to improve the quality and professionalism of the marine apparatus to create competitive advantages and uphold bureaucratic ethics to provide excellent service as expected by consumers (community served). so that stakeholders must immediately encourage human resource development programs in a sustainable, clean, and consistent manner.

KEY WORDS

Human resources, apparatus performance, bureaucratic ethics, organizational governance.

Human resources are a very important and urgent factor in an organization, whatever its form and purpose, an organization is designed with various visions for the benefit of its people. Because of the importance of human resources in an organization, it will automatically demand that the organization must get qualified and competent employees or apparatus to run the organization. Human resource management in the current digital era, according to Dessler namely: "Strategic Human Resource Management is the linking of Human Resource Management with strategic roles and objectives to improve business performance and develop organizational culture and foster innovation and flexibility" (Dessler, 2003). So that the leaders of the organization must be able to combine the implementation of human resource management with the organization's strategic objectives to improve performance and to develop organizational culture by implementing some innovations.

In the era of intense global competition, human resources are the main most important factor in playing a role to maintain the continuity of the organization, maintain credibility, and create public trust. The core of human resources as valuable capital in an organization will reflect more pressure on intangible resources than on real ones. That human resource investment is aimed at the benefit of the organization both in the long-term goals and short-term goals (Becker, Huselid, & Ulrich, 2001). Through their skills and abilities, employees will be motivated to always learn in building a productive business environment. Human resources are also used significantly to mobilize other resources and have a strategic position that has a role in creating the performance of corporate organizations that have competitive advantages (Wright, Gardner, Moynihan, & Allen, 2005). Paulus and Anantharaman also said that the development of human resources will have a direct relationship to the benefits of the organization. Therefore, in every organization, it is recommended to be able to maximize the performance of its employees so that they can provide the maximum contribution (Paul & Anantharaman, 2003).

Likewise with organizations owned by the government, especially in the field of

Maritime Affairs, where employee performance will be closely related to the quality of services provided to consumers. Even though a government organization is not a profit organization, employees must also have high-quality standards because that will affect the credibility of government institutions. And one that must be owned by employees is in terms of education level. Some other factors of human resource development that have a close relationship with the quality of employee performance are such as career development, job transfer, job promotion, and salary compensation. Through some of these developments, employees will be able to work professionally as the prime mover who in the end will be able to realize good organizational governance.

This study also refers to several previous studies on human resource development, including research with the title Human Resource Management: An Exponential Approach. (Bernadin, 2007), further research with the title Public Sector Reform in Context (Byrne, 1995), research with the title Impact of Human Resource Management Practices on Perceptions of Organizational Performance (Delaney & Huselid, 1996). Then research with the title Human Capital Accumulation: The Role of Human Resource Development (Garavan, Morley, Gunnigle, & Collins, 2001). Research with the title Does Intellectual Capital Mediate the Relationship between HRM and Organizational Performance? Perspectives from the Health Industry in Taiwan (Yang & Lin, 2009), research with the title Effect of Human Resource Practices on Organizational Performance: Evidence from Greece (Vlachos, 2008). Research title Impact of People Management Practices on Organizational Performance: Analysis of Causal Models (Paul & Anantharaman, 2003). Next is a study entitled Human Capital Accumulation: The Role of Human Resource Development (Garavan, Morley, & Collins, 2001)

MATERIALS AND METHODS OF RESEARCH

Watkins explained that the development of human resources as follows "The field of study and practice is responsible for the fostering of a long-term, work-related learning capacity at the individual, group, and organizational level of organizations. The organization needs to enhance individuals' capacity to learn, to help groups overcome barriers, and to help in the creation of a culture that promotes continuous learning. The definition is also closely related to the human capital theory that has been explained by Schultz which states that the knowledge and skills factors acquired during the period of education and training will have a very positive impact on the organization. Human resources are very useful for organizations because of several things, including: (1) the ability to adapt to the environment; (2) improvement in the quality of individual organizations; (3) competencies obtained; (4) development of organizational competence; and (5) the work of each individual. (Wan, Kok, & Ong, 2002)

The performance of an organization can be used as a key indicator of the success and ability of the organization to achieve goals independently and efficiently. This opinion is widely accepted which means that an organization's performance is largely dependent on individual behavior which is a source of sustainable competitive advantage (Becker, Huselid, & Ulrich, 2001). Individual behavior and abilities can be obtained and formed through several training programs and development carried out by an organization. Not only in the formation of behavior, more than that every organization must be willing to invest in implementing some special programs that have aim to create the ability to implement effective tasks. Several studies on the relationship between performance appraisal and human resource development have been conducted for years.

Performance Assessment Factors:

a. Recruitment or procurement of employees. The recruitment process is related to several actions to find employees who meet the requirements to fill vacancies or occupy existing positions.

b. Training and development. Training and development are important factors that will affect performance appraisal. Systematic development of knowledge, skills, and expertise needed by someone, so that they can carry out certain tasks or work effectively and

competitively.

c. Mutation. Mutations in ordinary human resource management are also known as task shifts. Mutation can be seen from two perspectives, first, if it is considered as a form of placement for someone on a task with new responsibilities, whereas in the second form, it refers to a shift from the workplace to the same place with relatively the same responsibilities and without income changes.

d. Compensation. Compensation refers more to the form of financial giving or some other tangible benefit that the employee will receive part of a work relationship or contract.

CONCEPTUAL FRAMEWORK

Human resources have been seen as a very important asset in an organization. This is because, the first as valuable capital is very difficult to emulate or copy, while at other sources such as equipment and sophisticated technology or some physical facilities can be purchased and copied by business competitors. And secondly, that it is an unsustainable and competitive supporting resource in the long run. So an organization must provide skills and knowledge. The question is whether training and development programs can affect good organizational governance, so several factors are influencing human resources on the performance that need to be analyzed in depth.

As for the conceptual framework in this study, are:



Figure 1 – Research Conceptual Framework

Which are independent variables are Recruitment (X1), General Training (X2), Career Development (X3) Compensation (X4), Promotion (X5), Mutation (X6), Structural Training (X7) Technical Training (X8) and the dependent variable is Employee Performance (Y).

Based on the conceptual framework above, what is hypothesized in research is that the elements of human resources consisting of recruitment, training, career development, compensation, promotion, transfer, technical training, and structural influence employee performance which has implications for the realization of good organizational governance.

This research is a survey research with a sample of 157 respondents determined by purposive random sampling technique. Primary data were collected by distributing questionnaires to several Marine Service UPTs.

Research variable The dependent variable of this study is the performance of marine service employees (Y), while the independent variable consists of recruitment (X1), general training (X2), career development (X3), compensation (X4), promotion (X5), mutation (X6), structural training (X7) and technical training (X8).

While the data analysis technique in this study uses descriptive analysis and multiple regression. In addition to the two analyzes, data tabulation was carried out on the characteristics of respondents in the Ministry of Maritime Affairs. Results and formulas of the multiple regression model:

Where: Y = Organizational Performance; X 1 = Recruitment; X 2 = General Trining; X3 = Career Development; X4 = Compensation B0 is Intercept Y; X5 = Promotion B = Variable Coefficient X; X6 = Mutation; X7 = Struktural Trining; X8 = Technical trining; e = error term.

Variable	Definition Variable	Indicator	Category Data	Size
Recruitment (X1)	Reception Employees as needed	1. Education level 2. Skills 3. Position in Work	ordinal	Likert Scale
General Training (X2)	Increased knowledge and skills Employee	 Need Analysis Implementation of Training Evaluation 	ordinal	Likert Scale
Career development (X3)	Career selection process to be achieved by Employee	1. Career Planning 2. Career Path	ordinal	Likert Scale
Compensation (X4)	Remuneration for employee performance based on work results showed	1. Basic Salary 2. Facilities 3. Honorarium	ordinal	Likert Scale
Promotion (X 5)	Step from position to another position that has the status high	1. Working Period 2. Formal Education Certificate 3. Work transcripts	ordinal	Likert Scale
Mutation (X6)	Organizational activities that shift employees from certain positions to other at the parallel level aims to get people right, so the organization can function effectively	 Length of service Organizational Needs Organizational Refreshment Knowledge and skills 	ordinal	Likert Scale
Structural Training (X7)	Requirements for employees who will get a position structural	1. Arrange 2. Manage data 3. Job Description 4. Communication	Ordinal	Likert
Technical Training (X8)	Prerequisites for employees to sit in functional positions that can be done in stages following the level of position functional	 The use of tools Skills in describing managerial policies Network Team Communication between institutions 	ordinal	Likert Scale
Employee Performance (Y)	The results of all work processes produced by employees	Discipline, Performance, Attitude, Teamwork, Enthusiasm, Focus on the public, initiative, Caring environment	ordinal	Likert Scale

The use of multiple regression analysis is to test the level of significance with the hypothesis testing criteria simultaneously on the independent variables. The influence of the independent variables on the dependent variable was tested with a level of confidence (95%)

RESULTS AND DISCUSSION

The analysis of validity in this study was determined through an appropriate measurement process. Reliability is a tool that can be used to measure several items in a questionnaire that acts as an indicator of variables. Based on data collected from 157 respondents, the dependent variable (Y) with eight questions is shown in Correlation (r). The corrected amount is all greater than the r table, where r table is 0.180 (157-5 = 152), so eight items (X1, X2, X3, X4, X5, X6, X7, X8) are stated as valid questions. Meanwhile, a reliable construction or variable is present if it gives a Cronbach Alpha value> 0.60. Based on the results of the reliability test on the Y variable against eight-question items, a Cronbach Alpha of 0.723 or 72.3% was obtained, so that all questions related to Y were reliable. For the reliability test of X1, the Cronbach Alpha variable obtained was 0.891 or 89.1%, so all five questions related to X1 were reliable. Furthermore, the reliability test results for X2 find Cronbach Alpha of 0.719 or 71.9%, so the four questions related to X2 are reliable. For the

X3 variable, the reliability test found a Cronbach Alpha of 0.722 or 72.2%, so the three questions related to X3 were reliable. Similarly, with the results for the X4 variable, a Cronbach Alpha of 0.823 or 82.3% was obtained, which shows five questions related to reliable X4. For the X5 variable, the reliability test results found a Cronbach Alpha of 0.846 or 84.6%, so the four questions related to X5 are reliable. The reliability test results for X6 obtain Cronbach Alpha of 0.792 or 79.20%, so four questions related to X6 are reliable. For the variable X7, the reliability test results have found a Cronbach Alpha of 0.685 or 68.5%, then the three questions relating to X7 are reliable. Finally, the reliability test results for the X8 variable obtain a Cronbach Alpha of 0.714 or 71.4%, thus, the three questions related to X8 are reliable.

To find out whether the model used contains heteroscedasticity or not, in table 3 the Lagrange Multiplier (LM) test is used. To test heteroscedasticity is done by comparing n x R2 with the Chi-Square table of degrees of freedom (df) and Alpha 5%. The criteria are if n.R2> value of Chi-Square table then e experiences heteroscedasticity, conversely if n.R2 <value of Chi-Square table then e does not experience heteroscedasticity. The results show the regression model obtained R2 = 0.289 so that $\sum n.R2 = 150 \times 0.646 = 36.933$ smaller than the value of the Chi-Square table 8.121, then e does not experience heteroscedasticity.

VARIABLE NAME	R2	Ν	R2N	Chi-square
Recruitment	0.029	50	1	3.61
General Training	0.024	50	1	3.32
Career development	0.039	50	2	5.24
Compensation	0.048	50	3	7.27
Promotion	0.057	50	3	7.53
Mutation	0.031	50	2	3.16
Structural Training	0.037	50	2	3.67
Technical Training	0.024	50	1	3.13
Average	0.289		15	36.933

To test the autocorrelation used the Durbin – Watson Test. If du <d <4 – du, it can be concluded that there is no positive autocorrelation or negative autocorrelation. From the autocorrelation test results of the regression model, the resulting d count value (DW) 1.563, the critical value for the upper limit (du) 1.430 and when entered in the formula du (0.541) <d (2.032) <4 - du (1.948), it does not occur positive autocorrelation and negative autocorrelation in the regression model.

Multicollinearity test is done by regressing the analysis model and testing the correlation between independent variables using tolerance and Variance In floating Factor. If tolerance is smaller than 0.10 and VIF is greater than 10, multicollinearity occurs. The multicollinearity test results from the two regression models are shown in the following table:

Variable Name	Tolerance	VIF	Interpretation
Recruitment	.712	1.405	Not occur
General Training	.712	1.405	Multicollinearity
Career development	.712	1.405	Not occur
Compensation	.712	1.405	Multicollinearity
Promotion	.712	1.405	Not occur
Mutation	.712	1.405	Multicollinearity
Structural Training	.712	1.405	Not occur
Technical Training	.712	1.405	Multicollinearity

Table 3 – Multicollinearity Test

From the table above, it can be seen that there is no multicollinearity in the regression model used in this study. This is indicated by a tolerance value greater than 0.05 and a VIF value smaller than 5.

Hypothesis test results show all eight variables partially and simultaneously affect the dependent variable Y, so it can be accepted. THE adjusted R Square value is 0.335. The

results showed 33.5% of the variables X1, X2, X3, X4, X5, X6, X7, and X8 partially and simultaneously had an impact on the dependent variable Y, while the remaining 66.5% was influenced by other variables.

To test whether the Adjusted R2 coefficient value has a significant relationship or vice versa, it is then recommended to run the Fisher statistical test (F Test) with a confidence level of 95%. This method states when F> F table, then Ho is rejected, and if F \leq F table then Ho is accepted. While the value of F is 8,419 at the significance level. Therefore, both in the calculation of F> F (8,419> 2.52). This shows the variables X1, X2, X3, X4, X5, X6, X7 and X8, partial and simultaneous effect Y, so it can be accepted. Partial variables have a significant effect; training (X2) and Technical Training (X8) with Y performance while other variables do not affect Y. The statistical test results show the value of t for the general training variable (X2) is 3.621, where the t table on a 95% confidence level 1.955 (3,621> 1.955). Since t> t table then Ho is rejected. Likewise, the value of t for technical-specific training (X8) is 3.566, where t table at the 95% confidence level is 1.955 (3.566> 1.955). Since t> t table then Ho is rejected. Therefore, the area of acceptance of the hypothesis is outside the area of acceptance of Ho. Meanwhile, other variables from X1, X3, X4, X5, X6, and X7 with the t table at 95% confidence level are below t table at 1.955. Since t < t table, Ho is accepted.

CONCLUSION

The results showed that the elements of human resource development consisting of recruitment, training, career development, benefits, promotions, mutations, structural and technical special training simultaneously influence employee performance that has an impact on the creation of good organizational governance in the marine ministry environment, where the most dominant factors of human resources are compensation, promotion, technical training, and structural training. To prove the existence of influences that reveal the development of human resources has a relationship with organizational performance. But things cannot be generalized because of differences in demographics, culture, and other factors. Meanwhile, the performance of employees in the private sector may be different compared to the government service sector. To realize good organizational governance, the government must act more quickly to further improve the quality of professionalism in the context of creating competitive advantage and upholding bureaucratic ethics in providing excellent service as expected by consumers.

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