

The Implementation of Human Resources Development Policy to Increase Employee's Performance

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Abstract: Human resource is a major factor in organization, human is a major encouraging factor for an organization, the organization must strive to improve the capability of human resources in performing their duties and functions with high efficiency, effectiveness and productivity so that organizational goals can be achieved. The purpose of writing this research is to discuss the empirical facts about the effects of the implementation of human resource development policy on employee's performance in banking business sector. The methodology used is explanatory approach with survey technique of path analysis that took 92 people as respondents and 10 rural banks (Bank Perkreditan Rakyat-BPR) in Garut, Indonesia as the object of research. The results showed that the implementation of human resources development policy has significant and positive effect toward employee's performance. The study recommends the human resource development pattern to improve the performance and quality of public services through education and training and the implementation of knowledge management.

Key words: Management strategic, human resources developmen, performance, service quality, BPR

INTRODUCTION

Human resource development is an investment for organization, due to the developing and increasing human resources quality the employee's performance will be getting better. Performance is research achievement that someone gained in performing jobs assigned to him based on skills, experience, seriousness and time (Hasibuan, 2003).

For organizations that provide public serve sector such as banking, good human resources will have a good performance too and will provide good service quality as well. Public service is an activity or series of activities aimed to meet the service needs according to the laws of every citizen and resident regarding goods, services and/or administrative services provided by public service administrator (Amin and Ramdhani, 2017). Public services must have good quality so that they can meet community needs properly.

In the logical framework context, the development of human resource, performance and service is important and related and influential to each other. To test the empirical facts of this framework it is necessary to do survey research to prove the relationship between these variables. This study aims to discuss the empirical facts

about the effects of the implementation of human resource development policy on employee's performance in banking business sector.

MATERIALS AND METHODS

The method used in this study is explanatory approach with survey technique. Explanation research method is a method of searching information or explanation which aims at explaining causality or existing causal relationships and trying to look for observation variable. Explanation method is a research technique to test the result and impact of an activity or action toward an object or environment. To strengthen the research finding, it was performed the verification of the research finding to the literature review as recommended by Ramdhani *et al.* (2014) and Ramdhani and Ramdhani, (2014).

There are research objects to see the objective condition. Researchers determined the operationalization of research variables, structured to facilitate the steps in selecting and collecting obtained data from respondents based on the theories, concepts, propositions and assumptions of the study variables defined. The operationalization of research variables are as follows:

Tabel 1: Operationalization of research variables

Variables	Dimension	Indicator
Implementation of the Human Resource Development Policy (Winamo, 2007)	Communication	Transmission
		Consistency
		Clarity
	Resources	Human resources
		Information
		Authority
		Facility
	Implementing tendency (Executive's attitude)	Consensus
		Ability
	Bureaucratic structure	Work procedure
Organization		
Fragmentation		
Employee performance (Umar, 2002)	Ability	Work quality
		Professionalism
		Creativity
	Work effort	Work motivation
		Work ethics
		Work achievement
	Organizational support	Participation
		Activity
		Innovation

(Table 1). The respondents of this study are the employees of 10 rural banks (Regional Owned Enterprises) in Garut, Indonesia with the total number of respondents 92 people. The discussion is made on the relevant pattern of human resource development as efforts to improve employee's performance.

RESULTS AND DISCUSSION

This study examined the empirical facts on the effect of the implementation of human resource development policy toward employee's performance. The analyzed research paradigm is presented in Fig. 1. The analysis result of t-test analysis is presented in Table 2.

Empirically, the result of hypothesis testing illustrates that the implementation of the human resource development policy provides a positive and significant influence on employee's performance. The result of this study is supported by similar research conducted by Setiamy (2016) which stated that the human resources development provided a positive and significant influence on the performance.

In addition, the result of this study has implications on the stronger conceptual relationship of the theory underlying the research variables relationship. The relationship between the concepts of the implementation of human resource development policy and employee's performance has been proven that the both of them are interrelated one another and have a significant relationship. Conceptual and empirical relationships of this study strengthen the concept that improving performance can be done through the implementation of human resource development policy. For further

Table 2: Result of hypothesis testing

Hypothesis	t _{value}	t _{dist}	Determinant	Result
X-Y	19.74	1.66	0.04	Significant

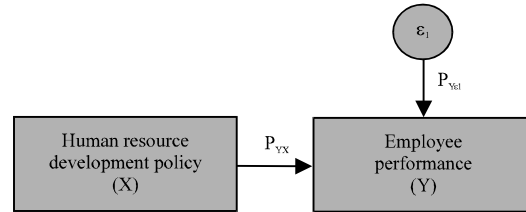


Fig. 1: Model of research paradigm

discussion, this study will elaborate the model of human resource development.

In practice, human resource development policy should be implemented in a series of human resource development activities. In terms of the consumer, it is important to make service standard which tell the consumers what service they are entitled to who can get it what requirements and how the service looks like. This will Bind Rurel Bank (BPR) as service providers in its human resource development pattern. Good service will result in consumer's high loyalty in using bank services (Ramdhani *et al.*, 2011; Setiawardi *et al.*, 2013). The following discussion is an analysis of implementation of human resource development pattern that should be applied by BPR.

Human resource development is a process applied to develop employee's knowledge, skills and abilities, in addition to competencies developed through training and development, organizational learning, leadership management and knowledge management for performance improvement (Harahap, 2016) Human resource development is related to the organization's competitive advantage. It is recognized that service organization is currently experiencing a lot of paradigm shifts. One strategy to overcome this problem is developing and enhancing human resource potential. In this case human resources management and utilization is a strategic approach to the improvement of organizational performance. In consequence, each organization really needs effective management of human resource development system which does not differentiate humans, facilities/infrastructure and management system as a whole in order to achieve organizational goals. The successful system of human resource development has two objectives, namely:

- Creating an awareness of the environmental changes power that organization is facing
- Providing a systematic approach to the development necessary knowledge and skills to improve public services

The purpose of human resource development is improving people's productive contribution to the organization in many responsible ways from strategic, ethical and social perspectives. Human resource development has goals that not only reflect the organization's will of achieving its objectives but also balance the organizational challenges, human resource functions, society and affected people. Failure in that those aspects can corrupt performance and the survival of organization. The orientation of human resources development at least has four purposes:

Society: This objective means that organization should be socially and ethically responsible to the society needs and challenges to minimize the negative impact for the organization. Business organizations are expected to improve the quality of society and help solve social problems because company is a part of society. The company's contribution to society showed that factors outside the organization will affect the company's operation and product. Society expects that company follow laws and norms/moral. In this aspect, one important factor is improving communication capability of human resources, so that they can communicate with each other and find a point of agreement/consensus mutually beneficial. The created consensus can improve personal performance in research through finding a win-win solution in any problem (Ramdhani and Suryadi, 2005).

Organizational objectives: Organizational objectives are the formal goals/targets of organization created to achieve the goals of company by the following way:

- Increasing company productivity by providing trained and well motivated employee
- Capitalizing workforce efficiently and effectively by the ability of controlling labor costs
- Developing and maintaining the quality of research life by providing opportunities for job satisfaction and employee self-actualization
- Ensuring that organizational behavior is in line with the laws and regulation to provide equal employment opportunity, a safe environment and protection of the employees' rights
- Assisting the organization in achieving goals
- Communicating human resource policies to all employees
- Helping to maintain an ethical policy and socially responsible behavior
- Managing change that is mutually beneficial for individuals, groups, companies and communities

Functional objective: It is the objective to maintain human resources contribution at the appropriate level to the organization needs. Human resources are required in order to provide training programs and innovative development and to find a management approach that will maintain and motivate the best people.

Personal objective: It is a personal goal of every member of the organization to be achieved through their activities. Employees must obtain benefits and they should be treated humanely in satisfying their needs. In order that every objective of company has a positive impact on employee's performance, the objectives must be accepted by the employees. The objectives acceptance is an essential precondition for positive impact on the company.

Human resource development leads to forming trained and loyal employees who often become the key for companies to compete. Furthermore, it is important to design the activity of human resource development as a process to attract, retain and improve the quality and quantity of employees required to solve problems and to achieve the objective determined by the organization. Development program through activities related to problem solving dealing with practical requirements and need orientations (Ainissyifa, 2013)

The purpose of human resource development training is determined based on the need assessment and references in developing the criteria of success assessment. Through the needs assessment it is possible to conduct the present and future problems and challenges diagnoses to define and color the program content and learning principles to be used in development activities. Moreover, the purpose of needs-based training and development is formulated considering skills, knowledge and abilities of people attending training and development program.

Human resource development is basically a building of an individual capacity meaningful to realize the excellence of organization competition. Here are some directions and orientations of human resources development:

- Preparing capable person ready to be assigned appropriate job at any time
- Improving one's condition who feel weaknesses in himself and it is expected he can perform job properly
- Preparing person to be assigned specific job more difficult than the current job
- Completing person with possibly appearing matters around his job which has either direct or indirect effect on his job performance

- Adjusting someone to job changes
- Instilling a person's confidence and trust that he is the appropriate one to the job being assigned
- Increasing one's prestige in the sight of his subordinate or someone from colleagues and relation

In arranging training and development programs, the first step is conducting needs assessment. The techniques used in assessment implementation can be done by considering their levels: organizational level, group/employment level, individual level. Needs analysis at organization level is the organization's strategy, considering a number of factors that can affect training requirements including changes related to staff, technology, employment and regulations economic development new pattern of research employee's aspirations and variety of research equality in opportunity.

At the group or employment level, needs analysis is determined by job analysis and performance and productivity analysis. Meanwhile, at the individual level, needs can be assessed through a process of broad minded management. The training and development of educational employee as part of staff development is one important way to help individuals to meet and satisfy their needs in terms of status, self introduction, personal and professional growth. Therefore, training and development management for employees include planning, implementation and control should be done in conceptual, systematic and continuous ways.

In this study, the concept of human resource development is directed to form good performance. Performance can be viewed in two dimensions, namely individual dimensions and organization dimension. Individual dimension sees performance in relation to the individuals personality characteristics that appear in mental attitude form and implies the desire and efforts of individuals who always try to improve the quality of life. On the other hand, organization dimension views productivity within the framework of the technical relationship between inputs and output. Therefore, in this point of view, the increase in productivity is not only seen from the quantity aspect but also can be seen from the quality aspect. Both definitions of performance contain certain difficult way or method of measurement to be practiced. First of all, the difficulties are caused by complex individual personality characteristics, secondly the difficulties are due to a variety of resources input and in different proportions (Setiamy, 2016).

To increase the capacity of employee's personality, character education is an important thing to do for the creation of high commitment, discipline and honest human

resources (Ainissyifa, 2014). Character education is the development of learner's ability to behave properly marked with several capabilities enhancement that will make human beings religious creature (Ramdhani, 2014). Character education can be done through a variety of curriculum modification and using facilities and infrastructure corresponding to the scope of work (Ramdhani and Muhammadiyah, 2015). Here, are some factors allegedly can affect the performance with respect to the employee's job in the research object that can be enhanced through human resource development programs that include:

- Ability, it is the capability possessed based on knowledge and skills
- Technology application, technology advance is strongly affected by productivity, so that technology application should be oriented towards performance improvement

The application of human resource development should include measuring, analyzing, evaluating, reporting and taking action and remeasuring. Human resource development process consists of four stages, namely assessing training needs (needs analysis), designing, training programs (program design), delivering training (program implications), training evaluation (evaluation) (Anona and Prasetya, 2016)

There is another pattern for human resources development can be done through knowledge management implementation that includes collection, arrangement, storage and information access to build knowledge of human resources in the organization (Ramdhani *et al.*, 2011). Knowledge management concept is a pattern that has showed successful development of human resources in many organizations (Ainissyifa, 2012a-c; Ainissyifa *et al.*, 2012). Even, human resource development can be facilitated through knowledge exchange with fellow employees through the development of knowledge portal. Knowledge portal is an important aspect to disseminate knowledge of organization (Pamoragung *et al.*, 2006). In the contemporary context human resource development needs to be directed to information technology mastery. Information technology was built to ease the complex human work to be simpler, faster and more accurate (Thabit *et al.*, 2012).

Human resource development activities are supported by several factors such as the selection of good human resources to seriously create qualified employees, design the harmony between the organization's needs and the employee's ability, provide facilities, infrastructure and technology appropriate to

employee development and high commitment of every organization element to continuously perform employee development. When the organization support has been able to run simultaneously, the competency-based human resource development will be able to give a good impact to the improvement of organizational performance. This occurs because developing competent human resources is a condition in which all elements of internal organization are ready to research based on self quality and good ability.

Another important thing is policy evaluation process. Policy evaluation can be seen as an activity regarding estimation or policy evaluation that include substance, implementation and impact. In this case, evaluation should be viewed as a functional activity. This means that policy evaluation is not only done at the final phase but it is done in the whole processes of policy. Thus, policy evaluation may include the formulation stage of policy issues, proposed programs to solve the policy, implementation, the stage of policy impact.

CONCLUSION

Conceptual study and empirical research showed that the implementation of human resource development policy gave effect toward the employee's performance, so that service quality attainment can be realized. Through the implementation of good human resource development policy a good performance can be achieved which in turn will create competitive advantages for the organization.

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