

THE INFLUENCE OF HUMAN RESOURCE CAPACITY DEVELOPMENT ON LOYALTY AND ITS IMPLICATIONS FOR EMPLOYEE PERFORMANCE

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ABSTRACT

One of the government programs that has become its mainstay is strengthening the economic sector, because with the economy, the Indonesian people will be free from poverty. One of the factors of national competitiveness is the quality and capacity of human resources in our nation's human resources. The economic progress of the Japanese and Singaporeans is mainly supported by the high quality of human resources in the mastery of science and technology which is a competitive advantage even though both of them are poor in natural resources. Efforts to increase Human Resources carried out by the Indonesian government include increasing productivity in various industrial or corporate sectors, both private and government-owned companies. This increase in productivity is in addition to increasing employee competence, motivation, and understanding of employee tasks which affect their performance as output in carrying out their daily activities. Thus, if every employee in various corporate agencies has high performance, a strong state economy will be realized. As mandated by the Government of the Republic of Indonesia through Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, it states that a national economy based on economic democracy with the principles of togetherness, efficiency with justice, sustainability, environmental awareness, independence, and by maintaining a balance of progress and economic unity national level, needs to be supported by strong economic institutions in the context of realizing people's welfare.

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1. INTRODUCTION

One of the government programs that has become its mainstay is strengthening the economic sector, because with the economy, the Indonesian people will be free from poverty (Silalahi & Ginting, 2020) One of the factors of national competitiveness is the quality and capacity of our nation's Human Resources (HR) (Ruhana, 2012). The economic progress of the Japanese and Singaporeans is mainly supported by the high quality of Human Resources in the mastery of science and technology which is a competitive advantage even though both of them are poor in Natural Resources (SDA). (Anita Prihatini et al., 2021) Efforts to increase Human Resources carried out by the Indonesian government include increasing productivity in various industrial or corporate sectors, both private and government-owned companies. (Hamza & Agustien, 2019)

This increase in productivity is in addition to increasing employee competence, motivation, and understanding of employee tasks which affect their performance as output in carrying out their daily activities. (Mulia & Saputra, 2021) Thus, if every employee in various agencies/companies has high performance, a strong state economy will be realized. (Kinerja et al., 2011)

As mandated by the Government of the Republic of Indonesia through Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, it states that a national economy based on economic democracy with the principles of togetherness, efficiency with justice, sustainability, environmental awareness, independence, and by maintaining a balance of progress and economic unity national level, needs to be supported by strong economic institutions in the context of realizing people's welfare. (Elyas Bahrudin, 2019)

Thus, the government's mandate above emphasizes that every employee must be able to develop their competencies in a sustainable manner, so that goals and desires are realized in accordance with the

expectations of the government and society, and this is the result of work or employee performance based on professionalism for the competence they have. (Mathematics, 2016)

Based on Law Number 25 of 2009 concerning Public Services, it is explained that each service will produce various assessments that come from the party being served or the customer. Good service will of course also provide good ratings from customers, but if the service provided does not give satisfaction, for example the customer has paid a fee for the service but the rewards received are unequal, it will lead to customer disappointment and can worsen the image of the service provider agency. (Student et al., 2021)

The achievement of company performance results is a manifestation of optimal employee performance, so employees must prepare their abilities to carry out their duties. (Busono, 2017) Thus every agency must be able to realize its achievements, which are shown by the work of its employees because of the readiness of adequate Human Resources.

KAI's performance was depressed in line with the various policies taken to stem the spread of the corona virus, ranging from large-scale social restrictions (PSBB) to the obligation for entry and exit permits (SIKM) for passengers. To be able to carry out their duties properly, employee development needs to be directed at improving the quality of human resources so that their performance is optimal.

Kereta Api Indonesia (Persero) uses the Employee Performance Assessment Report Card (RAPI), this is intended to obtain objective assessment results. With an objective performance appraisal using RAPI, it can be measured the performance of an employee at PT.

As for the elements of assessment in RAPI, namely the quality of work, quantity of work, employee discipline, responsibility, cooperation and leadership. The progress of a company is largely determined by the quality of human resources, especially performance. Through increased employee performance, the effectiveness and productivity of the company will also increase. (Situmeang, 2018)

Management is the art of managing the process of utilizing human resources and other sources effectively and efficiently to achieve certain goals. The essence of administration because it regulates the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal. (Istiantara, 2019)

Management is a process consisting of a series of activities such as planning, organizing, staffing, directing and controlling carried out by members of the organization by using all organizational resources to determine and achieve the goals that have been set. Management and organization are two complementary elements, because they are part of an organization's activities related to the functioning of resources, while the organization is a container. Management is the process of planning, organizing, directing and supervising the activities of an organization in an effort to achieve a coordination of human resources and natural resources in terms of achieving goals effectively and efficientl. (13..pdf, n.d.)

Therefore management is a process of harmonious cooperation between two or more people to achieve the goals that have been set before. As a feature of management is the existence of human groups, groups consisting of two or more people, the existence of cooperation from the group, the existence of processes, the existence of guidance, the existence of leadership and supervision and the existence of goals.(Rokhayati, 2014)(14)

2. METHOD

There are several survey methods, where this survey method is research conducted on large and small populations but what is tested is sample data. When viewed according to the type of data and analysis, this research is a quantitative study consisting of six variables, three independent variables, one dependent variable, and two intervening variables which aim to determine the effect of the independent variables on the dependent variable.

Time and Place of Research The research started in November 2021 which is planned to be completed until the processing of data and research reports for approximately 6 (six) months which includes the stages of preparation, pre-research, preparation to the form of a research report.

Kereta Api Indonesia (Persero) Daop 2 Bandung West Java, with the observation unit being all employees working at PT. Kereta Api Indonesia (Persero) Daop 2 Bandung West Java as the locus of research and conducting surveys of employees in charge of the service sector, based on the considerations that: (1) Daop 2 Bandung, the intensity of work activities is very high, so it requires high employee skills, (2) During the Covid 19 Pandemic, the workload of employees was getting heavier, therefore high employee performance was required, which was supported by affective commitment and a high level of employee loyalty.

3. RESULTS AND DISCUSSION

The descriptive discussion in this study is intended to discuss the variables, dimensions and indicators that have been carried out in the descriptive analysis above. It also discusses the highest and lowest scores as material for explaining the conclusions and suggestions. Next is a discussion of the problem in terms of weaknesses or deficiencies, namely factors that are considered to weaken the value of HR Capacity Development.

There are at least two factors with the lowest score, namely the indicator Having a desire to increase knowledge related to aspects of HRM X2. 2 has a score of 3.124 or is in the pretty good category and the indicator has a desire to increase work-related knowledge X2. 3 has a score of 3.172 or is in the pretty good category.

This implies that the factor of having a desire to increase knowledge related to aspects of MSD and having a desire to increase knowledge related to work is a weakness of HR Capacity Development at PT. Kereta Api Indonesia Persero Daop 2 Bandung.

These two weaknesses or deficiencies are partly due to the lack of awareness among employees about the importance of knowledge of resource management, especially human resources. Apart from that the development of knowledge and science related to work at PT. Kereta Api Indonesia Persero is in a state of stagnation because there is no renewal of Railway technology in Indonesia. Because these two factors have the lowest value, increasing these two things is a priority in an effort to improve the condition of HR Capacity Development at PT. Kereta Api Indonesia Persero Daop 2 Bandung.

With regard to problem solving Having a desire to increase knowledge related to HRM aspects and Having a desire to increase knowledge related to work, can be minimized by involving employees who have the potential to become leaders in HRM-based leadership training activities as well as HRM training activities as a whole .

4. CONCLUSION

Organization at PT. Kereta Api Indonesia Persero Daop 2 Bandung which is the object of research in this study is in the pretty good to good category, with the highest dimension being Aggressiveness, with the largest indicator value being the indicator of having a desire to develop aggressiveness. While the lowest dimension is Taking Action, with the smallest indicator value on the indicator Having a desire to develop better actions. HR Capacity Development at PT. Kereta Api Indonesia Persero Daop 2 Bandung which is the object of research in this study is in the pretty good to good category with the highest dimensions being Behavior and Ethics, with the largest indicator value being the indicator of being kind to colleagues. While the lowest dimension is Knowledge Capacity, with the smallest indicator value on the indicator Having a desire to increase knowledge related to HRM aspects. HR Empowerment at PT. Kereta Api Indonesia Persero Daop 2 Bandung which is the object of research in this study is in the pretty good to good category with the highest dimension being Evaluation, with the largest indicator value being the Understanding understanding of evaluation in work indicator. While the lowest dimension is Providing Motivation, with the smallest indicator value on the indicator Having high work motivation.

Affective Commitment at PT. Kereta Api Indonesia Persero Daop 2 Bandung which is the object of research in this study is in the pretty good to good category, with the highest dimension being Identification, with the highest indicator value being the indicator High morale. While the lowest dimension is Participation, with the smallest indicator value on the Commitment indicator. Loyalty to PT. Kereta Api Indonesia Persero Daop 2 Bandung which is the object of research in this study is in the pretty good to good category with the highest dimension being Compliance with Regulations, with the largest indicator value being the Understanding the rules indicator. While the lowest dimension is the Willingness to work together, with the smallest indicator value being the Cooperation indicator between groups of employees.

Employee Performance at PT. Kereta Api Indonesia Persero Daop 2 Bandung which is the object of research in this study is in the pretty good to good category with the highest dimension being Leadership, with the largest indicator value being the company support indicator in order to increase leadership. While the lowest dimension is Quality with the smallest indicator value on the Willingness to improve the quality of work.

There is a positive and significant influence of Organizational Culture, HR Capacity Development and HR Empowerment variables simultaneously on Affective Commitment at PT. Kereta Api Indonesia Persero Daop 2 Bandung. Where the three independent variables are the dominant variables that form the Affective Commitment of PT. Kereta Api Indonesia Persero Daop 2 Bandung.

The influence of Organizational Culture Variables on Affective Commitment is 24.60. The results of testing the hypothesis concluded that Organizational Culture has a positive and significant effect on Affective Commitment. This is understandable, because the implementation of Organizational Culture at PT Kereta Api Indonesia Persero Daop 2 Bandung has been well formed and supported by competent resources. The effect of the HR Capacity Development Variable on Affective Commitment is 27.49. The results of the hypothesis testing conclude that HR Capacity Development has a positive and significant effect on Affective Commitment. This is understandable because the implementation of HR Capacity Development within PT.

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