

# Human Resources Development Factors toward the Employees' Performance at the Local Secretariat Office of Malang City

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## Abstract

This research tries to analyze the influence of Human Resources Development (HRD) which comprises of training, education, and building up the employees' performance at the local Secretariat Office of Malang City. The objectives of research are, first, to analyze the influence of HRD factors that comprise of training, education, and building up towards the employee at the local Secretariat Office of Malang city. The research method using a descriptive statistics and Multiple Linear Regression analysis. The researcher utilized a total sample of 75 participants. The result of the analysis shows that the influence of HRD variable is 23.8 percents and the rest, 76.2 percents, has been influenced by other variables which are not analyzed in this research. It shows that the Employees' Performance has not been optimal through education and training. It requires other factors as well as variables to support the Employees' Performance at the Local Secretariat Office of Malang City. the Education is the biggest contribution (regression coefficient = 0.301) toward the employees' performance as it is one of the determinant factors of HRD.

**Keywords:** Human Resources Development, education, training, building-up, performance

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## I. INTRODUCTION

The Local Secretariat Office of Malang City as an institution which provide public services, has anticipated the environmental changes that might and possibly happen by developing its Human Resources (HR) especially the Civil Servants at the environment of the Municipal Government or Local Secretariat of Malang.

HRD is intended to develop the qualified HRD that concerning with knowledge, skill, and mental in order to create Good Governance as what the public wants.

At the environment of Local Government, employees play an important role, both individual and in groups. Employee is considered as an asset and the

main element in an organization that plays an important role in determining the achievement of the organization's goal. All elements of the organization will not function well without human involvement as the main motivator in running the organization. Punctuality is really important for each activity and it can be accepted according to the stated working schedule or in the other word, it refers to high effectiveness and performance.

The needs of qualified HR should be fulfilled as soon as possible. Therefore, all organization, both government and private sectors, should provide qualified HR which could response all challenges in order to create responsible and good governance.

Qualified Human Resources (QHR) can be fulfilled by performing development which is directed to training and education program for the HR. It is expected that the program could develop both intellectual skill and personality.

This research focuses on HRD of the state apparatus because of their important roles as regulator, facilitator, and dynamist of the development. Therefore, in order to improve their quality that concerns with their dedication, honesty, responsibility and discipline in providing services to the public according to the public demand. Setiono (2007) stated that, "HRD can be done through training and education program, which comprises of managerial, functional, and structural" [3]. The development pattern should be parallel to the welfare improvement because both of them have close relationship in achieving success of the apparatus development. This success is determined by the employee performance. Effectiveness of the employee performance can be measured through the HRD.

This research tries to review the employee performance, as a result of the HRD program, at the Local Secretariat Office of Malang City, as the state apparatus who can overcome the national development and changes with full discipline and responsibility. It must be done due to the employees' performance that has not met the needs and desires of the superior which means that the employees' performance is not optimal.

The objective of this research is to analyze the influence of HRD factors, such as Training, Education, and Building Up toward the Employee Performance at the Local Secretariat Office of Malang City. The analysis are implemented to all staff, both male and female employees, in order to find out the difference. Second, the research tries to analyze the most dominant factor of HRD toward the employees' performance.

## II. LITERATURE STUDY

JAF Stoner (1995) stated that the management function deals with recruitment, placement, training, and development of organization members [1]. Michael Armstrong (2010) stated that the practice of HRM is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as: strategic HRM, Human Capital Management, Knowledge Management, Organizational development, Resourcing (Human Resources Planning, Recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, and employee well-being [2].

The definition of HRD is systematical and planned efforts to create and improve the HR quality related to physical and non-physical aspects in order to achieve high

performance for the employee and the organization [4].

Besides that, HRD can be reviewed both in macro and micro terms. The definition of HRD in macro term means a process of improving quality in order to achieve the goal of the national development. This improvement processes include human resources planning, development, and management. Whereas, the definition of HRD in micro term means a planning process of education, training, and workforce management in order to achieve an optimal outcome. It can be concluded that human resources development process comprises of planning, education and training, as well as management [5].

HRD in macro term is really important in order to achieve the development goals effectively. Directed and planned HRD along with good management could conserve the natural resources, or at least the natural resources management could be effective and efficient. In addition, HRD in micro term is really important in order to achieve an optimal result. Both macro and micro terms of HRD are considered as human investment.

Efforts for HRD can be directed to three targets as follow: cognitive, psychomotor, and affective aspects [4]. Cognitive aspects are related to human capabilities in finding out, understanding, and describing a phenomenon. This term is so called knowledge. Psychomotor aspect related to human capability in utilizing his/her physical to do something. This term is so called skills. The affective aspect related to human capabilities to catch and interpret everything according to his/her intuition, which will guide him/her to act. This aspect has close relationship to morale, ethic, and attitude concepts.

So, it can be said that targets of the HRD are basically related to knowledge, skills, and attitudes [4]. The right method for Human Resources Development is the adjustment to the organizational needs, goals, and conditions., It is the top management's responsibility of the organization or manager who is appointed to handle the Human Resources Development affairs.

Specifically, this official is responsible for everything concerning with HRD, such as in determining type and qualification of the developed position, the right target for the position, the right time for the implementation, the applied method, curriculum, evaluation, success, and etc.

Among the managements of the organizations, both state and private sectors, they have different perception concerning with human resources development and training. The point of this difference states that training is intended to improve ability of the employees in doing their jobs, while development is more oriented to improve working productivity of the employees in the future. But, the difference should not be accentuated because the training usefulness will continue along with the employee's career. It means that training refers to developing the related employee because it prepares him/her to assume great responsibility in the future [6].

Training program is directed to maintain and improve the working performance at present, while development program is intended to develop skills of the employees in doing their jobs in the future [1]. However, as both of them have close relationship, this accentuation difference should not be emphasized even though it should be concerned. On the other word, training is a kind of short-term human

investment and development is a long-term human investment.

Education and training are efforts to develop Human Resources, especially in developing both human intellectual and personality abilities. Formal education in an organization is an ability development process that is directed to specific target and goal of the related organization. While training is a part of an educating process that is intended to improve special skill or ability of the employee, both individually or group [5].

Training is different from education. Education has a wider scope. The objective is to develop the individual, and education is usually considered as formal education in school, academy or college. Education represents the individual extension in which he/she will be prepared to evaluate different situation and bring about the right response. Even though all positions, such as expertise, semi-expertise, and unskilled positions, require specific training, a position as supervisor and manager needs the education element [7].

Khan [15] stated that "training is the most important factor in the business as training can improve the efficiency and effectiveness of both employers and employees in the organization. Training is important to improve the capabilities of employees."

HRD, especially for building up the Civil Servants, refers to Laws Number 8 of 1974 about the Main Points of Employee Affairs which stated that Building up the Civil Servants as quoted on Chapter II, Article 12, Verse (1) Building up the Civil Servant is directed to guarantee the implementation of governmental assignments so the development will be effective and

efficient. Verse (2) Building up as quoted on verse (1) of this article is based on career and performance systems [8]. The implementation of these systems to build up the Civil Servant is one of the building up elements, in which the better implementation the greater responsibility and working spirit will be provided by all employees.

Such career system means a system of an employee's affairs, in which the first appointment is based on the capability of the related employee. For further development, work period, working experience, loyalty, dedication, and other requirements are also used to determine an employee's appointment. In career system, it is possible to propose someone to higher position without following specific examination and the appointment is based on the stated rank.

The performance system means a system of an employee's affairs, in which the employees' appointment for specific position is based on capability and achievement of the related employee. The capability must be proven through specific examination and his/her achievement must be proven in real.

The employees' performance is identical to the staff performance, because employees in this research are the Civil Servants who work at the Governmental Office. Performance means "achievement that has been achieved by someone in doing his/her jobs" [9].

Performance appraisal, as a whole, is a process that is different from job evaluation. Performance appraisal is related to the best result that can be brought about by someone in doing his/her job. While job evaluation determines the highest level of a job respected by the organization, therefore, the salary is based on the range of the related jobs [7].

Concerning with the performance appraisal, some terms of an effective performance appraisal system should be fulfilled. The terms are as follow: relevance, sensitivity, reliability, acceptability, and practicality [7].

Ramli [12] stated that “to determine employee performance, various factors need to access such as the company policies, working environment, the dynamic of training and development of employees and the relations among employer and employee. To translate the employee performance, company may measure it from productivity, absenteeism and also satisfaction of employee.”

Performance measurement in the government level is not a new activity. Each department, working unit, and the executive unit has been programmed to gather information in the form of periodic report (quarter/semester/annual) concerning with the implementation of the main assignment and function.

Situational characteristic means environment, the available resources and organization. Environment puts both the organizational and the employee's demand on productivity. Environment becomes more competitive because of technology changes and the importance of superior performance ascertainment. Therefore, a manager should appraise the performance regularly and accurately. The organizational structure determines the right person who will be responsible in making the appraisal. The organizational climate for internal environment comprises of communication, reward, leadership, and process in determining an objective has also influenced the appraisal type. Resources owned by the organization have influenced the appraisal

process through its frequency, completeness as well as its sophisticated features.

Job description, job specification as well as job appraisal standard has also concerned. In this case, job analysis should go along with situational analysis and it has to be a base for the performance appraisal by establishing criteria to choose which individual that will be evaluated. The performance appraisal should have close relationship to activities as quoted on the job description. The expert of human resources or the managers may use job description, job specification, and performance standard to arrange the performance appraisal format.

Based on the research conceptual framework, the proposed hypothesis on this research are, first, HRD factors comprise of Training ( $x_1$ ), Education ( $x_2$ ), and Building Up ( $x_3$ ) have simultaneously influenced the Employees' Performance ( $y$ ). Second, one of the HRD factors, building up the employee ( $x_3$ ), has the most dominant influence toward the Employees' Performance ( $y$ ).

### III. RESEARCH METHOD

#### 3.1. Research Variables

The independent variables are Training, Education, and Building up.

Training ( $x_1$ ) is directed to all employees to improve their abilities in doing their jobs. The main objective is to improve productivity or output of the employee, which so-called as working efficiency and effectiveness improvement. Indicators of this variable are: more training, contribution of the training output as well as assignment or task that must be done.

Education ( $x_2$ ) is one of the HRD activities to improve the employees capabilities beyond their own working field.

The objective is to prepare them for new position. Indicator of this variable is the education level and appropriateness between education and the implemented assignment.

Building up ( $x_3$ ) is an effort to prepare the employee as Human Resources to play its role according to the growth, development, and change of the organization. The objective is to create a successful and flexible employee for the organization or institution in the future. The indicators of this variable are presence, ability, and motivation.

The Employees' Performance ( $y$ ) is an output that has been achieved by the employee in doing his/her jobs. The indicators (or dependent variable) are punctuality in completing the job and accountability.

Population in the research is all Civil Servants of Echelon I to IV as Human Resources who work at the Local Secretariat Office of Malang. The majority of Civil Servants are from Echelon II and III as Human Resources who may have further development. This research did not take any sample using specific technique because the numbers of the sample are identical to numbers of the population. It has been done under some consideration in order to obtain representative analysis results and to

facilitate in performing data analysis. The sample is taken using Census Technique, in which numbers of the sample is identical to numbers of the available population.

The research uses Multiple Linear Regression Analysis. This analysis model is applied in order to find out the influence of independent and dependent variables, both simultaneously and partially.

### 3.2. The Mathematical Model

The mathematical model as follows [10], [11]:

$$y = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + e \quad (1)$$

In which:

$y$  = Employees' Performance (EP)

$x_1$  = Training (Tr)

$x_2$  = Education (Edu)

$x_3$  = Building Up (BU)

### 3.3. Research Framework

Figure 1. shows the components of the effect between Training, Education, and Building up towards Employee Performance as a research framework [11]; [12]; [13]; [14].

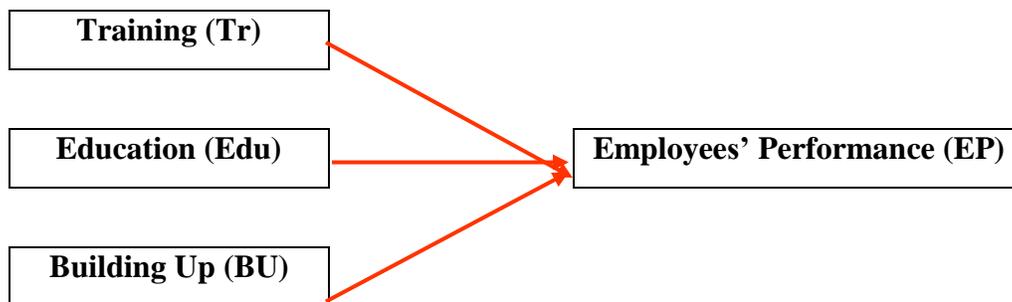


Figure 1. Research Framework

### 3.4. Hypothesis Development

Training, Education, and Building up also Employee Performance are closely connected [12]. Therefore, four null hypotheses were developed in order to test the conceptual framework as stated below:

1.  $H_{01}$ : There is no a significance relationship between training, education, and building up towards employee performance.

## IV. RESULTS AND DISCUSSION

### 4.1. Results

This research study is a descriptive statistics analysis and linear multiple

regression analysis. The researcher utilized a total sample of 75 employees working in Local Secretariat Office of Malang City. 75 questionnaires were distributed to all employees and using five-point Likert scale was employed for each variable in the questionnaire which anchors being (1) strongly disagree to (5) strongly agree.

The result of Table 1 showed that the variables have been found significantly in the studied area. The mean value of employee performance, training, education, and building up were 3.96, 3.92, 3.92, and 3.92 respectively.

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
YEP	75	3.00	5.00	3.9600	.57984
X1Tr	75	3.00	5.00	3.9200	.83440
X2Edu	75	2.00	5.00	3.9200	.71206
X3BU	75	3.00	5.00	3.9200	.76688
Valid N (listwise)	75				

Table 2. Coefficient of Correlations

		YEP	X1Tr	X2Edu	X3BU
Pearson Correlation	YEP	1.000	.356	.123	.205
	X1Tr	.356	1.000	-.261	-.031
	X2Edu	.123	-.261	1.000	-.111
	X3BU	.205	-.031	-.111	1.000
Sig. (1-tailed)	YEP	.	.001	.146	.039
	X1Tr	.001	.	.012	.395
	X2Edu	.146	.012	.	.172
	X3BU	.039	.395	.172	.
N	YEP	75	75	75	75
	X1Tr	75	75	75	75
	X2Edu	75	75	75	75
	X3BU	75	75	75	75

Table 2 shows the correlation between Employees, Performance and Training is  $r = 0.356$ , which shows that a Training has a positive impact on the Employee Performance. The correlation between Employees, Performance and Education is  $r = 0.123$ , which shows that a Education has a positive impact on the Employee Performance. And the correlation between Employees, Performance and Building Up is  $r = 0.205$ , which shows that a Building Up has a positive impact on the Employee Performance.

Table 3 shows that the first proposed hypothesis on this research is "it is suggested that HRD factors, such as Training, Education, and Building Up, have simultaneously influence the Employees' Performance." The results of the calculation show that F-count is 7.382 and the error probability (sig-) is 0.000 (0%). As the F-count is greater than F-table, it means that the independent variables such as HRD which comprises of Training, Education, and Building Up, have simultaneously influenced the dependent variable - the Employees' Performance.

Table 3 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.915	3	1.972	7.382	.000 <sup>b</sup>
	Residual	18.965	71	.267		
	Total	24.880	74			

a. Dependent Variable: YEP

b. Predictors: (Constant), X3BU, X1Tr, X2Edu

The result of the hypothesis testing shows that HRD, which comprises of Training, Education, and Building Up, have significant and simultaneously influence toward the Employees' Performance at the Local Secretariat Office of Malang City.

Table 4 shows  $R^2$  is 0.238, it means that contribution of the independent variable fluctuation, such as HRD that comprises of Training, Education, and Building Up, has simultaneously influenced toward variation of the dependent variable, the Employees' Performance as much as 23,8% and the rest, 76,2%, has been influenced by other factor beyond the model.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488 <sup>a</sup>	.238	.206	.51683

a. Predictors: (Constant), X3BU, X1Tr, X2Edu

b. Dependent Variable: YEP

Figure 2 shows that the mean value of the data is  $6.2 \times 10^{-16}$  approaches zero and the standard deviation value is 0.96 approaches 1 it means the data is normally distributed.

Table 5. Coefficient of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.203	.629		1.912	.060
X1Tr	.301	.075	.433	4.026	.000
X2Edu	.215	.088	.264	2.437	.017
X3BU	.188	.079	.248	2.376	.020

a. Dependent Variable: YEP

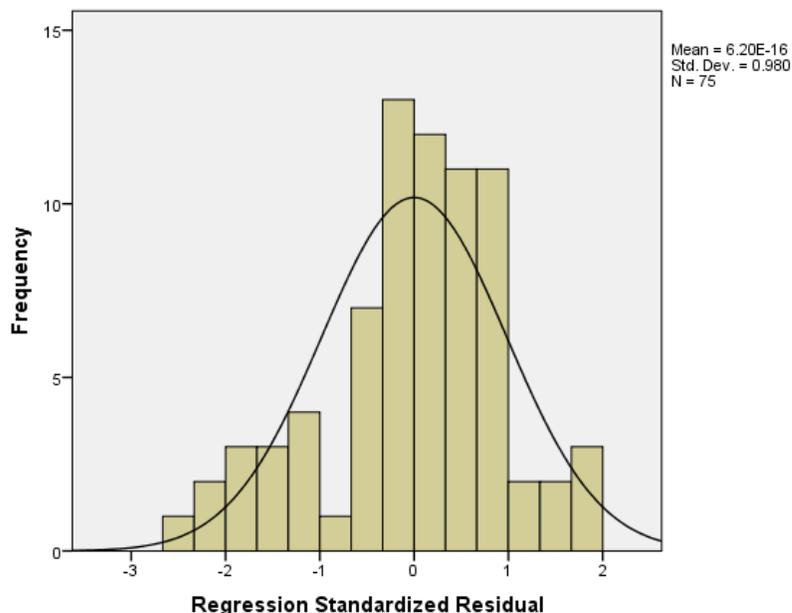


Figure 2. Normality

Table 5 showed that Training, Education, and Building Up was significantly a predictor for Employee Performance. The  $\beta$  value of 1.203 and p-value of 0.0000 (Training), 0.017 (Education), and 0.020 (Building Up) indicated that it is a moderate significant predictor of Employee Performance. Therefore, in the form of equation, the model above can be written as follows:

$$\text{Employee Performance} = 1.203 + 0.301 \text{ Training} + 0.215 \text{ Education} + 0.188 \text{ Building Up}$$

#### 4.2. Discussion

Influence of the HRD variables, such as Training, Education, and Building up, toward the Employees' Performance at the Local Secretariat Office of Malang City is 23.8%. It means that the ability of HRD variables in supporting the Employees' Performance is 23.8% and the rest, 76.2%, has been influenced by other variables which are not analyzed in this research.

It shows that the Employees' Performance has not been optimal through education and training. It requires other

factors as well as variables to support the Employees' Performance at the Local Secretariat Office of Malang City.

Education and Training program is one of the efforts to develop human resources, especially in developing the ability of human intellectual and personality. Education and Training program is considered as human investment that should be concerned in the organization. Concerning with the education and training program as a form of investment, a supporting opinion is given as follows.

Mapother (2005) stated that "Education and training are an investment, not a cost. Fight the urge to cut off staff training when your budget gets tight. Instead, increase the budget for of-site training. This is particularly important in terms of bankruptcy training because bankruptcy requires so much legal knowledge before it can be effectively managed," [16].

The organization should develop organization development. If an organization wants to be developed, it should be followed by its HRD. Such development can be achieved through continuous training and education.

Education is generally related to preparation of the required workers for the institution or organization which is oriented to general ability development. While training is more related to skill and ability improvement of the employee who has already occupied a certain position and it is related to Job orientation. Education and training are not only important for the related employees but also beneficial for the organization. Improving the ability and skill of the employees would improve their working productivity. Working productivity is measured through performance appraisal

of the related employee, which will show the organizational working productivity.

The importance of improving the employees' performance through his/her productivity cannot be separated from the organization's interest. Below is the opinion which supports this information.

Training for employees should be followed by improving the employee through building up program. Training is a short-term education process for the operational employees in order to gain technical and operational skills systematically. While development is a long-term education process for the managerial employees in order to gain mastery of both theoretical and abstract concepts systematically.

Building up the Civil Servants in Indonesia has followed integrated systems of career and achievement. Career system is a staffing system in which the employee's appointment is first based on the employee's capability, while the promotion to higher position is based on working period, loyalty, and other objective requirements. Achievement system is a staffing system in which the employee's appointment and promotion are based on capability and achievement of the related employee. The capability should be proven through specific examination that must be followed by the related employee and the achievement should be proven in reality.

The government has established Building Up policies concerning with the Human Resources Integrated System, a directed building up pattern that has been implemented since the recruitment of the Civil Servants. And the building up of the employee can be done through education in managerial, technical and functional, as well as structural fields. Education is related to

Building Up career to retirement. Providing the employee with building up system and pattern can be adjusted to welfare improvement, because the equilibrium between career and welfare is a determinant factor of the Building Up success.

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusions

The null hypothesis is proven in which HRD that comprises of Training, Education, and Building Up, has simultaneously significant influences toward the Employees' Performance at the Local Secretariat Office of Malang City. It can be proven by the Multiple Correlation analysis as well as F-test and F-count which is greater than F-table.

Second, the Education is the biggest contribution (regression coefficient = 0.301) toward the employees' performance as it is one of the determinant factors of HRD. Results of the testing are shown through Linear Regression analysis.

### 5.2. Suggestions

HRD has significant influence toward the employees' performance at the Local Secretariat Office of Malang City. HRD is a kind of human investment that must be maintained through training, education, and building up the Civil Servants. Therefore, these three points must be performed continuously by establishing obvious program and time for potential workforce and more focused on building up as the dominant factor of HRD.

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