

The Effect of Human Resources Development toward Work Performance at Department of Population and Civil Registration of Bandung City

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ABSTRACT : Human resources are workers or employees in an organization that has an important role in achieving organizational goals. The purpose of this research is to find influence HRD development on work performance in the department of population and civil registration of bandung. This research uses quantitative, method data was gathered through, Survey questionnaires were distributed to 36 respondents. Technique using stratified random sampling. The research results show that there are significant influence on development between HRD. Work performance produced and that development HRD affecting work performance of 76,2%. Research is expected can be consideration HRD development program in Department of Population and Civil Registration of Bandung.

1. INTRODUCTION

In every organization it can be said that one of the important resources is human resources as employees. However advances in technology today are capable of replacing most of the human workforce, but there are still many activities that cannot use these fully automatic mechanical equipment.

The success of an organization is largely determined by the quality of the people who work in it. Rapid environmental changes require their ability to capture the phenomenon of change, analyze their impact on the organization and prepare steps to deal with these conditions. Listening to the above facts, the role of human resource management in organizations is not only administrative but rather more directed at how to be able to develop the potential of human resources to be creative and innovative. Then Job satisfaction, job involvement, psychological empowerment, organizational commitment, perceived organization support, and engagement which determine the clear directions in the job or organization so that clear task requirements are well observed to avoid confusion which will further increase the productivity (Astorga et al., 2016).

Management of human resources is closely related to the utilization of personal abilities and the exploration of individual potential through actuality. The form of work actuality and the potential of each individual is accompanied by giving trust so that it can create a sense of pleasure, a sense of sincerity to carry out their duties and responsibilities optimally. And then the final need is the self-transcendence need, which is the need to go beyond one's self. This need could manifest itself through spirituality, deep meditation, peak experiences, flow, social activism, or using one's fully realized potential to make the world a better place (D'Souza, 2018)

Forward progress of the organization is very dependent on employee performance at work. Education and training of employees is a natural thing to do for optimal performance and high work productivity so that employees can be assessed as achieving. Where education and training can develop the knowledge, skills and attitudes of employees in order to carry out the tasks of government and development as well as possible.

Job performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. Achievements or contributions made by employees in carrying out their duties and responsibilities and functions as a community service. In addition, work performance is restricted as a result of work behaviour.

2. LITERATURE REVIEW

2.1. *Human Resources Development*

Human resources become an important part to get attention because it plays a very important role for improving the performance or progress of a company. Performance is basically what employees do or don't do so that affects how much their contribution to the agency or organization including quality service is presented (Dipang, 2013). HR development is very necessary because it has important aspects for increasing HR productivity and also has certain goals which must be achieved for the progress of a company or social service organization (Arifah et al., 2015). Then Labola (2019), HR development is a strategic and comprehensive approach to managing people, workplace culture, and the environment to effectively contribute and be productive to the goals and objectives of the organization. HR development needs to pay attention to the talents of employees so that there is an increase in individual performance that leads to organizational goals and it is important to do it as a continuous program for the achievement

of organizational success and goals. Secara langsung pengembangan SDM organisasi berdampak pada pengembangan karir, bakat, dan ketangguhan karyawan dalam bekerja serta memberi paradigma baru bagi organisasi dalam mengembangkan sumber daya manusianya (Labola, 2019).

2.2. Work Performance

At work, every employee wants to feel satisfaction at work. Both in the environment, coworkers and satisfaction in terms of work so it needs to be considered the performance of each employee in each contribution. Job satisfaction is undeniably considered as one of the major considerations in assessing the efficiency and effectiveness of any business organizations. As a matter of fact, businesses nowadays under modern management perspective duly takes into consideration the employees' personal needs, wants and desires to be a very good indicators for achieving job satisfaction. Ideally, logic commands that when an employee is satisfied with his job, that will make him happy and when he is happy he will likely become a successful employee (Jalagat, 2016). In order to utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Pradhan & Jena, 2017). In fact, an abundance of resources such as infrastructures or physical facilities are mademeaningless without the support of qualified human resources that directly disrupt the continuity of the business operations. Within the framework of the professionals, good employeeperformance mirrorsthe ability to contribute through their works leadingto the behavioral achievement that is in accordancewith the goals of the company (Muda et al, 2014).

3. METHODS

3.1. Types of Research

This research was conducted using a quasi-quantitative approach, quantitative deductive-fold research that is describing general-to-specific research. Viewed from the level of research, this research has multiple verification because it tests hypotheses. While the research method used is the explanatory survey method, one of the research methods that can be categorized in theoretical research and is usually applied in non-exact fields, including in the fields of social science and public administration. The source of data and information can be done through surveys, interviews, questionnaires (questionnaires) and relevant documents. This method not only explains or illustrates the empirical facts found in the field but will also explain the analysis of influence either partially or simultaneously between variables that are the focus of research.

3.2. Population and Sample Determination

The sampling technique used in this study is a systematic Stratified Random Sampling as follows:

$$\alpha = 0,05$$

$$R^2 = 0,4$$

$$L: 18,57$$

$$f^2 = \frac{R^2}{1-R^2} = \frac{0,4}{1-0,4} = 0,6667$$

Employees who support the achievement of output or achievement and are related to efforts to complete their duties in a certain period of time. The results reflected in these behaviors are influenced by motivation among others.

Based on the background of existing problems, the researchers tried to compile a Research Proposal with the title "The Effect of Human Resource Development on Job Performance in the Department of Population and Civil Registration in Bandung."

3.3. RESEARCH METHODS

Stratified Random Sampling formula with proportional allocation:

$$n_1 = \frac{N_1}{N} \cdot n$$

Information

n : Overall Sample Size

N : Population Size

N_i : The size of the i stratum

n_i : The sample size must be taken from the i stratum

3.4. Data Collection Technique

1. Literature study

Literature study is research by studying books, theories, journals, documents, government regulations needed and related to the problem under study. This is intended to strengthen the data obtained from the field so that researchers have a handle in strengthening the report.

2. Field Study

Field research is a way to obtain data by conducting direct research on the object being studied. This research consists of:

1) Non-participant observation

Data collection techniques by conducting direct observations at the Department of Population and Civil Registration in Bandung but researchers are not directly involved in the work process carried out by employees at the Department of Population and Civil Registration in the City of Bandung.

2) Interview

Data collection techniques were carried out using the question and answer method directly to respondents, namely to the Secretary of the Office and the Head of the HR Development Section at the Population and Civil Registration Office in Bandung.

3) Questionnaire

Data collection techniques are done by giving a set of questions that are closed in a closed, meaning that all alternative answers have been provided previously to obtain information using the ordinal scale, namely by giving a score on positive questions and negative questions. To use this questionnaire is to get answers and information about the problem in the Department of Population and Civil Registration in Bandung. The target questionnaire was 36 respondents from 111 employees in the Department of Population and Civil Registration in Bandung using Stratified Random Sampling technique.

| Skor Answer Statement | | |
|------------------------------|--------------------|--------------------|
| Answer Statement | SKOR | |
| | Positif (+) | Negatif (-) |
| 1 | 2 | 3 |
| SS (Strongly Agree) | 5 | 1 |
| S (Agree) | 4 | 2 |
| TP (No Opinion) | 3 | 3 |

| | | |
|-------------------------|---|---|
| TS (Disagree) | 2 | 4 |
| STS (Strongly Disagree) | 1 | 5 |

Source : Sugiyono (2014:108) In his book Administrative Research Methods

3.5 Data analysis

This research consists of two variables, namely HR Development and Job Performance, a valid and reliable instrument is an absolute requirement to get valid and reliable results, while to measure the validity and reliability of the instruments are as follows.

a.) Validity Test

Analysis of the data used by researchers for data processing is to use Spearman Rank correlation analysis to test the validity of the data using the following formula:

$$r_s = \frac{\sum_{i=1}^n R(X_i)R(Y_i) - n\left(\frac{n+1}{2}\right)^2}{\sqrt{\left[\sum_{i=1}^n R^2(X_i) - n\left(\frac{n+1}{2}\right)^2\right]\left[\sum_{i=1}^n R^2(Y_i) - n\left(\frac{n+1}{2}\right)^2\right]}}$$

Sumber : Conover (1980) yang di kutip oleh Imas Sumiati dalam buku Statistik (2015:55)

Information:

- r_s = Koefisien korelasi rank spearman
- $R(X_i)$ = Rank on X for i-th data
- $R(Y_i)$ = Rank on Y for i-th data
- n = Number of samples

b.) Reliability Test

Reliability tests are performed to obtain the level of accuracy (reliability or constancy) of the data collection devices (instruments) used. The instrument reliability test was performed using the Alpha formula. The method of finding internal reliability is to analyze the reliability of the measuring instrument from one measurement, the formula used is Alpha. The steps to find the value of reliability with the Alpha method, which is as follows:

Enter the Alpha value with the formula:

$$r_{11} = \left(\frac{k}{k-1}\right) \cdot \left(1 - \frac{\sum S_i}{S_t}\right)$$

Keterangan :

- r_{11} = Reliability value
- $\sum S_i$ = The number of variance scores for each item
- S_t = Varians total
- k = Number of items

Then tested with the instrument reliability test carried out by the Pearson Product Moment Correlation formula with the initial beginning of two cleavage techniques, namely:

$$r_b = \frac{n(\sum XY) - (\sum X) \cdot (\sum Y)}{\sqrt{[n \cdot \sum X^2 - (\sum X)^2] \cdot [n \cdot \sum Y^2 - (\sum Y)^2]}}$$

The price of this r_b just shows the reliability of half the test. Therefore, it is called $r_{awal-akhir}$. To find the reliability of all tests used the Spearman Brown formula, namely:

$$r_{11} = \frac{2 \cdot r_b}{1 + r_b}$$

c.) Regression Test

The data analysis technique that will be used by researchers is Simple Linear Regression. The general equation of simple linear regression is as follows:

$$\hat{Y} = a + bx$$

Information:

\hat{Y} = The subject in the dependent variable is predicted

a = Price of Y when X = 0 (constant price)

b = The direction number or regression coefficient, which shows the increase or decrease in the dependent variable based

| Variabel | Reability value | Reability criteria | Information |
|------------------|-----------------|--------------------|-------------|
| HR development | 0,913 | 0,6 | Reliabel |
| Work performance | 0,940 | 0,6 | Reliabel |

on the independent variable. If b (+) then rises and if (-) there is a decrease.

x = Subject of an independent variable that has a certain value.

a and b can be searched using the formula:

$$b = \frac{(\sum y_i)(\sum x_i^2) - (\sum x_i)(\sum x_i y_i)}{n \sum x_i^2 - (\sum x_i)^2}$$

$$b = \frac{n \sum x_i y_i - (\sum x_i)(\sum y_i)}{n \sum x_i^2 - (\sum x_i)^2}$$

Remarks Criteria for the interpretation of the coefficient of determination

| NO | Relationship Level | Coefficient Intervals |
|----|--------------------|-------------------------------|
| 1 | 0-4 | Rendah atau lemah sekali |
| 2 | 16-48 | Rendah atau lemah |
| 3 | 17-48 | Cukup Kuat |
| 4 | 49-81 | Tinggi atau kuat |
| 5 | 82-100 | Sangat tinggi dan sangat kuat |

Source : Setipu dalam Bukunya Analisis Korelasi (1995:18)

4. RESEARCH RESULT

4.1. Validity Test

The formula used in this validity test is the Spearman reank correlation formula. Based on the calculation results, it can be seen that the HR Development indicator concluded that from 24 items, 1 item was declared invalid, 1 so it could not be continued for further analysis. While the Job Performance indicator is concluded that there is 1 item that is declared invalid namely No.41 so it cannot be used for further analysis.

4.2. Reliability Test

The results of the reliability calculation with the help of Statistical Product and Service Solution (SPSS) description of the reliability level of the questionnaire data can be seen in the following table: Reliability of HR Development Variables for Work Performance

Source: 2020 Research Results

Based on the table above shows that the alpha standardized items are HR Development variables and Achievement variables is in the reliability index standard, meaning that the data is declared reliable and can be seen to represent or at least approach the measured variable. Thus HR Development indicators as an analytical tool used to measure the achievement variable are appropriate.

4.3. Regression Test

Uji Koefisien Regresi

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,873 ^a | ,762 | ,755 | 5,531 |

Uji Model

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1 | Regression | 3,328,998 | 1 | 3,328,998 | 108,832 | ,000 ^b |
| | Residual | 1,040,002 | 34 | 30,588 | | |
| | Total | 4,369,000 | 35 | | | |

a. Dependent Variable: PrestasiKerja

b. Predictors: (Constant), PSDM

Source: 2020 Research Results Regression

From the three tables above, it can be described that; Based on the value of R in the table above, it is known that the magnitude of the regression coefficient between X and Y is 0.755 and the magnitude of r square is 0.762 (obtained from the square of 0.755). In this study, variable X contributes to influence

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 19,227 | 6,862 | | 2,802 | ,008 |
| PSDM | 0,788 | ,076 | ,873 | 10,432 | ,000 |

a. Dependent Variable: PrestasiKerja

4.4. Determination Coefficient Test

The coefficient of determination is a statistical analysis used to find out how much influence the development of HR on Work Performance.

Calculation of the coefficient of simultaneous determination can be known as follows:

$$KD = rs^2 \times 100 \%$$

Where :

KD: how far changes in the variable Y are influenced by the variable X = the square of the correlation coefficient.

$$KD = 0.873^2 \times 100 = 76,2 \%$$

Thus the development of human resources has a close influence to improve work performance in the Department of Population and Civil Registration in Bandung. The magnitude of the change in work performance that can be explained by the development of human resources through a linear relationship between human resource development with work performance of 76.2 percent means it has a close relationship.

Human resource development is intended to improve employee performance because basically the employee is someone who has a role in controlling, utilizing all available resources in the organization. The principle of development of human resources that can measure the good / bad work performance includes:

Motivation is an impulse that causes a person to do something to achieve a certain goal. One of the motivations underlying employees at the Bandung Population and Civil Registry Office to do their jobs better is the existence of external motivation, which is the form of rewards given by leaders to employees who have a higher work quality and productivity index compared to other employees so that motivation becomes the basis for employees to work better.

Progress reports, can be used as information material to find out how the comparison between employees before receiving a development program, and employees after receiving a development program. The progress report at the Department of Population and Civil Registration in Bandung, shows that it has been quite optimal. This is evident from some of the new systems implemented at the Department of Population and Civil Registration in Bandung City data implemented well by every employee as in the system of taking queues through smartphones.

The quantity of work, shown through the results and speed in completing work. The results of work at the Department of Population and Civil Registration in Bandung City can be said to be not optimal that there is still a weak understanding of the main tasks and functions of employees in completing work. For example in the procedure for completing a birth certificate takes about three days but completed in five days to a week.

Source: 2020 Research Results

Employee consistency, which is an effort that is always done by employees to develop their abilities, understand and follow instructions given and be diligent in their work. The consistency of employees in the Department of Population and Civil Registration in Bandung is still not optimal, it can be seen from the fact that there are still some employees who do not fully understand the instructions given by the leadership in service ethics such as in serving the community must be friendly, polite and polite.

Cooperation, is the ability to work together and care for colleagues who are shown to improve the quality of services provided. Cooperation in the Department of Population and Civil Registration in Bandung has been carried out well. It can be seen from the good relations that have been established, both between the parade with employees and employees with leaders so that they are able to work well together in carrying out work.

Attitude, showing interest or behavior of a person towards the organization / institution and having responsibility towards the leadership or other colleagues. The attitude of the employees in the Department of Population and Civil Registration in Bandung can be said to be good enough, it can be seen from the attitude of discipline in working well, implementing good service ethics to the community, mutual respect and cooperation between fellow employees and leaders.

5. ANALYSIS AND DISCUSSION

Implementation of activities or work in an organization will run smoothly if it has established a good relationship between employees and leaders and employees with employees.

The lack of employee innovation at the Bandung Population and Civil Registry Office in developing their abilities. This can be seen from the employees of the Department of Population and Civil Registration of the City of Bandung who tend to feel enough with the knowledge and abilities they have at the moment, so that in carrying out and completing their work only relies on their abilities and there is no desire to develop their abilities and gain abilities new wider. This is because employees lack awareness of the importance of a person's level of knowledge and ability and are not fulfilling motives for basic needs of employees such as rewards for employees who have achievements or employees who have a comparison of quality indexes and higher productivity with other employees in the Department of Population and Bandung City Civil Registry. The awarding system that occurs in the Bandung City Population and Civil Registry Office tends to only congratulate employees who excel because the forms of appreciation are not always in the form of money and other physical forms. So the need for employee motivation becomes a turning point for the head of the office, the office secretary or the head of the department to pay more attention to how different awards are given not only in the form of congratulations. Employees want a form of appreciation that is comparable to the effort and hard work that employees do in the form of severance pay, salary increases, promotions, or other forms of appreciation that feel useful so that other employees are motivated to carry out their duties in improving quality services to the community.

Lack of knowledge and abilities possessed by employees in the Department of Population and Civil Registration in Bandung. This can be seen from the fact that there are still some employees asking for help from others to carry out tasks that should be done alone. Lack of knowledge and skills possessed by employees of the Department of Population and Civil Registration of Bandung City will result in the completion of work to be slow and hamper and cause the resulting performance is not optimal.

Weak initiative behavior, employee responsiveness in providing services. This can be seen from some employees who serve the community with less responsiveness such as in administrative services for example; making birth certificates, identity cards and so on. So to get things like those described above requires quite a long time in completing it besides, there are still some employees who are waiting for orders first before carrying out the task. Weak initiative and responsive attitude of employees in providing services will result in less than optimal employee performance provided to the community.

There are differences in the abilities and expertise possessed by employees in the Department of Population and Civil Registration in Bandung. HR development participants have different backgrounds, such as basic education, discrepancies between educational backgrounds and work placement, work experience and age. This will complicate and inhibit the smooth running and implementation of the training because of their power of comprehension, and their reasoning for the lessons given is different. This caused employees in the Department of Population and Civil Registration in Bandung to find it difficult to participate in the development program that was held.

Efforts to improve service at the Bandung Disdukcapil office due to the low quality of employee work by increasing employee innovation at the Department of Population and Civil registration in the city of Bandung can be done by changing the mindset possessed by employees in order to increase their ability to achieve common goals.

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5.3 Document

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Data Pegawai Dinas Kependudukan dan Pencatatan Sipil kota Bandung tahun 2019-2020