

The Role of Training and Competence in Improving the Performance of Central Lombok Police Personnel

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Abstract

Employee performance plays a very important role as the most valuable resource owned by the company. Good employee performance can directly encourage the company to achieve the desired goals. This performance is inseparable from the factors that influence it. The Indonesian National Police as a state institution that has various goals and responsibilities for the state, of course, must have good organizational performance, where training programs are supported by appropriate employee competencies, this can improve employee performance, which results will definitely improve the organizational performance. This study aims to examine and analyze the effect of training and competence on the performance of personnels of the Central Lombok Police, either partially or simultaneously. The method used in this study is a quantitative, verificative-explanatory method, with data collection techniques through questionnaires distributed to Central Lombok Police personnel, with a population of 434; The sampling technique used simple random sampling, the number of samples was determined using the Slovin formula so that the sample was obtained as many as 208 personnel. This research data analysis tool uses path analysis. The results of this study indicate that HR training and competence have a significant effect on employee performance at the Central Lombok Police, either partially or simultaneously.

Keywords

performance, training, competence

1. Introduction

In this democratic country, the existence of the Indonesian National Police (POLRI) is very much needed as a law enforcer whose task is to maintain public security and order, protection and public services. In addition, the National Police is also needed as a community builder in the awareness of laws and regulations, which is one of the main functions of the Indonesian National Police. This function can be regarded as a pre-emptive function as an approach to the community by conducting Community Policing. The concept of Community Policing itself is a collaboration between the police and the community which places the community not only as an object of guidance, but also as the subject of implementing it to create participation and remind awareness. law. In addition, there are also functions in the preventive field which are carried out with professional abilities such as patrols and escorts and functions in the repressive field which provide the National Police to carry out non-Justisiil repressive actions that contain substance on how to conduct investigations, investigations and criminal acts.

The need for maximum handling and prevention from the National Police must be supported by various kinds of training as a supporting element in order to produce superior and integrity Police human resources. According to Chaerudin (2019) "Any training program if carried out effectively and efficiently, will be able to improve employee performance. So that it can improve the work ethic of employees, and in the end can boost the potential of the organization "through this explanation, it can be said that training for members of the National Police can directly strengthen members in carrying out the tasks and functions that have been given, for that members must always take advantage of and maximize training programs in order to gain knowledge and useful results for the performance of each member.

The competence of Polri members can also be one of the factors in the good performance of human resources which can be said as the capacity of knowledge, skills and power in doing something that is produced by the learning process. According to Pianda (2018) knowledge and skill competencies are easy to develop with training programs to increase the level of human resource capabilities. This is continuous with the trainings conducted by the Police themselves.

Performance according to Sugianingrat et.al (2021) is the result of employee work that contributes and is related to the type of work performed, as well as the level of efficiency and effectiveness that can be achieved based on certain conditions. One of the dimensions of employee performance is job knowledge, creativeness and personal qualities. To gain knowledge about work and skills, training and competency development are needed that can improve performance directly. There are still many police officers who commit violations and do things that are not in accordance with the code of ethics. During 2018-2020, the value of performance, training and competence of Central Lombok Police personnel can be said to have decreased. The performance value in 2018 semester 1 to 2020 semester 2 experienced a fluctuating value. The trainings held in 2019 were 37 trainings, then in 2020 there were 18 trainings and in 2021 there were 6 trainings. The competency value in 2020 can also be said to below.

Based on the description above, what is discussed in this study is the effect of providing training as competency development, the authors chose to use training and competence variables because the Central Lombok Resort Police experienced a decrease in the intensity of training due to COVID-19. In addition, to find out whether the variables of training and competence have a direct effect on improving performance at the Central Lombok Police.

1.1 Objectives

Based on the phenomena that occur in the background and problem formulation, this study aims to determine the effect of training and competence on the performance of members of the Central Lombok Police, either partially or simultaneously.

2. Literature Review

According to Suryani and Foeh (2019) "A process consisting of a series of activities where one and another are interconnected starting from planning, management to supervision of the human resources owned". Understanding the quote means that human resource management can be said as a process of individual behavior in organizing a company. Ajabar (2020) expressed his opinion that human resource management is a very strategic management field in successfully achieving the goals of an organization. Human resource management is also a process of empowering and maximizing employees or members of the organization to be able to achieve organizational goals.

Kasmir stated that (2016) there are six performance indicators, such as quality (quality), a level where the more perfect a product or service, the better the performance, and vice versa if the quality of the work produced is low, the performance is also low. Quantity (amount), to measure performance can also be done by looking at the quantity (amount) produced by a person. Time (term), the time limit for completing the work that has been arranged and must be met. Cooperation between employees, this relationship can measure cooperation between employees both in one section or division or in other divisions. Emphasis on costs, the costs incurred for each activity have been budgeted so that it becomes a reference so that it does not exceed what has been budgeted. Supervision, with supervision, employees will feel more responsible for their work and if there are deviations, corrections can be made as soon as possible.

According to Lubis et.al (2018) training indicators are planned, directed, evaluated and sustainable. Planned, which means that the training to be carried out is not carried out suddenly and through structured planning. Targeted training which means training in accordance with the direction of the company and in accordance with what is needed by the implementer. Evaluation of the effectiveness of the training and the results of the training. In addition, training must be continuous in order to maintain existing competencies to further increase. Edison et al. (2017) explains that the competency dimension is knowledge obtained from formal learning and training, expertise in handling something and attitude, namely the attitude in acting to others and in doing tasks.

In achieving the goals of a company or institution, effective performance is needed. One way to improve employee performance is by providing training for employees. According to Sinambela (2016:126) training can be used to improve the performance of employees or employees which then leads to increased business results. Meanwhile, according to Rivai and Sagala (2011) training can be interpreted as an activity that aims to improve current performance and future performance. Competence as an ability that a person has to be able to complete the work that is his responsibility based on experience and capabilities that are driven by job demands, with supporting competencies, an employee will definitely be simpler in completing his responsibilities for the company (Wibowo 2016).

Thus, based on our above explanation, the following are the proposed hypotheses:

H1: There is Simultaneous Effect of Training and Competence on the Performance of Central Lombok Police Personnel

H2: There is a partial effect of training on the performance of personnel of the Central Lombok Police

H3: There is a partial influence of competence on the performance of personnel of the Central Lombok Police

3. Methods

3.1 Sample and Data Collection

In this study, data collection was carried out by means of interviews and questionnaires. Interviews were conducted to dig orally the data needed in the research. The interview was conducted with the Head of the Human Resource Central Lombok Police. For the questionnaire, the distribution of questionnaires is carried out to obtain answers to questions or written statements to respondents which will then be in the data. The distribution of the questionnaires was carried out offline to members of the Central Lombok Police.

The population in this study were members of the Central Lombok Police with the number of real data available as many as 434 personnel. According to Sugiyono (2016) the sample is part of the number and characteristics possessed by the population. The sampling technique that will be used in this study is a probability sampling technique with simple random sampling of members of the Central Lombok Police. In this study, using the slovin formula to determine the number of samples to be used, the error tolerance used was 5% and the total population in this study amounted to 434 people. Then it can be seen the calculation of the research sample as follows:

$$n = \frac{434}{1 + 436 (0,05)^2}$$

$$n = \frac{434}{1 + 436 (0,0025)}$$

$$n = \frac{434}{2,09}$$

$$n = 207,65$$

So based on the above calculations, the number of samples used in this study were 208 members of the Central Lombok Police. The author describes the demographics of the respondents accompanied by the data of the respondents in the form of gender, age and length of work.

3.2 Construct Operationalization

In this study, researchers used two independent variables and one dependent variable. According to Sugiyono (2019), the variables are divided into two, namely:

a. Independent Variable

The independent variable can be interpreted as a variable that affects or is the cause of the change in the dependent (bound) variable. In this study, the independent variables are training and competence.

b. Dependent Variable

The dependent variable is the variable that is affected because of the independent variable. In this study, the dependent variable is performance.

Tables 1, 2 and 3 represent the variable operational training, competence and performance.

Table 1. Variable Operational Training

Variable	Dimention	Indicator	Item	Scale
Training (X1) (Lubis et al. 2018)	Planned	Plan to prepare well.	1	Ordinal
		Plan to prepare for the time well.	2	Ordinal
	Directed	Training in accordance with the direction of the	3	Ordinal

		implementing company.		
		Training in accordance with the needs of the implementing company.	4	Ordinal
	Evaluation	Evaluation of the effectiveness of the training that has been carried out.	5	Ordinal
		Evaluation of the results of the training that has been carried out.	6	Ordinal
	Sustainable	Training must be ongoing to maintain existing competencies.	7	Ordinal
		Competence must always improve.	8	Ordinal

Source: Processed by the Author

Table 2. Variable Operational Competence

Variable	Dimension	Indicator	Item	Scale
Competence (X2) (Eddison 2017)	Knowledge	Information about job desks.	9	Ordinal
		Understanding of duties and responsibilities.	10	Ordinal
	Skill	Proficiency in doing work.	11	Ordinal
		Problem solving.	12	Ordinal
	Attitude	Organizational ethics at work.	13	Ordinal
		Positive attitude towards fellow co-workers.	14	Ordinal

Source: Processed by the Author

Table 3. Variable Operational Performance

Variable	Dimension	Indicator	Item	Scale
Performance (Y) (Kasmir 2016)	Quality	Work done neat, clean and orderly.	15	Ordinal
		The work is carried out according to the skills possessed.	16	Ordinal
	Quantity	Target achievement.	17	Ordinal
		Completing work plans and targets.	18	
	Time	Meet the expected amount of work according to the deadline.	19	Ordinal
	Teamwork	Easy to collaborate with colleagues in the same division.	20	Ordinal
		Easy to establish cooperation with	21	Ordinal

		colleagues in different divisions.		
		Problems in the work team.	22	Ordinal
		Provide suggestions, criticism or input.	23	Ordinal
	Cost Emphasis	Budget's utilization.	24	Ordinal
		Maintain work equipment.	25	Ordinal
	Supervision		26	Ordinal
		Responsibility for supervision		
		Good job without supervision	27	Ordinal

Source: Processed by the Author

3.3 Measurement Model Evaluation

In this study, the data is processed using IBM SPSS, The tests carried out are normality test, correlation coefficient test, coefficient of determination, path analysis, T test and F test.

In this study, path analysis was used to determine the extent of the influence of training and competence on the performance of members of the Central Lombok Police. The model tested in this study is expressed in the equation:

$$Y = \rho_{YX1} + \rho_{YX2} + \varepsilon$$

Information:

Y = Employee performance

X1 = Training

X2 = Competence

YX1 = Path coefficient or the magnitude of the influence of the X1 variable on Y

YX2 = Path coefficient or the magnitude of the influence of the X2 variable on Y

ε = The amount of influence outside the X1 and X2 variables on Y

4. Data Collection

According to Sujarweni (2015) the validity test is used to find out the feasibility of each item in the list of questions or statements in define a variable and test the validity can be done by using the Pearson product moment correlation technique formula.

Table 4. Validity Test X1

Item	R count	R table	Description
Item 1	0,858	0,136	Valid
Item 2	0,843	0,136	Valid
Item 3	0,858	0,136	Valid
Item 4	0,828	0,136	Valid
Item 5	0,909	0,136	Valid
Item 6	0,907	0,136	Valid
Item 7	0,918	0,136	Valid
Item 8	0,888	0,136	Valid

Source: Processed by the Author

Table 5. Validity Test X2

Item	R count	R table	Description
Item 1	0,723	0,136	Valid
Item 2	0,666	0,136	Valid
Item 3	0,714	0,136	Valid

Item 4	0,617	0,136	Valid
Item 5	0,749	0,136	Valid
Item 6	0,639	0,136	Valid

Source: Processed by the Author

Sujarweni (2015) explains that an instrument can be said to be reliable if it has a Cronbach's Alpha value more than greater than 0.6. To find out an instrument is reliable.

Table 7. Reliability Test

Variable	Total Item	Cronbach's Alpha	Description
Training	8	0,798	Reliable
Competence	6	0,634	Reliable
Performance	13	0,779	Reliable

Source: Processed by the Author

In this study, the authors distributed questionnaires to 208 Central Lombok Police personnel, then the data is processed using IBM SPSS. below are the results of the normality test for the distributed questionnaire:

Before testing the effect of training and competence on employee performance, the relationship between training and competence will first be tested. Based on the results of data processing of the two independent variables, the correlation coefficient is obtained as in the following table:

Table 8. Correlation Coefficient

Correlations

		X1	X2
X1	Pearson Correlation	1	.638**
	Sig. (2-tailed)		.000
	N	208	208
X2	Pearson Correlation	.638**	1
	Sig. (2-tailed)	.000	
	N	208	208

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed by the Author

The coefficient of determination is used to measure the influence of the independent variables simultaneously on the performance of personnel. Based on the processing results, the coefficient of determination of training and competence on performance is obtained as follows:

Table 9. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.617	.613	3.36869

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Processed by the Author

From the processing results above, it is known that the coefficient of determination is 61.7%. While the remaining 38.3% are factors other than training and competence at the Central Lombok Police.

Path analysis to test training and competence on personnel performance, either simultaneously or partially. Based on the data processing that has been done, the path coefficients of each independent variable on employee performance are obtained as shown in the following Table 10:

Table 10. Partial Coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.014	2.943		2.723	.007
	X1	.795	.089	.501	8.925	.000
	X2	.410	.063	.365	6.502	.000

a. Dependent Variable: Y

Source: Processed by the Author

Visually, the path diagram of the influence of training and competence on personnel performance is shown in the following figure:

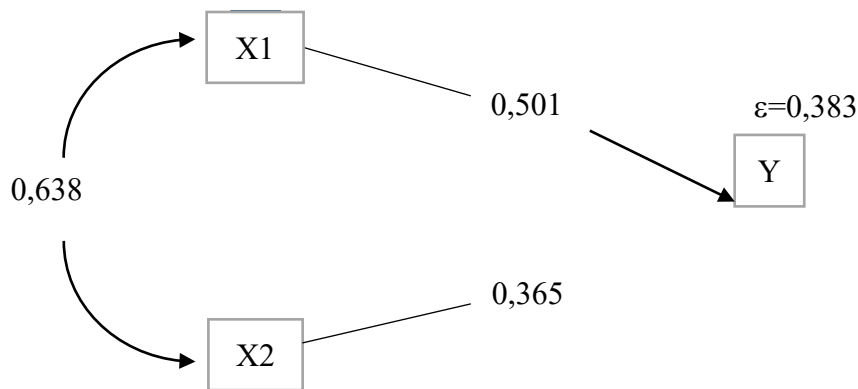


Figure 1. Path Diagram
 Source: Processed by the Author

Based on the path diagram in Figure 1, the results of the path equation are as follows:

$$Y = \rho X_1 + \rho X_2 + \varepsilon$$

$$Y = 0,501 X_1 + 0,365 X_2 + 0,383 \varepsilon$$

Furthermore, to prove whether training and competence have a significant effect either partially or simultaneously on performance, hypothesis testing is carried out. Testing is done partially and continued with simultaneous testing.

1. The Effect of Training on Personnel Performance

a. $H_0 : \rho_{YX_1} = 0$, then there is no significant effect between training on performance

b. $H_1 : \rho_{YX_1} \neq 0$, then there is a significant effect between training on performance

Table 11. Test Results of the Effect of Training on Performance

Path Coefficient	T _{count}	t _{table}	Sig.	H ₀
0,501	8,925	1,971	0,000	Rejected

Source: Processed by the Author

a. Direct effect of training on performance

$$= (\rho_{YX_1})^2$$

$$= (0,501) \times (0,501)$$

$$= 0,251 \text{ or } 25,1\%$$

b. Indirect effect of training on performance

$$= \rho_{YX_1} \times r_{X_1 X_2} \times \rho_{YX_2}$$

$$= (0,501) \times (0,638) \times (0,365) = 0,116 \text{ or } 11,6\%$$

So, the total effect of training on performance at the Central Lombok Police Station = 25.1% + 11.6% = 36.7% which means that training directly has a 25.1% effect on the performance of Central Lombok Police personnel. Then indirectly because of its relationship with competence, it has an effect of 11.6%. So that the total effect of training on performance is 36.7%.

2. The Effect of Competence on Performance

a. $H_0 : \rho_{YX_1} = 0$, then there is no significant effect between competence on performance

b. $H_1 : \rho_{YX_1} \neq 0$, then there is a significant influence between competence on performance

Table 12. Test Results of the Effect of Competence on Performance

Path Coefficient	T _{count}	t _{table}	Sig.	H ₀
0,365	6,502	1,971	0,000	Rejected

Source: Processed by the Author

a. The direct effect of competence on performance

$$= (\rho_{YX_1})^2$$

$$= (0,365) \times (0,365)$$

$$= 0,133 \text{ or } 13,3\%$$

b. Indirect influence of competence on performance

$$= \rho_{YX_1} \times r_{X_1 X_2} \times \rho_{YX_2}$$

$$= (0,365) \times (0,638) \times (0,501) = 0,116 \text{ or } 11,6\%$$

So, the total effect of training on performance at the Central Lombok Police Station = 13.3% + 11.6% = 24.9%, which means that training directly has a 13.3% effect on the performance of Central Lombok Police personnel. Then indirectly because of its relationship with competence, it has an effect of 11.6%. So the total effect of training on performance is 24.9%.

The F test or simultaneous testing is carried out to determine whether training and competence have a simultaneous effect on performance. The research hypothesis is as follows:

a. $H_0 : \rho_{YX_1}, \rho_{YX_2} = 0$, then there is no significant effect between training and competence on performance

b. $H_1 : \rho_{YX_1}, \rho_{YX_2} \neq 0$, then there is a significant effect between training and competence on performance

The hypothesis is tested using the F test statistic with the provisions of rejecting H_0 if F_{count} is greater than F_{table} or vice versa, namely accepting H_0 if F_{count} is less than or equal to F_{table} . Through the processing of the SPSS program, the F_{count} value is obtained as follows:

Table 13. Test Results Simultaneous Effect of Training and Competence on Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3747.333	2	1873.666	165.109	.000 ^b
	Residual	2326.355	205	11.348		
	Total	6073.688	207			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Processed by the Author

5. Results and Discussion

5.1 Numerical Results

5.1.1 Validity and Reliability Test

Table 4: Based on the results of the validity test in Table 7, it is known that from 30 respondents there are results from data processing using IBM SPSS that all items related to training have an r count of more than 0.316, then all of these items are valid and can be used as a measuring tool on this research.

Table 5: Based on the results of the validity test in Table 7, it is known that from 30 respondents there are results from data processing using IBM SPSS that all items related to competence have an r count of more than 0.316, then all of these items are valid and can be used as a measuring tool on this research.

Table 6: Based on the results of the validity test in Table 7, it is known that from 30' respondents there are results from data processing using IBM SPSS that all items related to performance have an r count of more than 0.316, then all of these items are valid and can be used as a measuring tool on this research.

Table 7: Based on table 3.9 above, it can be seen that the training, competence and performance are declared reliable because the value of Cronbach's Alpha > 0.6.

5.1.2 Path Analysis

Table 8: The correlation coefficient value is 0.638, which means that training has a strong or high relationship with competence at the Central Lombok Police.

Table 9: From the processing results above, it is known that the coefficient of determination is 61.7%. While the remaining 38.3% are factors other than training and competence at the Central Lombok Police.

Table 10: The coefficients of each variable on employee performance from IBM SPSS.

Table 11: Based on the test results above, it can be seen that the tcount value is 8.925 with a significance close to zero (0.000) < (0.05). Because the value of tcount is greater than ttable, then H0 is rejected and H1 is accepted, which means that there is an influence between training on performance. The results of this test provide evidence that the higher the training, the better the performance of employees at the Central Lombok Police. The magnitude of the effect of training on performance is calculated as follows:

a. Direct effect of training on performance

$$\begin{aligned}
 &= (\rho_{YX1})^2 \\
 &= (0,501) \times (0,501) \\
 &= 0,251 \text{ or } 25,1\%
 \end{aligned}$$

b. Indirect effect of training on performance

$$\begin{aligned}
 &= \rho_{YX1} \times r_{X1X2} \times \rho_{YX2} \\
 &= (0,501) \times (0,638) \times (0,365) = 0,116 \text{ or } 11,6\%
 \end{aligned}$$

So, the total effect of training on performance at the Central Lombok Police Station = 25.1% + 11.6% = 36.7% which means that training directly has a 25.1% effect on the performance of Central Lombok Police personnel. Then

indirectly because of its relationship with competence, it has an effect of 11.6%. So that the total effect of training on performance is 36.7%.

In accordance with the theory used, performance will increase if there is good training with planned, directed, evaluation and sustainable because the value of direct influence on training on performance is quite high.

Results in this study confirm the theory according to Ajabar (2020). The results of this study are the same as those conducted by Yunidasari, Irfani and Assyofa (2020). Which shows that training has a positive and significant effect on employee performance.

Table 12: Based on the test results above, it can be seen that the tcount value is 6.502 with a significance close to zero ($0.000 < (0.05)$). Because the value of tcount is greater than ttable, then H0 is rejected and H1 is accepted, which means that there is an influence between competence on performance. The results of this test provide evidence that the higher the level of competence, the better the performance of employees at the Central Lombok Police. The magnitude of the influence of competence on performance is calculated as follows:

a. The direct effect of competence on performance

$$\begin{aligned} &= (\rho_{YX1})^2 \\ &= (0,365) \times (0,365) \\ &= 0,133 \text{ or } 13,3\% \end{aligned}$$

b. Indirect influence of competence on performance

$$\begin{aligned} &= \rho_{YX1} \times r_{X1X2} \times \rho_{YX2} \\ &= (0,365) \times (0,638) \times (0,501) = 0,116 \text{ or } 11,6\% \end{aligned}$$

So, the total effect of competence on performance at the Central Lombok Police Station = 13.3% + 11.6% = 36.7%, which means that training directly has a 13.3% effect on the performance of Central Lombok Police personnel. Then indirectly because of its relationship with training, it has an effect of 11.6%. So the total effect of competence on performance is 24.9%.

If it is connected with the theory used by Edison (2017), then good competence come with employee comprehensive knowledge, great skills and good attitudes so that they can achieve good performance as well. Therefore, the value of the direct or indirect influence of competence can be said to be quite high. Results in this study confirm the theory according to Wibowo (2012). The results of this study are the same as done by Pitra, YD(2013). Which shows that competence has a positive effect and significant to employee performance.

Table 13: Based on the results of data processing, it can be seen that the value of Fcount on performance is 165,109 with a significance value close to zero. Then from table F for a significance level of 0.05 with degrees of freedom (2 and 205), the Ftable value is 3.039. Because the value of Fcount is greater than Ftable, then H0 is rejected and H1 is accepted. So, based on the test results, it can be concluded that training and competence simultaneously have a significant effect on the performance of personnel at the Central Lombok Police.

These results are in line with research conducted by Cahyadi (2012) and Kunartinah (2010). The two variables are very dominant as a determinant of performance employees of PT Adaro Energy Tbk, proves that changes increase employee performance highly dependent on the competencies possessed and also on the training program implemented by the company.

5.2 Graphical Results

Figure 1. In this study, path analysis was used to determine the extent of the influence of training and competence on the performance of members of the Central Lombok Police. Based on the path diagram above, the results of the path equation are as follows:

$$Y = \rho_{X1} + \rho_{X2} + \varepsilon$$

$$Y = 0,501 X1 + 0,365 X2 + 0,383 \varepsilon$$

Information:

Y = Performance

X1 = Training

X2 = Competence

ε = The amount of influence outside the X1 and X2 variables on Y

5.3 Proposed Improvements

The suggestion for improvement that the writers can give is that it is better that the creation and compilation of data processing results can be written in more detail and explained clearly, so can be explained and IBM SPSS can provide a feature to calculate path analysis.

5.4 Validation

Based on the data processing that has been done, it can be said that the hypotheses carried out are appropriate or valid with the given hypotheses, either partially or simultaneously.

6. Conclusion

Based on the results of the research and discussion conducted about the influence of training and competence on the performance of Central Lombok Police personnel. The author has analyzed 208 respondents and then carried out data processing and hypothesis testing. So, the conclusions from the research that has been done are partially, training and competence have a significant influence on personnel performance. The direct effect of training on performance is 25.1% and the indirect effect of training on performance is 11.6% so that the total effect of training on overall performance is 36.7%. While the direct effect of competence on performance is 13.3% and the indirect effect of competence on performance is 11.6% so that the total influence of competence as a whole is 24.9%

Simultaneously, training and competence have a significant effect on personnel performance. The magnitude of the influence of training and competence on personnel performance is 61.7% while the remaining 38.3% are other factors outside of training and competence at the Central Lombok Police.

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Biographies

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Dr. Dian Indiyati., SH., SE., MSi. is a permanent lecturer at Telkom University on Magister Management Study Program, Faculty of Economics and Business. She holds the academic position of Head Lecturer. S1 education in the Management Study Program, Faculty of Economics, Indonesian Islamic University (UII) Yogyakarta; and in the Faculty of Law, GadjahMada University (UGM) Yogyakarta. Master's degree in Management Science Postgraduate

Study Program, Faculty of Economics, Padjadjaran University (UNPAD) Bandung. Doctoral Education in Management Science Doctoral Study Program, Faculty of Economics, Padjadjaran University (UNPAD) Bandung. She is very active in carrying out the Tri Dharma of Higher Education, very active in research and community service. Since 2011 until now, she has received Research Grants from DIKTI and LPDP, as well as publications in national and international journals, active in national and international seminars. There are textbooks and reference books that have been written by her entitled Human Capital Management and Knowledge Management. She is also an expert both in the field of Management (Human Resource Management) and Organizations in government agencies, Ministries, BUMN and private companies. She is also an assessor for BAN PT and an assessor for LAMEMBA as well as an evaluator assigned by the Ministry of Education and Culture in connection with the establishment of a new study program.