

# Human Capital Management Development and Environment Policy Model on The Performance of State Civil Apparatus in Riau Province Government

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## Abstract

*This study aims to develop a conceptual framework for Competence-based Human Capital Management (HCM) and Religiosity to the Performance of the State Civil Apparatus (ASN) in the Riau Provincial Government. This study is to find the most appropriate way to develop ASN competence and fill in the limitations of previous research and gaps in competency research on ASN performance. This study uses a quantitative approach by distributing questionnaires to officials related to the development of ASN competencies, both Structural Officials ranging from Middle High Officials, Primary High Officials, Administrator, and Supervisory Officers, as well as Functional Officers related to competency development, as many as 114 respondents with using a purposive sampling approach, data collection techniques using a questionnaire with a scale of 1-5, which then uses Structural Equation Modeling-Partial Least Square (PLS) analysis with the outer Model, and inner model and processed using the SmartPLS 3. Capital Management and Supported by Religiosity. This study examines the development of competence based on Human Capital Management and Religiosity as a moderator of ASN performance. This research has never been conducted simultaneously.*

**Keywords:** *Competence, Human Capital Management, Performance, State Civil Apparatus, Religiosity.*

## Introduction

The performance of the State Civil Apparatus (ASN) is still a problem and a challenge for the Government to realize its vision of "Creating a professional and performing State Civil Apparatus and providing services fairly and neutrally." Data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB) reveals that there are 30% or around 1.35 million ASN whose performance is classified as poor (November 2018), where in carrying out their duties, ASN is considered not serious, there are still many employees who have not been able to work optimally, do not know their responsibilities and obligations at work (Ateh: 2020), so their performance is below the target [1]. one of the causes is the placement of positions that are not by their expertise, there are 37% of ASN in Indonesia have educational backgrounds that are not by the competence of their jobs, this, of course, must be a concern of the Government because, for ASN who occupy available positions, this competency gap will have an impact on the quality of the policies he made [2].

The mindset and talent character needed for ASN will only be obtained if the ASN management approach is carried out with a human capital management approach that prioritizes the implementation of a merit system by the provisions of applicable laws and regulations (Hartono, 2020) and according to Syafruddin (2018) said that The direction of future ASN development policies must be developed based on the principles of Human Capital Management, starting from ASN planning, recruitment, and selection, competency development, performance appraisal to retirement.

To realize competent ASN, according to Robbins (2003), 5 (five) strategies and innovations can be used as approaches in applying the concept of human capital, namely design, structure, human resources, technology, and culture. Human capital management uses the idea that the top human capital is education, skills, and health and the concept of sacrificing something today for more profit in the future. In addition to Robbins's opinion, there are also several opinions from other experts, such as the opinion of Gordon, Rodriguez & Loomis, Youndt, Rastogi, and Garavan, by combining knowledge as a dimension of Human

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capital management so that the dimensions become structure, human resources, technology, culture. And understanding [2].

About the condition of the Riau Provincial Government ASN in 2021, there will be 15,434 people, consisting of 14,285 available positions (general functional officers 6,399 and certain functional officials 7,886 people), and 1,149 structural positions consisting of 1 Middle High Position, Position There are 46 primary positions, 273 administrator positions and 846 supervisory positions, and 887 certain functional positions (non-teacher and health). The level of education is elementary - high school education as much as 13.53%, Diploma 1 - Diploma 4 as much as 8.04%, Strata 1 as much as 63.49%, Strata 2 as much as 14.70%, and Strata 3 as much as 0.24% [3].

The results of the Measurement of the Professionalism Index (PIP) of the Riau Provincial Government ASN, which is based on the Regulation of the State Personnel Agency Number 8 of 2019 concerning Guidelines for Procedures and Implementation of the Measurement of the Professionalism Index of the State Civil Apparatus, it turns out that the ASN professionalism index in 2021 is 52.15, or the "deficient" category. , consisting of a qualification index with a score of 14.18% (56.72) or the "deficient" type, a competency index of 8.44% (21.10) or a "deficient" category, a performance index of 24.54% (81.80) in a "good" variety. The discipline index of 5% (100) is in the "perfect" category. This low competency condition must be a concern for the Civil Service Supervisor, who must look for strategies to improve the competence of ASN [4]. The Riau Provincial Government needs a plan to use effective methods for competency development to improve ASN's performance in carrying out public policies and services [4].

## Literature Review

Competence, according to Robbin (2007), is an ability or a person's capacity to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability, while according to Dessler (2017), the definition of competence as "Demonstrable characteristics" of a person that enables Human Resource Development performance of a job" [5]. These characteristics include individual technical and interpersonal knowledge and skills. "Competence includes an individual's technical and interpersonal knowledge and skills. (Robbins and Coulter (2010). Hornby and Thomas (in Bukit, 2017) formulate the notion of competence as "The knowledge, skills, and qualities of effective managers/leaders" [6].

According to Bradley (2008), human capital management is a system to improve employee performance and, at the same time, improve organizational or company performance [7]. The advantage of the human capital management approach is that it is an accumulation of knowledge, expertise, experience, and attributes of relevant employee strengths to encourage productivity and performance as well as the achievement of strategic goals of the organization [8]. Therefore, the development of the State Civil Apparatus with a human capital approach can result in all government agencies, both central and regional, having a new uniform perspective that considers that the State Civil Apparatus is a government asset whose position is parallel to government strategies and policies, not as a supporting factor [9].

Gaol (2014) states that Human Capital is knowledge, expertise, ability, and skills that make humans or employees the capital or assets of a company. According to Robbins (2003), there are 5 (five) strategies and innovations that can be used as approaches in applying the concept of human capital management to realize competent ASN, namely design, structure, human resources (HR), technology, and culture. In this study, the authors combine these expert opinions into the form of human resources (HR), technology, culture, and knowledge [10].

Religiosity is a concept that describes a complex and multidimensional phenomenon [11]. Due to the complexity of the idea of Religiosity, various conceptions, definitions, and measurements have evolved. It all depends on the perspective used and the field of discipline used [12]. Glock and Stark: 1965 (in Sari, Yunita: 2012) and Huber and Huber (2012) argue that, in general, Religiosity refers to the intensity, meaning, significance, and centrality of religion for individuals [13]. A person's Religiosity can be measured by the power of carrying out obligations and the most prominent religious values in a person. Religiosity is

manifested in responses, observations, thoughts, feelings, and obedience to the sacred. Ancok (2005) explains Religiosity as a human expression to follow and obey the holy as observed in daily activities. According to Ancok in Suroso (2011), there are five dimensions of Religiosity, namely: Dimensions of belief, religious practice, experience, religious knowledge, and practice or consequences [14].

According to Bernardin and Russell (in Setiawan (2015)), the definition of performance is the recording of outcomes produced in specific work functions or activities over a certain period of time. According to Wood (2012), performance is a concise measurement of the quantity and quality of the contribution of the tasks performed by individuals or groups for a unit or administrative work. Performance is the result of activity [15]. The steps to assess performance depend on the organizational unit to be evaluated and the objectives to be achieved. This means that The performance of an organization can be seen from the degree to which the organization can achieve goals based on predetermined goals [16]. Performance can also be said as a result (output) of a particular process carried out by all components of the organization against specific sources used (input). Furthermore, the performance also increases the results of a series of process activities to achieve specific organizational goals [17].

Several indicators can assess an organization's performance; according to Robbins (2016), indicators measure a person's performance: quality, quantity, timeliness, effectiveness, and independence. Meanwhile, according to the Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants, what is meant by ASN performance is the work achieved by each ASN in the organization/unit by the Employee Performance Target (SKP) and Employee Work Behavior (PKP). Employee Performance Targets are performance plans and targets to be achieved by an ASN that must be completed annually. Namely, targets include quantity/output, quality/quality, time, and cost, with the realization of abundance/production, quality/quality, time, and price. At the same time, the individual performance indicator measures the work success achieved by each ASN [18]. The ASN Work Behavior includes aspects: service orientation, commitment, work initiative, cooperation, and leadership [19].

The following research model was developed to examine how much influence competency-based human capital management and Religiosity have on the performance of ASN on the background of the problem, theoretical basis, and previous research [20].

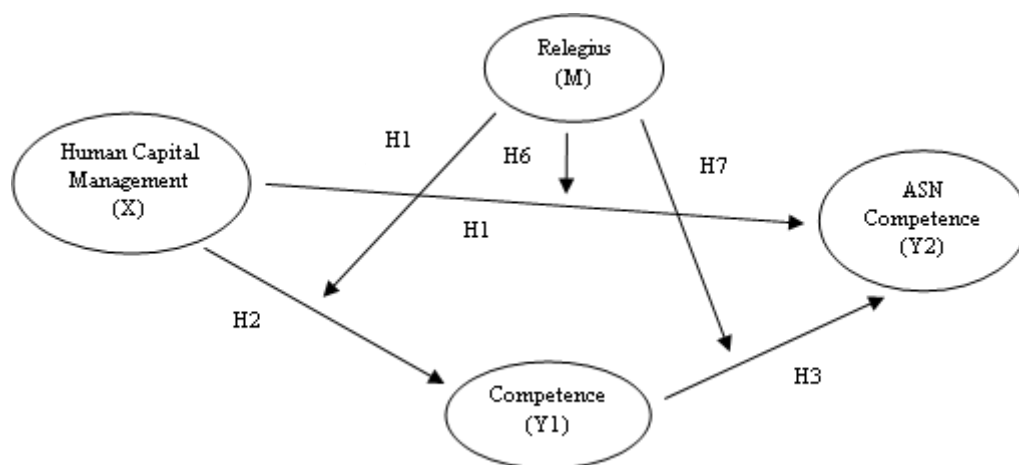


Figure 1. Research Model

H1: Human Capital Management has a positive and significant effect on the performance of ASN

H2: Human Capital Management has a positive and significant effect on ASN Competence

H3: Competence has a positive and significant effect on ASN Performance

H4: Human Capital Management has a positive and significant impact on ASN Performance through Competence

H5: Human Capital Management plays a positive and vital role in the competence moderated by Religiosity.

H6: Human Capital Management plays a positive and significant role in the performance of ASN, which is moderated by Religiosity.

H7: Competence plays a positive and significant role in ASN's performance, which is moderated by Religiosity.

*Methods/Algorithm/Material*

In this study, the sampling technique was carried out by purposive sampling, a method commonly used in scientific research. Purposive sampling is a technique that determines specific criteria (Sugiyono, 2017). This technique determines a sample with particular considerations that aim to produce a piece that logically represents the population. The requirements are by the duties and functions of regional apparatus organizations (OPD) and positions related to authority and policy-making, namely: planning and budgeting, staffing and career development, ASN competency development, regional finance and assets, organizational structure, job analysis, job maps, and workload analysis, regional culture, information technology, and regional legal products as many as 114 officials, consisting of Middle High Officials as many as 114 officials. Primary High Officials have as many as 12 jobs in one position, Administrator Officers as many as 28, Supervisory Officers 40, and Certain Functional Officers as 28.

Data Collection Methods The techniques used in this research are interview techniques, documentation techniques, questionnaire techniques, questionnaire techniques, and observation techniques. While the analysis of the data analysis used will be carried out with quantitative research, namely using the analysis of Structural Equation Modeling - Partial Least Square (SEM PLS). Based on the determined exogenous latent variables and endogenous latent variables, a research model was developed that combines the Inner and Outer models as follows:

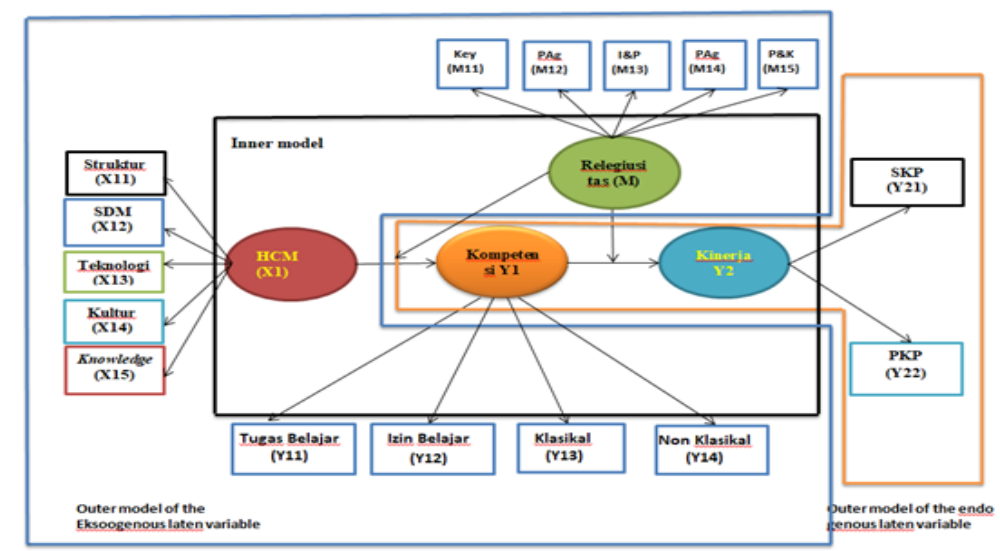


Figure 2. Relationship Model Diagram of The Inner Model, Outer Model of The Exogenous Latent Competent Variable, And Outer Model of The Endogenous Latent Variable.

## Results and Discussion

### Hypothesis Test

From the results of calculations using smartPLS, the t-count significance value in the figure below, which states the importance of the significance value between the tested variables, is presented in the form of arrows. The t-count value in the figure displays the magnitude of the significance value between variables. The importance of the significance value between the variables tested is presented as the matter in the arrow that connects one of the variables to the variable that is the goal.

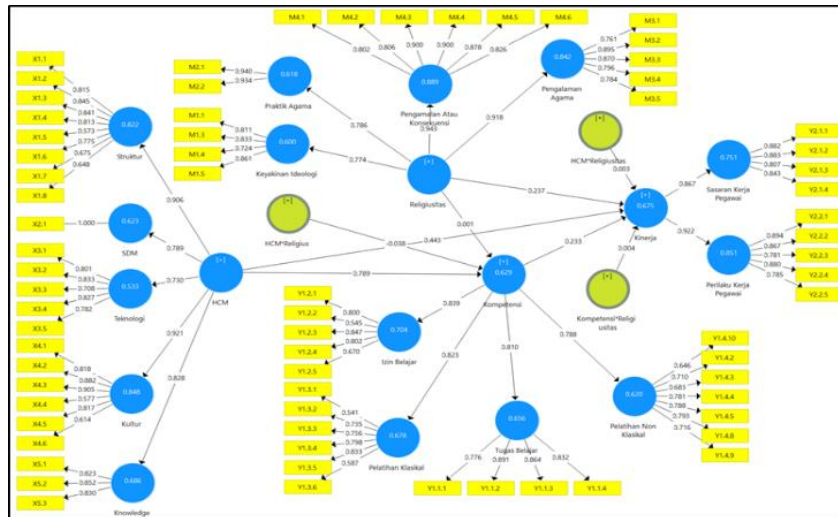


Figure 3. Structural Model (path coefficient, beta)

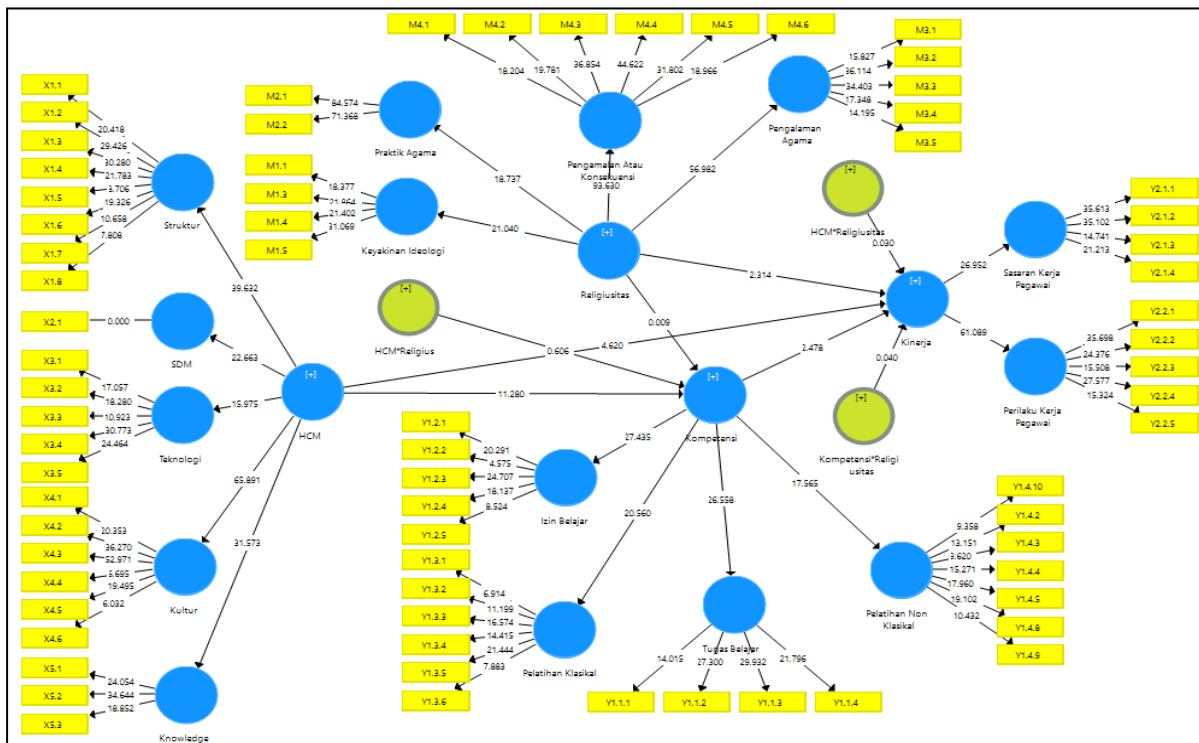


Figure 4. Significance Value (t-count)

The pictures of the calculation results above, if summarized in tabular form, can be displayed as follows:

**Table 1. Results of Path Coefficient Values and T-Count**

No	Influence	Path Coefficient	T-count	P value	Information
1	HCM -> Performance	0.443	4.620	0.000	Received
2	HCM -> Competence	0.789	11.280	0.000	Received
3	HCM -> Competence -> Performance	0.184	2.412	0.016	Received
4	Competence -> Performance	0.233	2.478	0.014	Received
5	HCM*Religiosity -> Competence	-0.038	0.606	0.545	Rejected
6	HCM*Religiosity -> Performance	0.003	0.030	0.976	Rejected
7	Competence*Religiosity -> Performance	0.004	0.040	0.968	Rejected

#### *Effect of HCM on Performance*

Based on the research conducted that the effect of HCM on performance is significant and shows that the direction of the relationship between HCM and performance is favorable or unidirectional, meaning that if HCM increases, performance will also increase. Vice versa, if HCM decreases, then performance will also decrease. The results of this study differ from the research conducted by Nkomo (1986, 1987), examining the relationship between HR planning and business performance and found no correlation between them. This result is also supported by research based on a survey (Delaney, Lewin, and Ichniowski 1988, 1989) which concluded that there is no relationship between HR practices and company financial performance. However, the results of different studies include Prasetya's research (2016) that the HCM variable obtained is significant on employee performance. This research is strengthened by research by Ongkorahardjo (2008), Swastari (2013), Faturachman (2013), and Utama (2015).

#### *The Effect of HCM on Competence*

The effect of HCM on Competence shows that the direction of the relationship between HCM and competence is positive, meaning that if HCM increases, competence will increase, and vice versa; if HCM decreases, competence will also decrease. Likewise, the influence between HCM and competence is significant. This is supported by Priyana's research (2016), reinforced by the study of Kharisma, Prasilowati, & Ayuningtyas (2019), and Musthofa (2020) concluded that organizational success is primarily determined by the collection of human resources which have high talent, which will become the main competitive advantage and essential asset, for organizations in the face of a global era that demands adaptability.

#### *Effect of Competence on Performance*

From the results of this study, the effect of competence on performance shows a positive relationship and has a significant impact. This result is in line with the research of Swastari (2013), where the research results are the influence between competence and performance which is significant. This research is also supported by Budiman's research (2017), this research is supported by several other studies, such as the results of research by Tumiwa (2017), Pokatong (2015), Rosmaini and Tanjung (2019), and the consequences of research by Rijal and Frianto (2020).

#### *The Effect of HCM on Performance Through Competence*

The results of data processing using the SmartPLS 3.0 program application show that the indirect effect of the HCM variable on performance through competence is positive, meaning that if HCM increases, performance through competence will increase, and vice versa, likewise, from the results of data processing where the influence between HCM and performance through competence is significant. The results of this study are supported by Melani's research (2016), that HCM has been shown to have an indirect effect on

performance through competence; this is because HCM is the lifeblood of performance. This finding supports the research results of Wang and Chingfu (2005) and Juwita and Fivi (2007). Where HCM not only has a direct effect on performance but HCM has an indirect effect on performance through competence.

The Effect of HCM on Competence Moderated by From the results of this study, the path coefficient value from the original sample estimate (beta) is negative, namely -0.038; this indicates that the direction of the relationship between human capital management moderated by Religiosity and competence is harmful or not unidirectional, while the influence of HCM on competence moderated by Religiosity is not significant. It means that the religiosity variable does not moderate the impact of human capital management on competence, no matter how high the ASN belief in God, Angels, Prophets, and scriptures and however high the implementation of religious practice, religious experience, and practice & consequences does not strengthen or weaken ASN competence.

#### *The Effect of HCM on Performance Moderated by Religiosity*

The results of this study obtained the path coefficient value from the original sample estimate (beta), which was positive, and the hypothesis was rejected; this indicates that the direction of the relationship between HCM and ASN performance moderated by Religiosity does not strengthen or weaken. 2021), which shows that Religiosity does not partially affect employee performance. However, it differs from the research conducted by Rohayati in Prasetyo (Prasetyo and Anitra, 2020), where a good religious understanding and its application can also lead to good performance.

#### *Analysis of Direct Influence and Indirect Influence*

Analysis of the direct effect plus the indirect effect of each variable produces a total product, where the natural effect with the indirect impact of the performance-based budgeting variable (X2) on regional development (Y) is 0.305 plus 0.106 resulting in a total impact of 0.411, which means it has an effect significant. While the direct influence of the indirect implications of performance-based budgeting (X2) on the implementation of SAKIP (Z) is 0.325, producing a total result of 0.325, which means it has a significant effect.

#### *The Effect of Competence on Performance Moderated by Religiosity*

The path coefficient value in this study is positive, which indicates that the direction of the relationship between competence moderated by Religiosity on performance is positive. At the same time, this hypothesis is rejected, meaning that there is no influence of competence on performance moderated by Religiosity; Religiosity does not strengthen or weaken the relationship between competence and performance. This study is in line with the research of Tianingsih et al. (2022), where Religiosity does not moderate the effect of competence on performance but contrary to the results of a study by Rosianti & Mangoting (2015); Purnamasari & Amaliah (2015) and Eviana (2019) which state that Religiosity moderates competence on performance.

## **Conclusion**

Human capital management can significantly affect the performance of ASN, Human capital management has a significant effect on the competence of ASN, Competence plays a role in improving the performance of ASN, and Human capital management through competence has a substantial impact on the performance of ASN. Human capital management moderated by Religiosity does not affect competence; Religiosity does not strengthen or weaken the competence of ASN. Human capital management moderated by Religiosity does not affect performance. Religiosity cannot maintain or lag HCM on the performance of ASN. Competence moderated by Religiosity does not affect performance. Religiosity, which mediates competence in performance, does not affect the performance of ASN.

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