



Development of human resources (HR) on work ethic and employee performance at PT. Citilink Indonesia

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ABSTRACT

Human resources (HR) are a very important component and cannot even be separated from a company; HR is an important asset for every business because it determines the success of a company in achieving its business goals. If high-quality human resources exist within an organization, they can be an important asset that can provide unlimited support in the future. Company performance is the level of achievement of results in achieving goals, while individual performance is the level of achievement of results in carrying out certain tasks. PT Citilink Indonesia, a strategic subsidiary of Garuda Indonesia, was founded in 2009 and is one of the best low-cost airlines (LCC) in Indonesia. This research uses descriptive qualitative methods. The focus of this research is to provide an in-depth overview of human resource (HR) training and development at PT Citilink Indonesia. To achieve this goal, this research uses a direct observation approach to activities or circumstances related to HR training and development in the company (Observation). Therefore, PT Citilink Indonesia effectively implements competency-based HR training and development to meet the needs of all its employees.

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1. INTRODUCTION

Human Resources (HR) is a very important factor that cannot be separated from a company. Human Resources are an important asset for every company, because they determine the success of the company in achieving its business goals (Yosepa et al., 2020).

Quality human resources (HR) in an organization can become an important asset in the company which in the future can support the progress of the organization. So that the existence of quality human resources (HR) can determine the quality of humans as holders of an important role in advancing the organization concerned, the competition that occurs will have an impact on the way an organization works (Nugroho, 2020).

The aim of human resources is to improve productivity levels, improve the quality of work life and ensure that the organization has fulfilled legal aspects. Therefore, human resources must be developed and maintained so that all organizational functions can run in balance (Surajiyo et al., 2020). Human resource activities are the most central part of the human resource management process, and are a series in achieving organizational goals.

Work ethic is one of the most important things in work because the success of a company depends on the work ethic of an employee. Work ethic is often described as integrity, discipline, hard work, perseverance and so on (Arnisa, 2020). Improving work ethic is a form of employee

responsibility towards the company. Therefore, every individual and group in the company must have a high work ethic to support the achievement of a company's goals.

Work ethic is norms that are binding and explicitly determined as well as practices that are accepted and recognized as normal habits to be maintained and applied in the work life of members of an organization (Raja Guk-Guk, 2021). One measure of employee quality can be seen from the perspective of their work ethic, the higher the employee's work ethic, the better the quality of the employee. Ethos is the main requirement for all efforts to improve the quality of the workforce or human resources, both at the individual, organizational and social levels (Alimin, 2020).

Performance is the quality and quantity of achieving tasks, whether carried out by individuals, groups or companies (Nur et al., 2021). To determine the level of employee or employee performance, there are several indicators used in the performance variable (Serang & Arfah, 2020), including: a) Standard Work Quality is carried out by comparing the amount of work volume that should be (standard work norms) with the actual abilities of employees; b) Work Quantity This standard emphasizes the quality of work produced compared to the volume of employee work; c) Timeliness is the use of work periods that are adjusted to company policy (Khasanah, 2013).

The research according to (Yulistiyono et al., 2022) is that human resource development has a positive influence on employee competency, where human resources themselves include training, talent management, and performance management. The role of employee competency as a media variable has been proven to influence the role of training, talent management and performance management to increase organizational effectiveness.

In the research of (Ananda et al., 2019) regarding the development of Human Resources which partially has a positive and significant influence on work effectiveness. The highest influence value is the skills variable, meaning that skills have a more dominant influence on the work effectiveness of implementing employees, with a total influence of 62.74% (direct influence of 56.7%). Simultaneously, the quality of human resources (level of knowledge, attitude towards work and skills) directly and indirectly has a positive and significant effect on the work effectiveness of implementing employees.

According to (Yuneti et al., 2023) human resource development has a real influence on the quality of human resources, where the quality of human resources is the result of an employee's work. The influence of human resources on the quality of human resources is 67.9% and the remaining 32.1% is influenced by other factors.

Based on the explanation of the idea above and previous research. The researcher raised the research title regarding the influence of human resource development on the level of work ethic and employee performance of PT employees. Citilink Indonesia. This research has two independent factors, namely work ethic and employee performance. This research has been developed from previous studies, namely in one study there were two independent factors studied. In this research, work ethic and employee performance factors are development factors from previous research where human resources are important factors.

This research is expected to be useful for Citilink airlines, because human resources (HR) are the key to an organization's success in achieving the goals and targets set by the company.

Based on the explanation of the idea above, the researcher analyzed the influence of human resource development on the level of work ethic and employee performance of PT Citilink Indonesia. This research is expected to be useful for the Citilink airline, because human resources (HR) are the key to an organization's success in achieving the goals and targets set by the company.

Human resources are an ability that exists in every human being which is determined by their thinking power and physical strength. Human resources are one of the main components of all activities carried out (Suryono, 2011). Employee knowledge must be improved and developed so that they do not act detrimental to the company or organization in achieving its goals (Fakhri & Djastuti, 2015).

Human resource management is the utilization, development, assessment, provision of services, and management of individual members of an organization or group of workers (Oktayani, 2016). Based on the above understanding, it can be concluded that human resource management

has a very important role in increasing the contribution of human resources (employees) to the organization concerned (Amelia et al., 2022).

Training is a method used to develop human resources related to the abilities or skills of employees who have occupied a certain position or job within a company or organization. There are four stages of training processes to create quality human resources (HR) (Farchan, 2016).

Training is an activity to control employees so they obey organizational regulations and work according to plan. If there are deviations, corrective and/or perfecting actions are taken. Employee training, including attendance, discipline, cooperative behavior, and maintaining the work environment (Sugiarti, 2018).

According to Harsono and Santoso, work ethic is a work spirit that is based on certain values or norms. Work ethics are norms that are binding and explicitly determined as well as practices that are accepted and recognized as normal habits to be maintained and applied in the work life of members of an organization (Hamid & Shaleha, 2021). One measure of employee quality can be seen from the perspective of their work ethic. The higher the employee's work ethic, the better the employee quality.

To find out whether the work ethic or morale of employees in a company, high or low conditions can be seen from the dimensions and indicators (Darmawan, 2020). The dimensions of work ethic are as follows. (1) Have a hard working attitude. Someone who has a work ethic will demonstrate the behavior of working to the maximum extent possible without complaining; (2) Discipline, honesty and responsibility. This is reflected in his habits when he gets assignments in his work; (3) Diligent and persistent, can be seen from his performance when completing every task and responsibility without ever giving up before it is finished; (4) Use time appropriately. In completing any work, someone who has a work ethic will use their time as best as possible. So that no time is wasted when completing a job.

If a view or attitude is considered low towards life, then it can be said that the person has a relatively low work ethic, and conversely if the individual views an attitude as something noble towards human existence then it can be said that the person has a relatively high work ethic (Abidin & Prananta, 2019). Work ethic is an attitude of giving meaning, expressing, believing and encouraging something in achieving an optimal attitude. Work ethic is an action that originates from a basic belief in an integrated work model.

Performance is the degree of achievement of results in carrying out certain tasks, company performance is the degree of achievement of results in achieving goals. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company (Afandi & Bahri, 2020). Individual performance, group performance and performance are influenced by many internal and external factors. Performance refers to the degree of fulfillment of the tasks that make up an employee's job. Performance reflects how well an employee meets job requirements (Pratiwi, 2024).

Performance is the quality and quantity of achieving tasks, whether carried out by individuals, groups or companies (Rasyid, 2018). So performance is a result of work in the form of tasks assigned by the company to its employees which are influenced on the basis of ability, experience and sincerity (Hasibuan, 2018). Employee performance is the result of employee work as a whole or during a certain period both in quality and quantity based on predetermined and agreed criteria.

Employee performance is influenced by many factors. In this research, only two factors were studied, namely job satisfaction and work discipline (Pangestu et al., 2022). Job satisfaction and work discipline are thought to be two factors that can influence employee performance (Negara & Sukiman, 2023). This is based on the opinion stated that. "Employee performance is influenced by several factors, namely compensation, employee training, work environment, work culture, leadership, motivation, discipline, job satisfaction. Performance in general is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Andi Yuniawati Rachiman, 2020).

PT Citilink Indonesia was established based on Deed no. 01 dated January 6 2009 in Jakarta with notary Arikanti Natakusumah, SH which was then ratified in decision letter number AHU-1455AH.01.01 of 2009 dated April 22 2009 by the Ministry of Law and Human Rights of the Republic of Indonesia (Alfan, 2023).

PT Citilink Indonesia is a subsidiary of Garuda Indonesia which was founded in 2009 as a Strategic Business Unit and is one of the low-cost airline options (LCC) in Indonesia. After obtaining the AOC (Air Operator Certificate) on July 30 2012, Citilink airline officially operated as a separate business entity from Garuda Indonesia.

In accordance with Deed no. 23 dated 13 January 2012 regarding changes to capital payments, and Deed no. 91 dated 10 August 2012 regarding additional capital participation in the form of aircraft, Citilink's share ownership is 94.3% owned by Garuda Indonesia and 5.7% owned by PT Aero Wisata.

Citilink began operating independently on 30 July 2012 with the IATA flight code "QG", ICAO designation "CTV" and call sign "Supergreen". With 46 aviation business permit SIUAU/NB-027 on January 27 2012 and flight certificate AOC 121-046 on June 22 2012.

2. RESEARCH METHOD

In this research, the method is descriptive and qualitative. The descriptive method itself is a method of research that aims to create a systematic description or picture through questions on the researcher's online questionnaire, while qualitative itself is a procedure for making questionnaires regarding descriptiveness of the research object. So the qualitative descriptive research method in this study uses a questionnaire where the contents of each questionnaire are descriptive in the form of written words regarding the respondent's opinion.

The focus of the research is to provide an in-depth overview of training and development of human resources (HR) in PT Citilink Indonesia. The data collection technique in this research uses primary data namely by directly observing activities or situations related to HR training and development in the company (Observation), as well as distributing questionnaires in the form of a Google form to Citilink airline employees who have worked for at least 1 year. Where the contents of the questions in the questionnaire on Google Form have been designed in such a way as to describe the employee's work ethic and performance, and are also supported by the formulation of the questionnaire and also using journal literature studies related to this matter. So that the quantity of questionnaires is as minimal as possible but already describes the work ethic and performance of the employee.

Talking directly with related parties, such as HR managers or training participants, to gain a deeper understanding (Interview); Collecting and analyzing related documents, such as training materials, HR policies, or training records (Documentation); and studying literature related to HR training and development to support understanding and analysis (Library study). Data analysis is carried out through several stages: data collection, data condensation, data presentation, and conclusion drawing/verification (Wulandari et al., 2018).

3. RESULTS AND DISCUSSIONS

Competency-based human resource (HR) development is very important. Various HR development methods are used to produce superior and competitive employees at PT Citilink Indonesia, which PT Citilink Indonesia must achieve by showing the best performance through superior and quality human resources, which is the most important asset for the company.

The first indicator shows that the skills of PT Citilink Indonesia employees are placed in accordance with the skills the company has in technical and non-technical fields. This shows that employee placement is based on their abilities and expertise. During the employee appointment process, certain requirements must be met by the selected candidate. These requirements are adjusted to the needs of the organization and the job desk that will be occupied. Every worker, both technical and non-technical, must have key competencies, namely achievement orientation, the ability to complete tasks quickly, and the ability to collaborate with other people. Employees are placed based on PT Citilink Indonesia's skills and educational qualifications, both technical and non-technical.

The second indicator shows that PT Citilink Indonesia employees have basic knowledge that is relevant to their work. As a company operating in the power generation sector, PT Citilink Indonesia employees must have basic knowledge about electricity. In addition, the required knowledge consists of technical and non-technical knowledge. Non-technical knowledge includes

PT Citilink Indonesia's internal data processing, which includes the use of Microsoft Excel or other software to process data, both from secondary data and data in primary form.

The third indicator is the social role played by PT Citilink Indonesia employees. The employee's relationship with other employees of PT Citilink Indonesia shows a social role. These relationships are formed through conversations between superiors and subordinates, as well as between juniors and seniors. This is always done to ensure that there is harmony in the workplace. so that the team's work will be easier to do. Apart from that, PT Citilink Indonesia carries out its social relations based on the company's cultural values: AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative).

The fourth indicator shows that PT Citilink Indonesia employees have a good self-image. This shows that PT Citilink Indonesia employees always do their best work. One way to maintain this performance is through career advancement, where every employee has the same right to make career advancement according to their abilities and performance. PT Citilink Indonesia has determined the role competencies that employees must have, including planning and organizing abilities, as well as the ability to carry out analysis and decision making. Employees must be sensitive to the business, work collaboratively with others, and welcome change as part of their secondary role. This is a condition that must be met so that the employee's self-image is expected to achieve optimal performance. However, not all employees have the same self-image, and this depends on the abilities of each employee.

The fifth indicator, traits, are possessed by PT Citilink Indonesia employees. Employee relations are very harmonious, so when there is a problem, employees solve it together. Special rules then apply to PT Citilink Indonesia employees. Which ones are permitted and which ones are prohibited to make the nature and behavior of employees more organized while they work.

The sixth indicator, motives are owned by PT Citilink Indonesia employees. In this case, the motivation is to design programs that will help companies achieve their vision and mission, especially in terms of human resource development. This is because human resources are an important component in smoothly achieving company goals. Based on the Decree, the director of PT Citilink Indonesia made a long-term plan to establish and develop the company based on the vision and mission. This plan will be applied to the organizational structure, as well as the main tasks and functions of each division.

One way to improve human resources is to provide training to employees or employees who have certain positions or positions in a company or organization. Assessment, Design, Delivery, and Evaluation are four stages of training to realize human resources (HR).

The first stage is an assessment, which PT Citilink Indonesia carries out on its employees. In this case, this conclusion relates to employees' abilities when they start their work through On Job Training (OJT), which is used as a standard for evaluating the competency level of PT Citilink Indonesia employees. New employees will undergo training for six months before being hired. Furthermore, the recruitment system is carried out internally and externally. Internal employees are drawn to the parent company, and external employees come from the labor market, educational institutions, or other sources.

The second stage of training design at PT Citilink Indonesia is based on Development Needs Analysis (DNA) and Training Needs Analysis (TNA). Among the learning concepts are as follows: 1) Professional training related to their respective professions or expertise training related to the field; 2) Leveling training related to career levels such as supervisor training, management level training, or executive training; 3) Supporting training intended to support the career needed to advance to the next career level; 4) Training on the company's strategic needs; 5) Training for people who are retired. PT Citilink Indonesia's current training process is based on DNA and TNA. Job-appropriate training is one of the learning concepts. One example of a director competency training program is the Directorship Program and High Performance Board. Director competency training materials include digital mindset shift, CGRP-Corporate Law certification, Certified Professional Risk Management certification.

PT Citilink Indonesia carried out the third stage of delivery to its employees. This shows that during the training period, employees must complete written work or work assignments which will be presented after they graduate and are appointed as permanent employees of PT Citilink Indonesia based on their field and abilities.

PT Citilink Indonesia conducted the fourth evaluation, which showed that the company had passed four stages: training response, knowledge measurement, behavioral evaluation, and general evaluation.

4. CONCLUSION

Based on the results of research and discussions related to competency-based HR training and development at PT Citilink Indonesia, the author can draw the following conclusions:

Employee placement is placed according to skills which in this case are seen based on the educational qualifications held in both technical and non-technical fields at PT Citilink Indonesia; Knowledge, placement of employees in accordance with the basic knowledge possessed by employees and certification programs for employees to increase existing knowledge of employees PT Citilink Indonesia in technical and non-technical fields; PT Citilink Indonesia's social role is carried out based on the company culture, namely AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative) and has been carried out by employees so that relationships between employees, both superiors and subordinates as well as seniors and juniors, are harmonious.

In this research, self-image is the attitude of employees to achieve the best performance by improving their career at PT Citilink Indonesia according to their abilities and performance; the nature, or traits, demonstrated by PT Citilink Indonesia employees in resolving problems. PT Citilink Indonesia gives its employees the opportunity to solve problems through the RSH (Reserve Shutdown) internship program.

PT Citilink Indonesia employees are motivated to achieve their company's vision and mission by creating supporting programs to achieve their goals, especially in terms of HR development. In connection with training, PT Citilink Indonesia also assesses employee abilities when they start work. PT Citilink Indonesia also conducts OJT (On Job Training) to see how well employee abilities have been improved through training. At PT Citilink Indonesia, the current training design is based on DNA (Development Needs Analysis) and TNA (Training Needs Analysis), with several training concepts such as training according to position, supporting training, level training, corporate strategy training, and provision training. Distribution of training is carried out by PT Citilink Indonesia through the creation of written works or work assignments which will be presented after employees are declared to have graduated. Therefore, PT Citilink Indonesia has implemented competency-based HR training and development effectively and efficiently to meet the needs of each employee.

From the results of the research described above regarding effective competency-based training and development of human resources. Where employee abilities will be quickly known so that PT Citilink Indonesia management can make decisions more quickly regarding the placement of these employees. In general, this research is expected to provide an overview of the influence of Human Resources on the work ethic and performance of employees, especially in the world of aviation. So if the government wants to make decisions regarding human resources, work ethic or employee performance, this journal can be used as material for consideration in making those decisions.

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