



## Human Resource Development on Employee Work Ethic in the *Direktorat Tindak Pidana Umum* Bareskrim Polri

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### **Abstract**

Work ethic affects how an institution can achieve its desired goals. Therefore, human resource development is needed to improve the work ethic of employees. This study aims to determine the extent of human resource development in improving the work ethic of employees in The Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta. Using a qualitative descriptive method, the research employed observation and interviews as data collection tools. Interviews were conducted with a supervisor from The Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta. The study draws upon Mondy et al.'s (1999) theory related to work performance measurement. Based on the results of the study, it can be concluded that all the indicators adapted by this study were achieved by the employees in The Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta.

**Keywords:** *Employee; Human Resources Development; Work Ethic*

### **Introduction**

Humans play a strategic role in various domains such as the economy, infrastructure, even social and institutional development (Kaur & Kaur, 2018). The quality of human resources within an institution serves as an indicator of its progress, and conversely, there exists a reciprocal relationship between the two (Ichniowski et al., 1995; Laursen & Foss, 2003). Without competent human resources, institutions face challenges in achieving improvement. Assessing the quality of human resources can be done through evaluating aspects like education, health, and income levels (Kia et al., 2021).

Human resources (HR) form a vital component of any organization, playing a crucial role in the execution of activities (Sundiman, 2017). Therefore, human resources represent the primary asset or

capital within an organization that requires maintenance and cultivation to ensure quality and guide the organization towards success. Developing human resources is essential to enhance performance, productivity, stability, and adaptability to changing environmental conditions (Sutrisno, 2021).

Human resource development entails the cultivation of high-quality human resources. Within every organization, human resources actively and dominantly contribute as planners, actors, and determinants of organizational goals (Priansa & Suwatno, 2011). To enhance the quality of an institution, it requires employees with superior and quality resources, coupled with a strong work ethic to serve and contribute effectively towards the institution's success. The development of human resources encompasses both knowledge and mentality to establish a well-organized work system, which serves as a crucial factor in achieving institutional objectives.

Human Resources are increasingly playing a major role in a company's success. Many companies recognize that the human element in an organization can provide a competitive advantage, leading them to establish goals, techniques, and strategies to achieve success.

Posner (2014) introduced the concept of Economic Analysis of Law, which incorporates three key aspects: value, utility, and efficiency. Value refers to the monetary value someone would be willing to pay to the other party based on their demand. Utility, on the other hand, refers to the value of anticipated costs or benefits relative to a specific outcome. Lastly, utility is used as an ethical standard for social decision-making, emphasizing the limitations of resource distribution that maximize value. This concept is also applied in this study.

Therefore, human resources are the most critical component for a company's success (Ajeng et al., 2021; Igwe et al., 2014; Montoya Agudelo & Boyero Saavedra, 2016). Human resource development is considered one of the most effective ways to improve performance, as highlighted by Mathis and Jackson (2006), who emphasize the influence of the human resource development system on performance. When properly implemented, the human resource development system enhances employee quality, subsequently leading to improved employee performance.

Based on the aforementioned explanation, it can be concluded that human resource development holds significant importance. Over time, employees are provided with various training and development programs to equip them with the skills and knowledge necessary to adapt to technological advancements and modern work practices. Human resource development involves providing workers with the skills, knowledge, and abilities required to meet present and future job demands, ultimately resulting in increased user satisfaction and improved service provision.

A strong work ethic is a fundamental attribute that qualified human resources must possess. However, in general, employee work ethic tends to be low. This can be observed from the prevalence of employees engaging in multiple jobs and the lack of performance appraisal leading to reduced awareness in performing their duties. Achieving harmony between human resource development and work effectiveness requires a comprehensive process, encompassing planning, management, and the utilization of human resource potential, as stated by Notoatmodjo (1992) in relation to macro-level human resource development.

This research aims to explore the correlation between human resource development and organizational performance. It seeks to investigate how initiatives such as training and development programs impact employee performance, productivity, and adaptability. Additionally, the study aims to analyze the role of work ethic in relation to human resource development and its influence on the overall effectiveness of organizations. The findings of this research will provide valuable insights and recommendations to help organizations enhance their human resource development practices, leading to improved performance and higher levels of employee satisfaction.

## **Literature Review**

### **Human Resources Development**

Human resource development is an endeavor aimed at enhancing the quality and capabilities of human resources through the arrangement, education, training, and leadership of employees or staff members in order to achieve the best possible outcomes (Afriati & Ahmad, 2022). Furthermore, Rowley & Jackson (2012) state that human resource development involves efforts to enhance the knowledge, skills, and abilities of workers through training and development, organizational learning, leadership management, and knowledge management, all of which contribute to improving performance. Additionally, Armstrong & Taylor (2020) asserts that human resource development is closely tied to the provision of learning opportunities and development, encompassing the creation of training programs that involve planning, implementation, and evaluation.

Moreover, Desimone & Harris (1998) suggest that human resource development can be understood as a series of systematic and planned activities undertaken by organizations to equip their employees with the skills necessary to meet current and future job demands. Stewart & Scalia (1996) argue that human resource development encompasses a range of activities and processes aimed at facilitating learning and its impact on both organizations and individuals.

Based on the aforementioned understanding, human resource development refers to the process of transforming the human resources of an organization from one state to another that is more favorable for preparing them to undertake future responsibilities in achieving organizational goals. The purpose of human resource development has two dimensions: the individual dimension and the institutional/organizational dimension. Objectives with an individual dimension pertain to what an employee can achieve through development efforts. On the other hand, goals with an institutional dimension relate to what institutions/organizations can accomplish as a result of human resource development programs.

### **Work Ethics**

Work ethics refers to a set of beliefs and attitudes that reflect the fundamental value of work (Meriac et al., 2010). Additionally, Sedarmayanti (2018) states that work ethics serve as a benchmark for evaluating the level of determination and effort put into achieving optimal results in every job undertaken. In this context, work ethics encompass both individual productivity and overall productivity. Conversely, Grabowski et al. (2021) argue that work ethics are linked to self-motivation, specifically the desire to succeed, while contrasting with external motivation, which involves the desire for achievement resulting from work.

Based on these various definitions, work ethics, both etymologically and practically, constitute a set of fundamental attitudes or perspectives held by a group of people to assess work as a positive factor that improves the quality of life and influences work behavior. This work ethic mindset has been adopted by individuals, organizations, and even communities. Various aspects, including habits, cultural influences, and value systems, can shape this attitude.

Mondy et al. (1999) propose several dimensions for measuring performance, which include:

1. Quantity of Work: Refers to the amount of labor and efficiency generated by workers within a specific time frame. This dimension serves as a benchmark for evaluating how quickly employees can complete their workload by producing a high volume of work, thereby increasing work productivity.

2. **Work Quality:** Considers the exactness, precision, neatness, and effectiveness demonstrated in carrying out assigned duties within the organization.
3. **Independence:** Relates to the volume of work and work productivity produced by employees within a given period. Independence also reflects the level of commitment exhibited by employees.
4. **Initiative:** Encompasses independence, versatility of thought, and willingness to take on responsibilities.
5. **Adaptability:** Considers the ability to react and respond to changing needs and conditions.
6. **Cooperation:** Pertains to the ability to work together and collaborate effectively with others.

Based on the above elaboration, the purpose of this research is to explore the development of human resources in improving employee performance within the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta.

## ***Research Method***

The researchers employed a qualitative approach as the research method. According to Creswell (2017), qualitative data refers to data expressed in documents, statements, and actions of respondents. This study adopts a descriptive research design, where the data consists of written words, descriptions provided by informants, and observed behaviors of subjects. Additionally, this study incorporates the performance measurement theory by Mondy et al. (1999), with variables including Quantity of Work, Quality of Work, Independence, Initiative, Adaptability, and Cooperation. Furthermore, the Economy Analysis of Law by Posner (2014) is also utilized to yield more comprehensive results in conjunction with the performance measurement theory.

The research was conducted at the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta. The selection of this location was based on the writer's affiliation with the office and the desire to assess the extent of employee performance development within the Directorate of General Crimes at Bareskrim Polri Jakarta. To ensure a comprehensive, sufficient, and accurate analysis of the data, both primary and secondary data sources were utilized. Primary data was obtained through direct observation and interviews with supervisors, while secondary data consisted of information gathered through literature research, including relevant books and articles that served as the basis for discussing the research problems.

For data analysis, the author applied triangulation, drawing on (Miles & Huberman, 1992):

1. **Data Reduction:** This step involved simplifying and transforming raw data obtained from written records in the field.
2. **Displaying Data:** The data was presented in the form of narrative text.
3. **Verification and Conclusion:** The analyzed data were explained and interpreted using descriptive language to depict the findings.

## ***Results and Discussion***

In order to achieve improved organizational performance and effectively accomplish its goals, it is essential for every organization to invest in the professional development of its human resources, ensuring they possess the necessary knowledge, skills, and attitudes. According to Kalts as cited in Sedarmayanti (2018), there are three key abilities that employees must possess within an organization: technical skills, interpersonal skills, and theoretical/conceptual skills. Therefore, in our development program, we provided materials that addressed these three abilities, each with varying degrees of

emphasis. The results presented below are derived from interviews and observations conducted during the study.

### **Quantity of Work**

Work quantity refers to the duration of an employee's work in a day (Mangkunegara, 2004). It can be evaluated by assessing the speed at which each employee completes their tasks. However, it is important to note that working efficiently does not solely mean completing tasks as quickly as possible, but rather working effectively without wasting time. Based on observations, the employees from the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta demonstrated good work quantity as they efficiently completed their tasks within the specified time frame.

In accordance with Mondy et al. (1999), the quantity of work serves as an indicator with several sub-indicators to aid the research findings. This study utilizes three sub-indicators to evaluate work quantity. Firstly, the employees' work aligns with the given targets. Secondly, the quality of work has improved compared to the past. Lastly, employees provide prompt service during their work.

### **Quality of Work**

The quality of work is assessed based on the outcomes of the activities performed. Moreover, the quality of work has an impact on the well-being of employees (Steffgen et al., 2020). To effectively assess the quality of work, sub-indicators are utilized to support the research findings. In this study, the sub-indicators include employees' competency in their respective fields and the employees' ability to meet the institution's work quality standards.

According to interviews conducted, the supervisors rated the quality of work among employees at the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta as good. This assessment is supported by employees who possess educational backgrounds that are directly relevant to their assigned tasks. Additionally, the implementation of training programs and human resource development initiatives has contributed to enhancing the work quality of the employees.

The quality of work standards established by supervisors at the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta were generally adhered to by the staff members. The presence of Standard Operating Procedures (SOPs) serves as a parameter or benchmark for the execution of police actions related to the investigation and prosecution of criminal acts, ensuring the employees' proper performance of their daily duties. Furthermore, employees are expected to fulfill the community's needs during the investigation process, with the goal of providing professional and transparent services by the agency.

### **Independence**

Independence refers to the extent to which an employee can work autonomously and complete tasks without significant reliance on assistance from others (Tingo & Mseti, 2022). It also reflects the employee's commitment to their work. Furthermore, independence can be evaluated based on the employee's ability to perform their job responsibilities without constant guidance from supervisors or the need for supervisory intervention to prevent adverse outcomes.

Based on observations, it can be concluded that the employees of the Directorate of General Crime at the Jakarta Police Criminal Investigation Unit handle their work in their own individual manner, demonstrating a tendency to work without frequent reliance on their colleagues or superiors for assistance. This indicates a relatively high level of independence among the employees. This observation is further supported by the fact that the employees have educational backgrounds aligned with their

respective work fields, reducing their need to seek help from colleagues or superiors as they are already proficient in their roles.

### **Initiative**

Initiative is defined as the ability of an employee to proactively initiate or continue tasks with enthusiasm, without requiring external encouragement, in order to achieve goals (Frese & Fay, 2001). Initiative necessitates adaptability to the work environment in order to foster development. Additionally, initiative involves taking spontaneous action without waiting for instructions from superiors. Employee initiative is crucial in the workplace to minimize delays and utilize time more efficiently.

According to a supervisor's interview, employees exhibit varying degrees of initiative. The supervisor also mentioned that the length of time an employee has been with the institution influences their level of initiative. For instance, employees who have been with the Directorate of General Crime at the Jakarta Police Criminal Investigation Unit for an extended period of time tend to possess a heightened sense of initiative, as they are familiar with their responsibilities well in advance of receiving instructions. On the other hand, employees who are relatively new to the institution tend to wait for guidance from their superiors due to a fear of making mistakes. Developing employee initiative, regardless of their tenure with the company, is a key focus of the institution's human resources development efforts.

### **Adaptability**

Adaptability pertains to the ability to adjust and respond to changing needs and circumstances. It is also connected to an individual's career. Career adaptability refers to the resources an individual possesses to effectively handle the challenges, transitions, and demands of their work role on a large or small scale (Savickas & Porfeli, 2012). Additionally, adaptability plays a crucial role in fostering working relationships among colleagues. Being able to self-adjust and adapt is particularly important when facing changes in the work environment, such as the recruitment of new employees and the constant advancements in technology.

Based on the interview findings conducted in the field, the employees of the Directorate of General Crime at the Jakarta Police Criminal Investigation Unit exhibit a commendable level of adaptability. This can be attributed to the induction or orientation process that occurs during the recruitment of new employees. The orientation provides a thorough explanation of how the institution operates, including the work systems implemented in accordance with the institution's Standard Operating Procedures (SOPs). As a result, employees do not require an extensive amount of time to adapt to their new environment.

### **Cooperation**

Cooperation in the workplace refers to the willingness to work together and assist one another. Teamwork is essential in nearly every organization, highlighting the significance of strong employee relationships. A cooperative attitude brings numerous benefits, such as increased productivity, strengthened interpersonal connections, and the establishment of a positive work environment. Cooperation in the workplace also fosters efficiency, productivity, and the attainment of shared visions and missions. It provides opportunities for accelerated work progress, fresh insights, diverse perspectives, and innovative ideas.

Based on observations, it can be concluded that the level of cooperation within the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta is relatively high. This is evident from the well-organized division of tasks, which enhances the overall effectiveness of the employees' work. Additionally, the



institution conducts various training programs that contribute to fostering a culture of collaboration among employees.

Furthermore, these findings can be linked to the Economic Analysis of Law (Posner, 2014). In terms of value, employees express satisfaction with their remuneration. Although the amounts may vary depending on job tasks, they find it reasonable and not challenging. In terms of utility, human resources are able to anticipate the costs and benefits they will face. They also mitigate the risk of costs by following instructions and discussions from the human resources team. Lastly, the aspect of efficiency is demonstrated by appropriate allocation of resources within each division.

### **Conclusion**

As one of the institutions responsible for handling criminal cases in Indonesia, the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta plays a crucial role as a beacon of hope for crime eradication. The performance of its staff is closely intertwined with this objective. Therefore, human resource development is necessary to enhance their work ethic. The aim is for all staff members at the Directorate of General Crime of the Jakarta Police Criminal Investigation Unit to serve the public professionally, transparently, and wholeheartedly, thereby instilling greater public confidence in the institution. Moreover, upon analyzing the findings, it is evident that the application of the three aspects of the Economic Analysis of Law is indeed correlated with the results of performance measurement.

This research is limited in scope as it solely examines the impact of human resource development on the work ethics of employees in the Direktorat Tindak Pidana Umum Bareskrim Polri Jakarta. Therefore, further studies are needed to enrich the literature review. Future research endeavors can explore different theories, subjects, objects, and research locations to broaden our understanding of the topic.

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