

Human Resource Development to Improve the Performance of Village Employees in Developing the Effectiveness of Achieving the Tourism Village Program

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ABSTRACT. This study aims to determine the influence of Human Resources Development on the Performance of Village Employees and the Effectiveness of Tourism Village Program Achievement in Cimerak District, Pangandaran Regency. The research method used in this study is a quantitative method with an associative analysis approach (causality) and census. The population in this study amounted to 138 village employees in Cimerak District. The type of data used in this study is primary data obtained through questionnaires. The data testing technique used in this study uses validity tests, reliability tests. Data analysis in this study used path analysis using SPSS software version 25. The results of this study show that Human Resource Development is able to improve the Performance of Village Employees in Cimerak District, Pangandaran Regency in developing the Effectiveness of Tourism Village Program Achievement. Where one of the villages in Cimerak District, namely Masawah Village, there is Madasari Beach which is famous for its Breakwater Beach. With this research, Human Resource Development affects the performance of village employees and the effectiveness of achieving tourism village programs.

Keyword: Human Resource Development; Performance of Village Employees; Tourism Village Program

JEL Classification: M51

INTRODUCTION

The Indonesian government is currently trying to prioritize villages so that they become the gateway to the idea of national development, one of the steps taken by the government is by issuing Law Number 6 of 2014 concerning Villages. Article 1 paragraph (1) Law Number 6 of 2014 concerning Villages states that a village is defined as a legal community unit which has territorial boundaries which has certain authority to carry out the management and regulation of government affairs, the interests of the community which are based on community initiative, traditional rights and also the rights of origin which are respected and participate in a system of government of the Unitary State of the Republic of Indonesia (NKRI).

The strategy for developing tourist villages in Pangandaran Regency is to equalize the development of the tourism sector so that it is not only focused on one area which has become a tourism trademark in Pangandaran. Apart from that, the strong traditions of local cultural values and pristine nature are seen as worthy potential for developing the tourism sector by minimizing its negative impacts.

To create an optimal tourist village, superior human resources are needed in managing the village. One of the village managers is village officials, employees can bridge the progress of the village. This is closely related to the performance of village officials.

The aim of this research is to determine and analyze the influence of human resource development on the performance of village officials, whether increasing human resource development is able to improve performance or not. So it will have an impact on the effectiveness of achieving the tourism village program in Cimerak District, Pangandaran Regency.

The subject of this research is in the Pangandaran Regency government area, Cimerak District, which is located at the southern tip of Pangandaran Regency. The Cimerak District area has a lot of potential hidden tourist areas, one of which is currently under development is Madasari Beach. So that Madasari Beach is a tourist spot that is in great demand by tourist visitors, government employees, especially village employees, must be able to improve their performance. The village development program in Cimerak sub-district is as follows:

Table 1. Tourism Village Development Target

No	Year	Target	Realization			Amount
			Embryo Tourism Village	Developing Tourism Village	Advanced Tourism Village	
1	2020	100%	-	-	2	2
2	2021	100%	4	5	-	9
			Amount			11

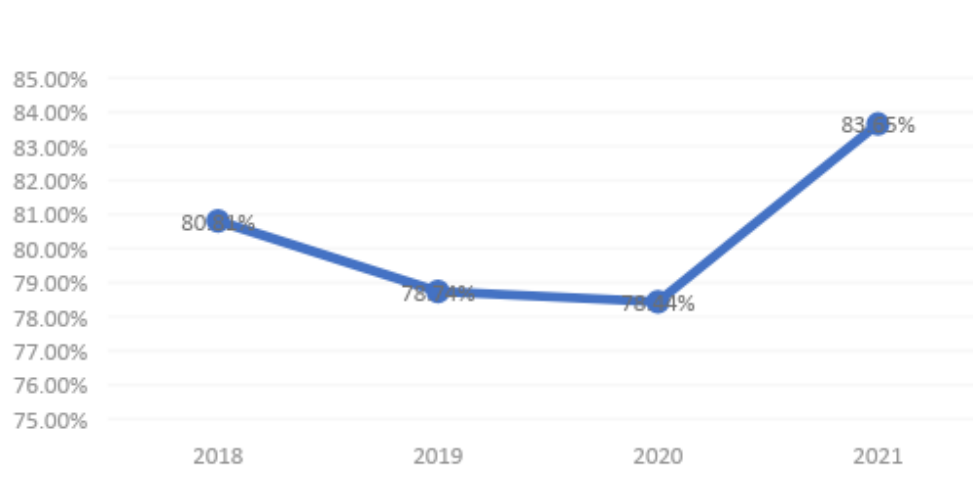
Source: Cimerak District (2022)

From the data above, there are still many tourism village programs that have not achieved their targets. So village officials in Cimerak District need harder performance to realize village programs in accordance with achievement targets. To be able to achieve the target, village

officials are required to improve their performance. So village heads are required to carry out performance assessments of village officials.

In this case, the author presents an overview of data on the performance achievements of village officials in Cimerak District over the last four years as shown in the graph below:

Figure 1. Graph of Village Apparatus Performance Achievement in Cimerak District 2018-2021



Source : Processed By Author (2022)

From the data on the performance achievements of village officials above, it can be seen that the performance of village officials experienced fluctuations from 2018-2021. From the results of interviews with several village heads, it turns out that there are still many work programs from the village government that were not completed on time, especially in 2019 and 2020. The performance achievement of village officials experienced a quite drastic decline, namely 78.74% and 78.44%. This creates a problem in itself in the performance of village employees in Cimerak District in achieving the work program targeted by the village.

To realize superior performance requires the development of superior human resources as well. Human resource development entails enhancing the skills, expertise, and mindset of individuals within an organization, as well as fostering pathways for career advancement that align with the organization's adaptable strategies to attain objectives (Krismiyati, 2017). When the knowledge, skills, abilities and attitudes of village officials increase, this will be in line with the increase in employee performance as well. By increasing the performance of village officials, effective village tourism development will be achieved more quickly.

The effectiveness of the achievement of the tourism village development program in Cimerak District, Pangandaran Regency has not yet been achieved, there are still many who have not reached the target. According to Rosjidi in Iskandar (2005) for a government organization to be effective, the first thing to do is to determine whether it has complied with existing regulations and whether both are in line with plans, both in terms of labor costs, costs, materials, equipment and processes. This is of course because many employees may not understand the SOP properly and correctly so they improvise and do work that is not in accordance with the SOP which has an impact on the ineffectiveness of the tourism village development program in Cimerak District, Pangandaran Regency.

The ineffectiveness of the achievement of the tourism village development program in Cimerak District, Pangandaran Regency is the basis for this research to be carried out because

there are allegations of a causal effectual relationship (cause and effect) from the facts of the problem which need to be researched. This is a theoretical concept that links alleged problems that are influenced by employee performance due to sub-optimal human resource development. From this statement, it is important to carry out further research on these problems with the title: "Human Resource Development to Improve the Performance of Village Employees in Developing the Effectiveness of Achieving the Tourism Village Program"

Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to legally achieve organizational goals. Does not violate the law and does not conflict with morals and ethics (Afandi, 2018). In running an organization, the essence of achieving the goals and progress of the organization cannot be separated from the role of human resources. The progress of an organization is largely determined by the human resources that the organization has. A good organization is an organization that is able to strive to improve its human resources to achieve optimal work results. Moreover, in the current era of globalization, human resources are really required to be of good quality so they can keep up with advances in technology and information. One of the most important management functions and the key to realizing the goals of an organization is good performance. Good performance is performance that is in accordance with organizational standards and supports the achievement of organizational goals.

Academics have studied ecotourism villages from various points of view. Community empowerment is a key factor in the successful management and development of ecotourism villages, so that the program can have a positive impact on the community (Hermawan, 2016; Junaid & Salim, 2019; Mustangin et al., 2017; Wahyuni, 2018). Research by Rintjap et al. (2021) also shows that human resource development factors have a significant and positive effect on employee performance. Organizational culture also plays an important role in improving employee performance. Where an organizational culture that is less than optimal can affect employee performance and the effectiveness of implementing ecotourism development programs (Peridiansah, 2022). So the research conceptual model which is expected to become a guideline for solving the problems proposed in this research can be seen in the figure below with the following hypothesis formulation:

Main Hypothesis

H0: There is no influence of HR development on employee performance in realizing the effectiveness of the Tourism Village Development Program in Cimerak District, Pangandaran Regency

H1: There is an influence of HR development on employee performance in realizing the effectiveness of the Tourism Village Development Program in Cimerak District, Pangandaran Regency

Sub Hypothesis 1

H0: There is no influence of HR development on employee performance.

H1: There is an influence of HR development on employee performance.

Sub Hypothesis 2

H0: There is no influence of human resource development on the effectiveness of the Tourism Village Development Achievement Program in Cimerak District, Pangandaran Regency.

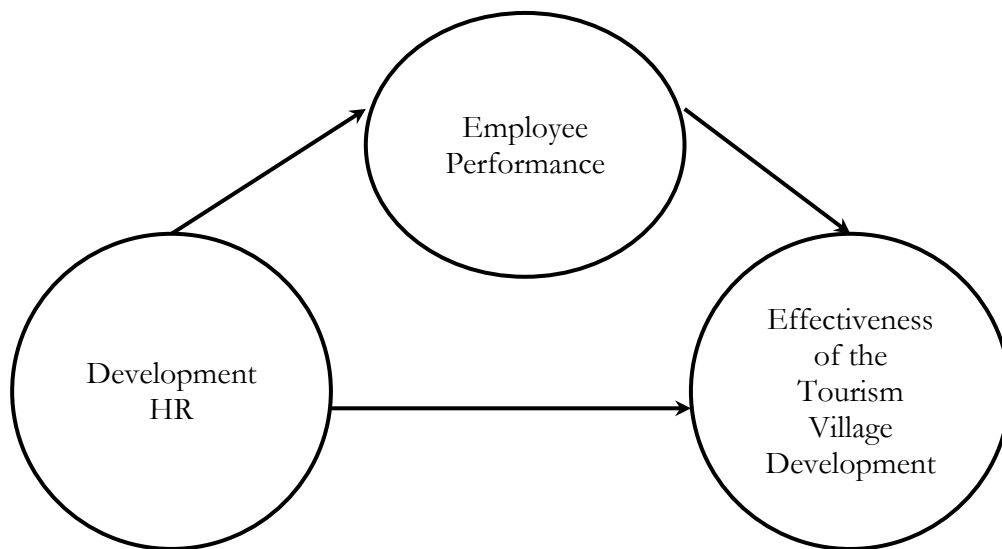
H1: There is an influence of human resource development on the effectiveness of achieving the Tourism Village Development Program in Cimerak District, Pangandaran Regency.

Sub Hypothesis 3

H0: There is no influence of employee performance on the influence of organizational culture on the effectiveness of the Tourism Village Development Program in Cimerak District, Pangandaran Regency.

H1: There is an influence of Employee Performance on the effectiveness of achieving the Tourism Village Development Program in Cimerak District, Pangandaran Regency.

Figure 2. Conceptual Research Model



Source : Processed by Author (2022)

METHODS

This research uses a management science perspective by developing the concept of factors that can influence employee performance in the effectiveness of achieving the tourist village development program with a limited scope regarding the influence of human resource development, employee performance and the effectiveness of achieving the tourist village development program in Cimerak District, Pangandaran Regency. By paying attention to the variables analyzed, this research uses quantitative methods with survey techniques and associative/relationship levels of explanation. (Sugiyono, 2018), stated that quantitative research methods are based on the positivist logical hypothesis verification paradigm, starting from preliminary research on research subjects to empirical facts. Quantitative research is systematic scientific research about parts and phenomena and their relationships, so that this research is structured, planned, structured, clear and in situ from the beginning to the end of the research, not affected by conditions (Ahyar et al., 2020).

To obtain actual information or data that supports research, survey techniques are used because they are able to describe the characteristics of certain variables of a problem or phenomenon, as expressed by Purwanto & Sulistyastuti (2017). These polls provide quantitative information about public opinion, personality or attitudes, and social phenomena.

Based on the main substance of the research conducted, the target population in this research is village employees in Cimerak District, Pangandaran Regency, totaling 138 employees. The sampling technique used in this research is included in the non-probability sampling category. This is a sampling technique that does not provide the same chance/opportunity for all items selected as samples or members of the population (Sugiyono, 2018). Researchers use saturated sampling or census, meaning that all elements of the population are used as research samples. The data processing and analysis approach uses path analysis.

This research uses equipment in the form of a questionnaire created using a Likert scale with very positive to very negative ratings. The assessment of each response alternative is grouped into data on an ordinal scale with the categories strongly agree, agree, doubtful, disagree, and strongly disagree.

Several indicators of the variables that the author studied are as follows:

Table 2. Variable Indicators

Variable	Variable Definition	Indicator
HR Development	Human Resource Development is an effort to improve the knowledge, abilities, attitudes of members, organizations, and provide career paths that are supported by organizational flexibility in achieving goals (Krismiyati, 2017)	1. Motivation 2. Personality 3. Skills
Employee Performance	Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally. Does not violate the law and does not conflict with morals and ethics (Afandi, 2018).	1. Presence 2. Quality of Work Results 3. Quantity of Work Results 4. Timeliness 5 Cooperation 6. Responsibility
Program Effectiveness	Effectiveness is a basic element for achieving goals or targets that have been determined in each organization, activity or program, are called effective if the goals or objectives as determined are achieved (Wicaksono, 2013:9).	1. Target Accuracy 2. Program Socialization 3. Program Objectives 4. Program Monitoring

Data Analysis Technique

The technique used to analyze the data is structural analysis using a path analysis model which aims to explain whether there is a direct or indirect influence of the independent variables

on the intermediate variables and the dependent variable. Hypothesis testing is carried out directly by testing each hypothesis by calculating the path coefficient value of each hypothesis, with six main stages including the stage of preparing a correlation matrix, testing the path coefficient, creating an inverse correlation matrix (R-1), calculating the size of the influence, determining the magnitude of the influence of other variables, and calculating direct and indirect influences.

Sugiyono (2014) stated that quantitative research methods are based on the positivist logical hypothesis verification paradigm, starting from preliminary research on research subjects to empirical facts. Quantitative research is systematic scientific research about parts and phenomena and their relationships, so that this research is structured, planned, structured, clear and in situ from the beginning to the end of the research, not affected by conditions (Hardani, et al., 2020). To obtain actual information or data that supports research, survey techniques are used because they are able to describe the characteristics of certain variables of a problem or phenomenon, as stated by Purwanto & Sulistyastuti (2017). These polls provide quantitative information about public opinion, personality / attitudes, and social phenomena.

RESULT AND DISCUSSION

Research Result

H0: There is no influence of organizational culture on employee performance in realizing the effectiveness of achieving the tourism village development program in Cimerak District, Pangandaran Regency.

H1: There is an influence of organizational culture on employee performance in realizing the effectiveness of achieving the tourism village development program in Cimerak District, Pangandaran Regency

To answer the proposed hypothesis, testing was carried out using path analysis testing, with the following stages:

a. Defining Variables:

Is known :

n = 138

K = 3

α = 0.05

b. Create a Correlation Matrix (R), using the equation:

$$R = \begin{bmatrix} r_{XX} & r_{YX} & r_{ZX} \\ & r_{YY} & r_{YZ} \\ & & r_{ZZ} \end{bmatrix} \dots\dots\dots 1$$

Where:

$$r_{yx} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{[(\sum X^2) - (\sum X)^2][(\sum Y^2) - (\sum Y)^2]}} \dots\dots\dots 2$$

$$r_{yz} = \frac{n \sum YZ - (\sum Y)(\sum Z)}{\sqrt{[(\sum Y^2) - (\sum Y)^2][(\sum Z^2) - (\sum Z)^2]}}$$

$$r_{zx} = \frac{n \sum XZ - (\sum X)(\sum Z)}{\sqrt{[(\sum X^2) - (\sum X)^2][(\sum Z^2) - (\sum Z)^2]}}$$

The above equation is used to calculate the input path analysis data, based on calculations using the formula above, the correlation matrix values are obtained as follows:

Table 1. Correlation Matrix Values

r	X	Y	Z
X	10000	0.9364	0.9558
Y	0.9364	10000	0.9708
Z	0.9558	0.9708	10000

Source: Processed by Author

As per these calculations, the correlation coefficient (r) for each variable is:

$$r_{YX} = 0.9364, r_{XZ} = 0.9558, r_{YZ} = 0.9708$$

c. Testing PYX Path Coefficient

Looking for tcount:

$$t = \frac{Pyx}{\sqrt{\frac{1-P2yx}{n-2}}} \dots\dots\dots 3$$

Where Pyx = r_{yx} :

$$t = \frac{0,9364}{\sqrt{\frac{1 - 0,9364^2}{138 - 2}}}$$

$$t_{count} = 35.67$$

Calculating t_{table}:

$$t_{table} = \alpha : n - 2 \dots\dots\dots 4$$

$$t_{table} = 0.05 : 138-2$$

$$t_{table} = 2.0129$$

Conclusion:

$$t_{count} > t_{table} = \text{significant}$$

d. Creating an Inverse Correlation Matrix (R-1)

$$R^{-1} = \begin{bmatrix} C_{xx} & C_{xy} & C_{zx} \\ - & C_{yy} & C_{yz} \\ - & - & C_{zz} \end{bmatrix} = \begin{bmatrix} 11,7445 & -1,7423 & -9,5342 \\ -1,7423 & 17,6280 & -15,4476 \\ -9,5342 & -15,4476 & 25,1093 \end{bmatrix} \dots\dots\dots 5$$

$$R^{-1} = -\frac{C_{zx}}{C_{zz}} = \frac{-9,5342}{25,1093} = 0,3797$$

$$P_{ZY} = -\frac{C_{zy}}{C_{zz}} = \frac{-15,4476}{25,1093} = 0,6152$$

e. Calculating the Total Coefficient of Determination

By using the formula

$$R^2ZXY = PZX \cdot rZX + PZY \cdot rZY \dots\dots\dots 6$$

then the total determination formula is obtained:

$$R^2ZYX = 0.3797 \times 0.9558 + 0.6152 \times 0.9708$$

$$R^2ZYX = 0.3629 + 0.5972$$

$$R^2ZYX = 0.9602$$

$$R^2ZYX = 0.9799$$

Based on the results of the data processing above, the path coefficient value is obtained (PYZX) of 0.9602. Next, to answer the proposed hypothesis, testing is carried out using the F test, namely looking at the comparison between F-count and F-table, Mark F count obtained with the following formula:

$$F\text{-count} = \frac{(n-k-1)R^2}{k(1-R^2)} \dots\dots\dots 7$$

Description:

k = Number of Variables

n = Number of Respondents

R = Correlation Coefficient

$$F\text{-count} = \frac{(138-3-1)0,9602^2}{3(1-0,9602)} = 1,11457$$

With:

$$n = 138, \alpha = 0.05 \text{ and } df = 138 - 1 = 137,$$

So that :

$$df(n1) = k - 1 = 3 - 1 = 2 \text{ and } df(n2) = n - k = 135 - 2 = 133$$

So it is obtained $F_{tabel} = 2,80$

From these values, the decision to reject H0 and accept H1 is obtained, so that the HR Development variable (X) has a significant effect on Employee Performance (Y) in realizing the Effectiveness of Achieving the Tourism Village Development Program (Z) in Cimerak District, Pangandaran Regency.

To find out more about the influence of HR development variables on employee performance in realizing the effectiveness of achieving the tourism village development program

in Cimerak District, Pangandaran Regency, a test can be carried out, namely testing the path coefficient by finding and comparing the tcount value with ttable with the following stages:

Looking for tcount:

$$t_{zxy} = \frac{R_{zyx}}{\sqrt{\frac{1-R_{zzyx}^2}{n-2}}} \dots\dots\dots 8$$

$$t_{zxy} = 33,6621$$

Calculating t-table:

$$t_{table} = (a : n - k - 1) \dots\dots\dots 9$$

$$t_{table} = (0.05 : 138 - 3 - 1)$$

$$t_{table} = 0.05 : 138-2$$

$$t_{table} = 2.0129$$

Based on the calculation results, the tcount value obtained is 33.6621 which is greater than ttable = 2.0129. From this value, a statistical conclusion can be drawn that H0 is rejected, meaning that the independent variables as causal factors, namely, dimensions, indicators and item items, have been implemented so that they have an effect of 96.02% on the resulting factors, namely Variables (Y) and (Z). .

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Meanwhile, the remaining 0.398 or 3.98% is influenced by other variables (epsilon) which were not observed in this study. These other variables are thought to influence human resource development. These variables include leadership style, compensation and others.

This value is obtained by calculating as follows:

(RYZX) ²	0.9602	96.02%
(PZe ²) ²	0.398	3.98%

Discussion

From the research results presented above, it is clear that human resource development has quite a big influence. This large influence is due to the existence of a number of dimensions, indicators and items from human resource development in the villages of Cimerak District which support the implementation of policies in supporting the achievement of the tourism village program. The items relate to human resource development which is felt to have a positive effect in improving the performance of village officials so that they can develop their villages into villages that have the potential to become natural tourism that attracts the attention of tourists. This also causes employee performance to have a positive impact and run well, so that in the end it can have an impact on achieving the effectiveness of achieving optimal tourism village development programs in Cimerak Pangandaran District.

The results of this research also provide an answer proposition that the better the human resource development, the better the employee performance will be, and the effectiveness of achieving the tourism village development program will also improve. Or in other words, if human resource development in Cimerak District is carried out optimally, it will have an effect on increasing employee performance and the effectiveness of achieving the tourism village development program will become increasingly optimal, and vice versa.

The results of this research also influence the strengthening of the theoretical conceptual relationships underlying the research variables. Since theories are known to have assumptions, their validity depends largely on the current situation and the conditions under which they apply. The magnitude of the relationship between the concept of implementing organizational culture and employee performance in realizing the effectiveness of achieving the tourism village development program has been proven to have a significant connection and correlation with each other.

An organizational culture that runs well causes employee performance to be better, because it is carried out based on individual initiative, tolerance for risky actions, direction, integrity, control, identity, reward systems, and optimal tolerance for conflict. Optimal HR development will ultimately have an impact on good employee performance. Because good human resource development must be able to increase employee knowledge and abilities so that they can improve employee performance. As stated by Krismiyati (2017) that "Human Resource Development is an effort to improve the knowledge, abilities, attitudes of members, organizations, and provide career paths that are supported by organizational flexibility in achieving goals".

The test results above also show that individual initiative, tolerance for risky actions, motivation, integrity, authority, jurisdiction, reciprocity, personality, skills and openness to conflict, can improve the performance of village officials in Cimerak District, Pangandaran Regency. And so on, in turn, Cimerak District, Pangandaran Regency also influences the effectiveness of achieving the tourism village development program in Cimerak District, Pangandaran Regency. The effectiveness of achieving a tourist village in the development plan is not only influenced by the implementation of human resource development and employee performance, but is also influenced by other factors (epsilon) which were not measured in this research. The research results show that these other factors are quite large, namely 3.98%. The magnitude of other factors that influence the effectiveness of the achievement of the tourist village development program is because these factors are interrelated with each other and contribute to the achievement of the tourist village development program as a whole.

CONCLUSION

The conclusion in terms of realizing the effectiveness of achieving the tourism village development program by employee performance in Cimerak District, Pangandaran Regency based on the results of data analysis and discussion of research results is as follows.

The HR Development variable shows the assessment criteria "Good". The indicator with the highest percentage value is in the "motivation at work" dimension, namely "Support and encouragement can improve developmentHR". Meanwhile, the indicator with the lowest percentage is in the "skills" dimension, namely "The current job is very suitable to my abilities". The employee performance variable shows the assessment criteria "Good". The indicator with the highest percentage value is in the "Cooperation" dimension, namely "I work well with my colleagues to complete the job." while thatThe lowest is in the "quantity" dimension. that is "I always complete work according to the targets that have been given". The effectiveness variable for achieving the tourism village development program shows the assessment criteria "Good".

The indicator with the highest percentage value is in the "In accordance with planning" dimension, namely "The final stage of evaluation for each work program has been achieved". Meanwhile, the indicator with the lowest percentage is in the dimension "Whether or not it is in accordance with the regulations", namely "Implementation of written sanctions for violations committed in every work program carried out that is not in accordance with the specified SOP has been achieved". The research results illustrate the influence of human resource development variables on the performance of village officials in realizing the effectiveness of the tourism village program in Cimerak District, Pangandaran Regency. So, by developing human resources in village officials, the performance of village officials will improve so that existing programs in the village can be realized. Especially the tourism village program in every village in Cimerak District, Pangandaran Regency. Village heads must be able to further develop the knowledge, skills and abilities of village officials by holding frequent training, attending seminars and comparative studies to several villages that have succeeded in realizing their village tourism programs. Human resource development for village officials is very important to improve their performance so that village programs can be realized according to village expectations.

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