

Role of Learning and Growth Perspective in The Mediating Relation of Human Resource Function with Employee Champion: Evidence from The Small Medium Industries

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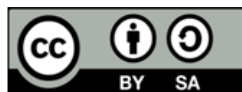
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ABSTRAK

Sumber daya manusia (SDM) merupakan faktor kunci untuk mencapai keunggulan kompetitif perusahaan, namun penelitian tentang keunggulan kompetitif sumber daya manusia masih sedikit dilakukan. Seperti yang sudah diketahui, keunggulan sumber daya manusia dapat dilihat dari peran SDM sebagai employee champion. Penelitian ini bertujuan untuk menganalisis pengaruh fungsi sumber daya manusia terhadap employee champion dari perspektif pembelajaran dan pertumbuhan sebagai variabel mediasi. Sampel penelitian terdiri dari 627 karyawan dari 14 industri kecil menengah. Jumlah sampel yang diperoleh adalah sebanyak 82 karyawan. Penelitian ini dilakukan dengan menggunakan kuesioner dan wawancara. Dalam pembuatan angket digunakan teknik penskalaan likert untuk mengukur sikap, pendapatan, dan persepsi orang atau sekelompok orang tentang fenomena sosial yang terjadi. Alat analisis yang digunakan adalah SEM-PLS. Temuan hasil penelitian menemukan bahwa fungsi sumber daya manusia tidak berpengaruh langsung terhadap employee champions, namun setelah memasukkan perspektif pembelajaran dan pertumbuhan sebagai variabel mediasi ditemukan terdapat pengaruh fungsi sumber daya manusia terhadap employee champion.

ABSTRACT

Human resources (HR) is a key factor for achieving company competitive advantage, but research on the competitive advantage of HR is still little to do. As is known, the superiority of HR can be seen from the role of HR as an employee champion. This study aims to analyze the effect of the HR function on employee champions from the perspective of learning and growth as a mediating variable. The research sample consisted of 627 employees from 14 the small medium industries. The sample obtained was 82 employees. This research was conducted using questionnaires and interviews. In making the questionnaire used a scaling technique Likert to measure attitudes, income, and perceptions of people or groups of people about social phenomena that occur. The analytical tool used was SEM-PLS. The findings of the research result found that the HR function does not directly influence employee champions, but after incorporating the perspective of learning and growth as a mediating variable. It appears that the effect of the HR function on employee champions.

1. INTRODUCTION

The competitive advantage of companies is interesting topic from the perspective of the resource-based view (RBV) to implement corporate strategies in achieve effectiveness and efficiency in the utilization of various company resources, which are classified into three categories: physical capital resources, human capital resources, and organizational capital resources (Almaududi, 2018; Harsanto et al., 2020; Khan & Juhl, 2019). But the topic of competitive advantage in HR is still little to study, even though HR is a key role in achieving company competitive advantage. Of course, the superiority of HR is an interesting topic to study at this time and in the future. The role of HR as an employee champion is an indicator of HR competitive advantage (Chadès et al., 2011; Jawahar & Liu, 2016; Kusumah et al., 2021). Employees can be said as

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employee champions if employees can increase the commitment and contribution of the workforce to achieve company success and become a workforce protector.

Employee champions can be achieved by improving HR performance. A more comprehensive HR performance measurement based on key performance indicators (KPI) can use the human resources scorecard (HR scorecard), through a learning and growth perspective with several indicators such as skills, knowledge, competencies, and services (Almaududi, 2018; Kadek et al., 2022; Kunsakaja, 2019). Several studies have examined the effect of learning and growth on employee champions. Indicators of skills, skills and competencies, skills and knowledge, knowledge, competencies positively and significantly affect employee champions (Al-Omari et al., 2020; Shahin et al., 2014). The reverse result is that the skills and competency indicators of knowledge and competencies have no effect on employee champions, and service has no effect on employee champions (Chandra et al., 2018; Soliha et al., 2021).

Previous research entitled linking employee performance to strategic human resource management, suggests that learning and growth, and employee champions can be achieved through HR practices (Chen et al., 2014). What is meant by HR practice is the process of implementing HR functions that include recruitment, selection, compensation, health care, industrial relations, knowledge, training, promotion, and rewards (Kunsakaja, 2019; Tripathi & Agrawal, 2014).

Several studies have examined the effect of the HR function with several indicators on learning and growth and employee champions. Indicators of recruitment, and selection, compensation, provision of health insurance, industrial relations, and a positive and significant effect on learning and growth (Apriyanti et al., 2012; Lathifah & Kurniawati, 2021; Melliana et al., 2018). While training, promotion had a positive and significant effect on employee champions (Kusumah et al., 2021; Sahyoni & Supartha, 2020). Therefore this study aims to analyze the effect of the HR function on employee champions from the perspective of learning and growth as a mediating variable.

2. METHODS

This research was conducted at the largest small medium industries in Bali. The total population of the study was 546 employees. According to previous study the population is above 100%, it can be taken as 10% - 15% (García Lara et al., 2016). This study is taking sample of 15% of the total population. The sample criteria are employees who have worked for more than 2 years. Thus that, the sample obtained was 82 employees. This research was conducted using questionnaires and interviews. In making the questionnaire used a scaling technique *Likert* to measure attitudes, income, and perceptions of people or groups of people about social phenomena that occur. The answer to each statement given will be given a score ranging from the largest of 5 to 1.

3. RESULTS AND DISCUSSIONS

Results

The results of the data analysis (direct and indirect effects) with the Smart-PLS 3.0 program are summarized in Table 1.

Table 1. Summary of Data Analysis Results

Variable Relationship	Path Coefficient	p Value	Hypotheses
Direct Effect:			
HR Function -> Learning and growth	0.538	0,000	Accepted
HR Function -> Employee Champion	0.216	0.062	Rejected
Indirect Effect:			
HR Function -> Learning and growth -> Employee Champion	0.075	0.038	Accepted

Based on Table 1, is found that there is one result insignificant, namely the effect of the HR function on employee champions, and there are two significant results: the effect of the HR function on learning and growth, the effect of HR on employee champions through learning and growth. Estimate result path diagram is show in Figure 1.

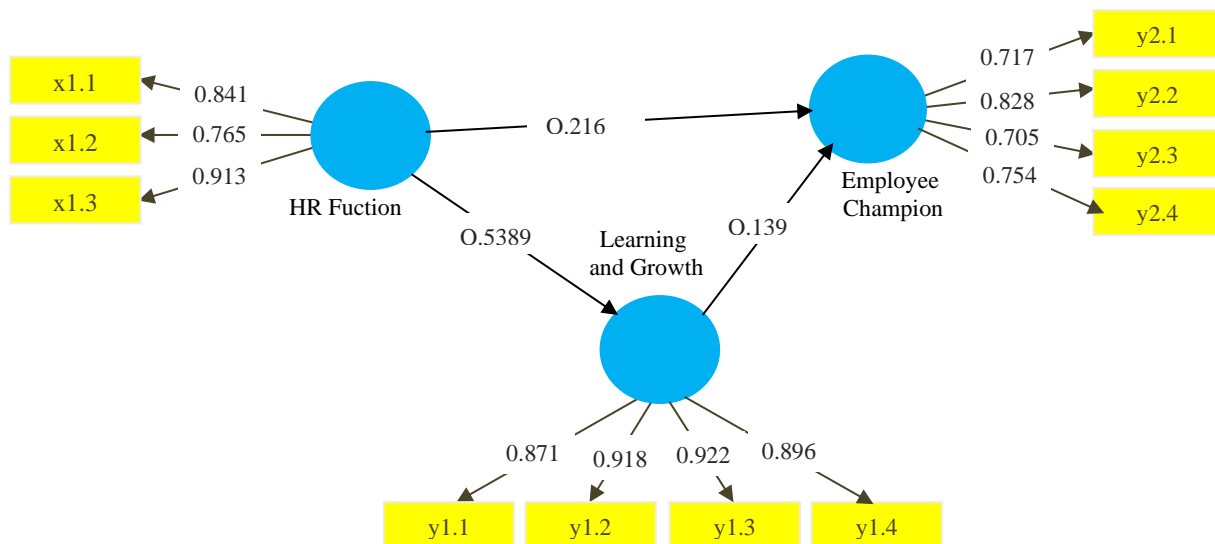


Figure 1. Estimate Result Path Diagram

Based on Table 1, path coefficient is 0.538 with a p value of $0.000 < \alpha$ (0.05), meaning that the HR function has a positive and significant effect on learning and growth. Thus, the first hypothesis (H_1) which states that the HR function has a positive and significant effect on learning and growth is "accepted".

Moreover path coefficient is 0.075 with a p value of $0.062 > \alpha$ (0.05), meaning that the HR function has no positive effect on employee champions. Thus, the second hypotheses (H_2) which states that the HR function has a positive and significant effect on employee champions is "rejected".

Based on Table 1, path coefficient is 0.538 with a p value of $0.038 < \alpha$ (0.05), meaning that learning and growth have a significant role in mediating the effect of the HR function on employee champions. Thus, the third hypotheses (H_3) states that learning and growth perspective a significant role in mediating the effects of HR functions on employee champion acceptable.

Before the learning and growth perspectives variable was added, the HR function did not affect employee champions, but after the learning and growth perspective was added as a mediating variable, there was a positive and significant effect between the HR function on employee champions. This means that although the process of the HR function with its various indicators has been running well, it will not cause a direct influence on the improvement of employee champions, but must first improve the perspective of learning and growth.

Discussion

The HR function is a process of HR practice starting from procurement of HR, maintenance of HR that has been obtained, and developing HR according to company needs. Previous study found that most human resource managers focus more on delivering traditional or technical management resources and pay less attention to the strategic dimensions of human resource management (Azhari & Wicaksono, 2017; Khikmah, 2020; Para-González et al., 2018). The ability that needs to be developed for future HR managers is how the HR function from the time employees are recruited to being developed regularly because it has a very large influence on company performance, so that employee performance will be created from the perspective of learning and growth, and employee champions by company goals (Harvey et al., 2018; Yafi et al., 2021).

From the perspective of RBV theory, that HR is a key resource, therefore the ability to manage HR well, from procurement to development, will be able to bring employees to have high work performance and have strong competitiveness (Harsanto et al., 2020; Padgett & Galan, 2010). In the context of resource dependence theory to get an HR that has an employee champion, it takes the ability of professional managers in carry out HR functions. Employee champions that are owned by employees from the perspective of the hierarchy of needs theory is a form of recognition of related parties to the ability of an employee because it becomes an ideal for every employee to get it (Azhari & Wicaksono, 2017; Basu et al., 2017; Ribeiro et al., 2021; Yanuar Mufti et al., 2019).

In line with several previous studies have examined the effect of the HR function on learning and growth, and employee champions with various indicators. The indicators in this study are relevant to existing theories such as recruitment, selection, compensation, health, industrial relations, education, training, and promotion of awards are indicators of the HR function (Apriyanti et al., 2012; Cabral & Lochan

Dhar, 2019; Melliana et al., 2018). Career development, knowledge, skills, morals, and competencies are indicators of learning and growth.

Research by previous study found that recruitment, and selection had a positive and significant effect on the learning and growth perspective (Acikgoz, 2018). Other study also found that recruitment, selection, compensation had a positive and significant effect on learning and growth (Lamba, S., & Choudhary, 2013). It was explained that good recruitment and selection will be obtained from the beginning of employee recruitment with good quality employees, and the provision of good compensation will spur employees to have good performance by having a good career, from the perspective of learning and growth. Other study found recruitment, selection, and training have a positive and significant effect on commitment indicators from the learning and growth perspective (Kalyanamitra et al., 2020). Moreover previous study show that promotion has a positive and significant effect on employee champions (Jönsson & Kähler, 2022).

4. CONCLUSION

Based on the results and discussion, it can be concluded that the HR function has a positive and significant effect on the learning and growth perspective, and also the learning and growth perspective has a significant role in mediating the effect of the HR function on firm value. However, the HR function does not directly affect employee champions. This means that even though human resources functions well do not necessarily increase employee champions, they must first improve their learning and growth perspectives.

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