



Human Capital Strategic: Organization Commitment, Training Need Analysis, Development People, Individual Development Plan, and Performance Appraisal

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ABSTRACT

The purpose of this manuscript is to search the literature to support the variables of this manuscript and to provide results for consideration in future studies as a research gap or alongside other research items this study is to see the effectiveness of the human capital management department, where in general human capital will have several approaches to maintaining its assets, namely the human resources working in the company. The novelty of this mini literature review is the existence of a research model framework that has never existed or was formed before. In this article, a literature review of several international articles that are relevant to the variable being studied is carried out. The results show that there are several variables that are significant the implications of this article must be carried out in-depth such as through interviews with informants to confirm the literature review

INTRODUCTION

Human capital is a concept that considers employees as part of the investment. Investments come in the form of salaries, education, etc. In this way, companies can get the optimum benefit from the performance of their employees. At the same time, the value of human capital may decline. Depreciation expenses can be checked by considering employee salary and expertise. Examples of devaluation include when employees can no longer keep up with technological developments, or when employee know-how is no longer needed by the company. The application of Human Capital Management (HCM) in business has the following important roles and functions within an organization: Promoting a proper recruitment process for employees, Increasing employee loyalty to the company, Allowing employees to work comfortably, Securing excellent human resources, and Increasing employee productivity. (Albrecht & Marty, 2020); (Celma et al., 2018); (Abdelwahed et al., 2022); (Akkermans et al., 2021)

The difference between human resources and human capital is After understanding the definitions of human capital and human resources, he can find five main differences between the two. Three aspects that make a difference are: (1). Perspective, HRM sees people as resources whose existence helps support industrial activities to achieve business goals. Therefore, the company wants to implement its HRM to optimize employee performance. In HCM, companies value their employees as part of an investment that can increase their economic value. Therefore, the company hopes to increase the value of its employees and achieve more profits in the future. (2). Focus, You can also see the following differences in company focus: With HRM, the company focuses on providing the facilities and needs of its employees. This allows you to work comfortably and achieve high productivity. Organizations implementing HCM do many things. The company decided to focus on human resource development. In this way, employees can make the maximum contribution to the company. (3). Evaluation parameters, HRM and HCM also differ in terms of measurement parameters. HRM focuses more on the results of employee performance and contributions to the organization. This assessment could have been made without considering the detailed analytical work associated with the company's development. Human Capital, on the other hand, prioritizes assessing the development of employee values. Value development influences the company's business development. (Ángeles López-Cabarcos et al., 2022); (Setyawati et al., 2022); (Susanto et al., 2023); (Kloutsiniotis & Mihail, 2020; Qalati et al., 2022); (Huo & Jiang, 2023). HRM sees people as a resource that will eventually be depleted with continued use. HCM, or Human Capital Management, on the other hand, aims to view people as valuable assets that can yield huge returns if properly invested.

It is argued that human capital management is more effective in improving the quality of existing human resources and can bring broader benefits felt by businesses and national economies. (Nisar et al., 2021); (Ragas et al., 2017); (Bouaziz & Smaoui Hachicha, 2018).

LITERATURE REVIEW

Table 1. Distribution Journal and Publisher

Numb	Name Article	Author	Journal	Publisher	Year
1.	Human capital and organizational performance: A moderation study through innovative leadership	(Aman-Ullah et al., 2022)	Journal of Innovation and Knowledge	Elsevier	2022
2.	The Impact of Employee Development Practices on Human Capital and Social Capital: The Mediating Contribution of Knowledge Management	(Al-Tit et al., 2022)	Journal of Open Innovation: Technology, Market, and Complexity	MDPI	2022
3.	Employees' entrepreneurial human capital and firm performance	(Braunerhjelm & Lappi, 2023)	Research Policy	Elsevier	2023
4.	The effect of top managers' human capital on SME productivity: the mediating role of innovation	(Timothy, 2022)	Heliyon	Celpress	2022
5.	Human capital dynamics in China: Evidence from a club convergence approach	(Valerio Mendoza et al., 2022)	Journal of Asian Economics	Elsevier	2022
6.	Human capital and industrialization in Bolivia	(Prego, 2021)	Journal of Government and Economics	Elsevier	2021
7.	Human capital dynamics in China: Evidence from a	(Valerio Mendoza et al., 2022)	Journal of Asian Economics	Elsevier	2022

	club convergence approach				
8.	How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?	(Cachón-Rodríguez et al., 2022)	Evaluation and Program Planning	Elsevier	2022
9.	The effect of human capital and physical capital on regional financial condition: the moderating effect of management control system	(Usman et al., 2021)	Heliyon	Celpress	2021
10.	Do natural resources abundance and human capital development promote economic growth? A study on the resource curse hypothesis in Next Eleven countries	(Rahim et al., 2021)	Resources, Environment and Sustainability	Elsevier	2021
11.	The impact of founders' human capital on initial capital structure: Evidence from Japan	(Honjo, 2021)	Technovation	Elsevier	2015
12.	Human Capital efficiency and equity funds' performance during the COVID-19 pandemic	(Yarovaya et al., 2021)	International Review of Economics and Finance	Elsevier	2022
13.	Equality of opportunity and human capital accumulation:	(Laajaj et al., 2022)	Journal of Development Economics	Elsevier	2022

	Motivational effect of a nationwide scholarship in Colombia				
14.	Companies' human capital for university partnerships: A micro-foundational perspective	(Albats et al., 2020)	Technological Forecasting and Social Change	Elsevier	2020
15.	Natural resource dependency, institutional quality and human capital development in Gulf Countries	(Aljarallah, 2020)	Heliyon	Celpress	2020
16.	A Review of the Role of Human Capital in the Organization	(Pasban & Nojehdeh, 2016)	Procedia - Social and Behavioral Sciences	Procedia	2016
17.	Identifying Human Capital Externality: Evidence from China	(Liang et al., 2016)	Journal of Management Science and Engineering	Engine SCI China	2016

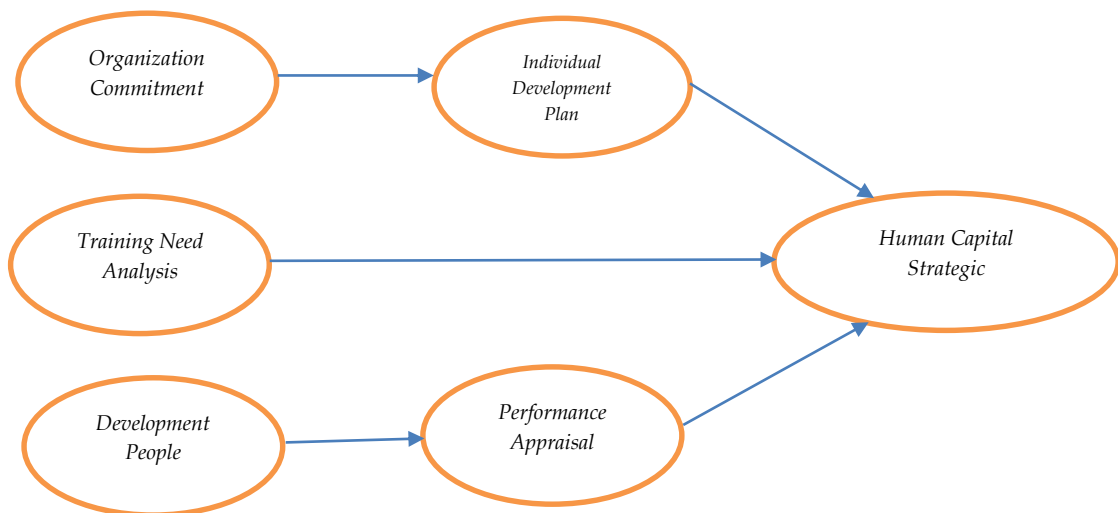


Figure 1. Conceptual Framework

METHODOLOGY

The purpose of writing this article is to review and summarize a literature review related to human capital strategic approach in national companies so that they know what factors can be used for an effective Organization Commitment, Training Need Analysis, Development People, Individual Development Plan, and Performance Appraisal, the researchers attempt to read, analyze and summarize several literature reviews from several journals and other related sources of information to determine the approach for implementing effective human capital function in an organization to understand. In this study, a literature review approach is used to achieve the research objectives. A human capital management mini-review is conducted by reading and analyzing multiple peer-reviewed journal articles.

RESULTS

The basic idea of human capital is to consider people as part of the company's assets. Due to the nature of intangible assets, they are simply not recognized in the financial statements. It is considered an investment, so the company seeks to profit from its existence. When you understand the concept of human capital, you realize that companies look at each employee differently. The difference lies in the economic value of each HR. Therefore, companies need to develop strategic plans to increase the economic value of their employees. (Ragas et al., 2017); (Nisar et al., 2021); (Desarno et al., 2021); (Susanto & Parmenas, 2021); (Benevene & Buonomo, 2020).

Human capital or human capital can be interpreted as the set of aspects of knowledge, skills, competencies and skills that make a person an asset of a company. These people add value to the company in running the business through their motivation, competence, and cross-team collaboration. Human capital can also be defined as relating to an individual's ability to serve a company by helping improve its business and is referred to as an asset. Assets come in many forms, from cash to buildings. But there are equally important assets. That is, the skills and knowledge of the company's employees. Human capital recognizes the intangible assets and qualities that improve worker performance and benefit the economy. These qualities cannot be separated from those who receive or possess them. Dedicated Human Capital: Education or training that serves only one company, General human capital: Education or qualities that benefit individuals in any organization, Businesses are more likely to pay for specific human capital because it benefits the business, and individuals are more likely to pay for general human capital investments because they benefit the individual. Companies are less interested in investing in the workforce that competitors and other companies might seek.

Human capital management can create a strong organizational culture that fosters employee development, candid feedback, and commitment to organizational goals. This gives employees more control over their careers and encourages them to use their skills and talents for the long-term benefit of their employers. Human Capital Management (HCM) is a form of employee resource management aimed at optimizing a company's economic value. You can achieve

this by hiring the right people, managing your workforce effectively, and optimizing productivity. HCM turns traditional management functions into opportunities to improve employee engagement, productivity, and business value. Basically, human capital management helps manage employees within a company. Below are some key elements in the practice of human capital management in an organization. Employees are a form of corporate asset. Employees are a form of business investment. An employee's primary job is to develop and achieve the company's goals. If a company can develop and maximize these, it increases employee value. The company supports employee value creation. Employee evaluation is based on the values or values they hold.

DISCUSSION

Variable X1 Organization Commitment:

Commitment to an organization is an employee's feelings towards the organization, expressed in the form of individual decisions to ensure that the employee remains with the organization, embraces the company's goals wholeheartedly, and makes the best contribution to the company's progress and attitude. Key aspects of organizational engagement include: (1). Identifying Aspects Organizations can do this by incorporating employee needs and desires into organizational goals. Employees are therefore expected to actively contribute to the achievement of company goals. This is because employees may believe that their needs can be met by existing organizational goals. (2). Involvement aspects For example, employee participation in decision making. This makes employees feel that the end result is a shared decision. Employees feel accepted as part of the company. This encourages employees to want to work happily with both their bosses and their colleagues. (2). Employee loyalty refers to an individual's willingness to maintain a relationship with an organization when necessary, even sacrificing personal gain without expecting anything. Engaged employees have a higher chance of staying with the organization than non-engaged individuals. Engaged employees tend to exhibit high levels of engagement in the form of attitudes and behaviors. Organizational commitment drives employees to make their best contributions to the progress of the company, regardless of what the company can give them. Employees are more likely to stay with companies with similar values and goals to theirs.

Variable X2 Training Need Analysis:

An educational needs analysis is also called an educational needs analysis. In fact, the current work environment tends to encourage workers or employees to complete various tasks in complex ways. These different types of work must be performed effectively and efficiently so that operations can run more efficiently. To ensure that everything runs smoothly within the company, the implementation of work processes should also be safer. To support this, employees must be trained to perform their tasks optimally. Training usually happens when the company really needs it. In this case, training is deemed necessary when the company's workforce is insufficient or deemed incapable of working to the standards set by the company. Employee performance does not meet company expectations. This condition encourages companies to conduct

training to improve the performance and productivity of their employees. Training is often called training. Processes related to this training or education include training and development processes. Apart from that, an identification process is also in place so that companies know exactly what kind of training they need to conduct and offer to their employees.

There are different types of training needs assessments companies conduct to improve the quality of their workforce. These types are: (1). Individual analysis, The essence of individual analysis is to identify different employees who need training. In addition, in this case, the company can also find out what kind of training is required from the employees. In fact, training is usually conducted and made available to employees when they are underperforming. This is usually characterized by sub-optimal productivity. B. Performance does not meet business expectations. Therefore, training programs or trainings are put in place to ensure that employees return to work in an orderly manner. Employees can learn many new things through training. For example, information is missing. Alternatively, employees can find new motivation to do an even better job than before. (2). Task analysis, A task analysis determines what training should be provided to the company's employees. This is also usually related to various issues that exist in the company's operational processes. In fact, the purpose of this task analysis is to find different tasks that employees need to perform. This analysis also helps determine the performance standards that apply to the job. In addition, this analysis also helps organizations identify the knowledge, skills, and behaviors needed to ultimately improve the quality of people and organizations, as well as organizational results. (3). Organize analysis, Organizational analysis is also an aspect to consider when determining a company's training needs. Fundamentally, companies are always looking for strategies that can be implemented to address various challenges. Of course, to tackle these various challenges, we need talented people who can overcome the various existing problems. For this reason, employee training is necessary to ensure that future employees are what the company expects. Employees are expected to be able to track and follow the strategies implemented by the company to increase customer satisfaction. In this way, the company can achieve its goals and specifications more optimally.

Variable X3 People Development:

Employee development is a human resources program designed to help employees perform better and prepare them for higher positions and careers. It may be necessary not only for inheritance but also for professional career formation. Through development, companies invest in their employees and provide them with the opportunity to improve their skills and competencies over time. Of course, this has a price. Higher returns are expected with the investment. It improves employee performance and makes the company more competitive in the long run. Therefore, the company makes more money than it spends on development. Employee development is essential to obtaining maximum commercial benefit from existing talent. Human resources are different from other assets such as machines, equipment and other tangible assets.

The economic profit of fixed assets diminishes over time. Using them will affect your business performance over time. Conversely, human resources can generate higher economic returns. Your company can do this by expanding skills and competencies through education and training. This increases productivity and performance, and the company gets more output. Some companies see employee development as a long-term investment. They prepare and ensure that the best people occupy strategic positions. It also has the added benefit of being more productive and motivated. Motivation, Employees are motivated when companies provide the right education and training programs. You feel valued. The result is increased motivation to do better work, be more loyal, and lower turnover.

Variable X4 Individual Development Plan:

The Personal Development Plan (IDP) or Personal Development Plan assists employees with professional and personal development aimed at achieving short-term and long-term goals and improving performance in the workplace. However, IDP is not an assessment tool or his one-off activity. Instead, the IDP should be viewed as an employee-manager relationship that requires constant preparation and feedback. The benefit of his IDP to organizations is that employee training and development efforts align with the organization's own vision, mission, and goals. Using an IDP helps managers better understand their employees' career goals, strengths and growth needs, leading to more realistic future development plans.

An IDP requires an ongoing process of communication and interaction between managers and employees consisting of five phases: Pre planning - personal preparation by supervisors and employees before the meeting Manager-employee meetings - Discuss employee strengths, areas for improvement, interests and goals, and needs of the company as an organization Prepare for IDP - Employees complete a personal development plan in consultation with their supervisor Implementation - employees carry out the plan. Evaluation - Managers and employees evaluate the benefits of training and how much progress employees have made. Initially, the IDP or personal development plan was created by the employee with the help of the manager and the company. But ultimately it is the employee who is responsible for the implementation and success of the plan. Properly and consistently implemented, an IDP benefits employees and the company. Here are some of the benefits that can be gained from implementing a good personal development plan within your organization: Employee benefits, Optimally improve employee performance, Improve employee retention and satisfaction, Have a clear career path, Measurable development Benefits for your company, Integrate common goals of employees and company, Make employee goals more focused and focused, Simplify HR teams when tracking employee progress, Improve business performance, Long-term investment in human resources.

Variable X5 Performance Appraisal:

Employee appraisals are also known as performance reviews. In this case, performance appraisal is a process carried out by a company to evaluate employee performance and provide feedback. This appraisal process can also benefit the company in exchange for a raise or promotion. Broadly speaking, employee performance appraisal or performance appraisal is a set of processes undertaken to assess the skill level of an employee in performing their job based on established metrics. In addition, the employee will be notified of the results of the employee evaluation. As previously mentioned, this evaluation process is performed by evaluating and measuring the employee's ability to perform tasks and the responsibilities of each task. Performance reviews can be made by the boss or supervisor, the employee himself/herself, colleagues and subordinates of the employee. On the other hand, employee performance appraisals have the following objectives: To enable employees to receive recognition and awards for their achievements and/or contributions. To enable employees to receive promotions and awards. To allow employees to determine specific areas of skill they would like to improve. To help our employees identify additional education or training needs that may support their career development. Make employees feel motivated and involved in their career development. A place for employees and companies to discuss long-term goals.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to find literature that supports the variables in this manuscript and to provide results for consideration in future research, either as a research gap or alongside other research interests. The recommendations of this study can be used to broaden one's horizons, especially in the area of human resources as it relates to the variables presented in this article.

FURTHER STUDY

This article should be followed by a continuation with the same variables or different variables and objects used. Strategic Human Capital is designed to train corporate personnel with strategic expertise gained from experience under specific conditions.

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