# Bank Employee Performance Analysis Using Human Resources Scorecard

Umi Marfuah[*]
Leola Dewiyani
Mutmainah
Industrial Engineering, Muhammadiyah University of Jakarta

**Abstract**
The main factor in determining the success of the company is human resources (HR). It is expected to achieve the company's goals, both in the long-term growth as well as in the short term. Given the intense competition in the banking industry, each bank is required to continuously improve HR performance. Assessment results performance at PT. ABC Bank made a parameter or a job description corresponding Key Performance Indicators measured by comparing the achievement of predetermined targets. So that measurements for human resources in the company less comprehensive. Results of the assessment on which they run is not in line with the dynamics and needs of the organization so impressed walk on their own. Therefore, the company must make changes in terms of quality of human resources. This study aims to create a draft performance appraisal appropriate and effective to be applied optimally in a local Indonesian Bank (namely ABC Bank) through Human Resources Scorecard approach. The scope of this study is limited to the measurement of the employees in the central office, the data cost of human resources and employee data were released in 2015. The study was conducted on 36 employees of the company and the customer ABC Bank. The data was processed using descriptive technique and Spearman correlation. The results showed that of the dimensions of HR Competence considered to have a fairly active implementation. High Performance Work Systems Dimensions has not yet been performing well because there is still an element of subjectivity of assessment superiors. Results HR Alignment dimension in general are quite satisfied employees and is able to provide services to customers. Judging from the dimensions of HR Efficiency, HR ROI calculations show effective results. However, this calculation cannot be used as a reference in view of the HR programs that contribute to the target cannot be identified clearly. Judging from the dimensions of HR Deliverable, general motivation, confidence in the organization and a supportive work climate can leave the organization's performance in terms of quality of service.
**Keywords**: performance, human resource scorecard, HR management, service quality, spearman correlation

## 1. Background

As a strategic asset, human resource and capability, among others, have characteristics difficult to be imitated, difficult to be transferred or exchanged, are rare and unique. Now is the time human resource professionals create a new measurement tool used to prove the contribution of human resources to the implementation of corporate strategy and managing human resources as a strategic asset. Human Resources Scorecard is a tool to measure and manage the strategic contribution of the role of human resources in creating value to achieve the company's strategy (Becker, Huselid and Ulrich, 2001).

ABC Bank is a regional development bank that serves as motor and driver the pace of development in the area, acting as the account of holder who carries out the storage area as well as a source of local revenue by doing business as commercial banks. The Company currently has many competitors and competition level is high enough. Assessment results on the company's performance or job description create parameter that can be measured in accordance to Key Performance Indicator by comparing the achievement of predetermined targets. In the process of performance, the actual competence is shown or owned by an employee who includes basic competence, competence sector in the hierarchy and competence in the field of employment (Annual Report ABC Bank, 2015). Formulation of the problem on this research is the company's human resources performance appraisal system is not based on standards that can be accepted by the employees. So it is necessary to measure the performance of human resource management ABC Bank by using Human Resources Scorecard.

## 2. RESEARCH METHODOLOGY

This research was conducted using descriptive research design and analysis. The purpose of this descriptive is to illustrate or describe aspects of performance measurement dimension of human resources (HR) and Human Resources Scorecard approach (HRSC). The method of analysis used to determine how the relationship between the dimensions of the HRSC in order to provide an explanation to do with the company's performance.

The variables of study of Human Resources Scorecard can be measured from HR Competency dimension, namely: the dimension of High Performance Work System, HR System Alignment dimension, the dimension Efficiency HR, HR Deliverable dimensions, and measurement of organizational performance. The distribution of the measurement variable Human Resources Scorecard can be measured through employee

perception and measurement directly to the company's data. Tools that support this research are a questionnaire that submitted to the respondent through a series of questions or statements.

The type of sampling used in this study is a type of Non-Probability Sampling, namely Judgment Sampling. For this sampling requires experts who will determine the members of the population of the sample. In this study were taken 36 respondents who have a background as a corporate organization, so as to understand the ins and outs of the HR activities and professionals. Respondents are:

1. Division Leader: 10
2. Leader Sector: 26

Data from the questionnaire is the data of the dimensions of performance appraisal of human resource management that be analyzed by human resources scorecard methods. The value of each dimension can be analyzed to describe and measure how the performance management system of human resource management can contribute to the company.

## 3. RESULT AND DISCUSSION

1. **Specifications Dimensions Analysis of Human Resource Scorecard and Service Quality Perception from Employee viewpoint**

   a. *Human Resource Competence* **Dimension**

   Based on the analysis of research Human Resource Competence indicates that respondents tend to judge the competence of HR professionals in general is quite high. Judged from the aspect of understanding of the business / enterprise must understand how the operations of the company in general such as finance, strategy, technology and capability of the company. In this case it appears that employees are able to adapt human resources and corporate activities with the company's business conditions that can be changed with an average of 3.87. Aspects of the implementation of HR activities should be able to establish the credibility of self and received an award from the company. This suggests that employees have expertise in the field, namely to understand and able to carry out HR activities with an average value of 4.02. Aspect's ability to manage changes indicates that employees can understand the changes and can make changes to the company with an average value of 4.00. Aspects of personal credibility themselves must have credibility both inside and outside the function where the average score was 3.95. It shows that the employee reasonably maintain the culture and have a positive attitude so that it can be appreciated by coworker. However the management aspect of culture is an aspect which has the lowest average of any other aspect that is the average value of 3.79. A result of this analysis showed that HR leaders cannot fully socialize corporate culture is intense, due to the large number of employees and the personal interests of the employees.

   b. *High Performance Work System* **(HPWS) dimension**

   1. Improving internal service quality. The survey showed that employees tend to feel quite satisfied with the quality of internal services that can support the increased service. The highest assessment of the quality of service is on the aspects of training with an average value of 4.04. In this case, the employee considers that adequate and regular training can improve and support the achievement of the expected results of the work so as to facilitate the achievement of the objectives.

   2. Develop an objective assessment of performance and support the company's strategy. Based on the results of the performance appraisal system that objectively with an average value of 3.94 which indicated that the assessment of the current performance is in accordance with the expected competencies and fairly made prominent contributions to the improvement of employee performance. But from interviews with the human resources that only the employee performance appraisal of superiors to assess the performance of subordinates, which the weakness of this method is an element of subjectivity of assessment superiors.

   c. *Human Resource Alignment* **(HR *Alignment*) Dimension**

   Based on the measurement results, this dimension indicates that in general the employees tend to be quite satisfied on average with capabilities, activities, progress, implementation of policies, compensation, coworkers, creativity, moral values, acknowledged, working conditions and satisfaction in general. In addition, also found that in general, employees feel quite have the ability (capability) to provide the best service for customers. The highest aspects of average values was colleagues aspect that is equal to 4.33.

   d. *Human Resource Efficiency* **(HR *Efficiency*) Dimension**

   Results of a survey to measure the tendency of employees to leave the company shows that the intensity of the employees thought tends to come out is low. Most employees are sometimes thought to be out of the company is 16.67%. Intensity of employees plan to leave the company was relatively low. Possibility of employees to leave the company is 16.67%. While the intensity of the employee to the

warning issued by the company's relatively low as well. Most employees sometimes get a warning to be issued is equal to 11:11%.

e. **Human Resource Deliverable (HR *Deliverable*) Dimension**

1. Organizational Climate

   Results of a survey conducted showed that most aspects in positive perception by the employees are the competence of management and customer orientation. While aspects of cooperation and coordination seemed lowest perceived by employees is equal to 3.88. In general, the organizational climate has been sufficient to meet the employees' perception to meet its targets.

2. Confidence level Organization

   Measurement of the perception of the level of confidence the organization showed that the level of trust and supervision of superiors to subordinates is low. Based on interviews, it is possible to occur in view of the change in management, policies and procedures in the search for appropriate forms of organization. However, the communication from the management lacked transparency, causing concern among employees. This is evident in the average value of trust in the superior aspect of the lowest among other aspects that is equal to 4.11.

3. Employee Motivation

   Based on the survey results pointing to employee motivation in general n that employees perceive the motivation is pretty good, both in terms of aspects of the amount of work done, effort, enjoy the work, achievement, and willingness to take more responsibility for their work. However, it appears less prominent motivational aspect is the aspect enjoyed by the average value of 3.25 and intense with an average value of 3.31 which employees feel have not been fully enjoyed his job and employees are less able to survive doing their work at the time. This may be caused by a lack of guidance or interaction against a co-worker, causing a lack of harmony in the work. When compared between employee perceptions of work motivation and perception of subordinate's boss about work motivation, it appears there is a difference, where are the lowest aspects of high achievement. This suggests that employer tends to perceive that his subordinates have not been optimally in terms of achievement.

f. **Service Quality Survey**

   Providing services superior to its competitors by providing appropriate services of what consumers expect from the quality of these services. Based on the survey results to the customer service quality, the lowest aspect of the facility is the satisfaction that is equal to 11.92. This is possible because the automatic teller machine is still a bit scattered in various areas.

2. **Specifications Dimensions Analysis of Human Resource Scorecard and Service Quality Measurement By Director (Langsung)**

   A. **High Performance Work System (HPWS) Dimension**

   1. Based on employee recruitment, in this case the company has to meet the standards and tested. The company uses the services of consultants to select employees that hiring is not only limited educational background, but to pass the tight competition.

   2. The award system provided the company only limited to a letter of appreciation not in the form of a raise or position, but until now very rare company issuing the award system.

   3. Competence development programs need to be managed effectively can motivate employees to achieve the expected performance. The results of interviews with human resources to the development of appropriate competencies is seen that all the programs planned by the human resources fully implemented. However, there are 176 other training carried out without planning prior work by indicating the training of human resources is more incidental. The focus of training is also more on immediate needs and not all employees have the opportunity to get training.

   B. **Human Resource Efficiency (HR *Efficiency*) Dimension**

   1. *Human Resource Return on Investment* (HR ROI)

      HR ROI calculation results show that the return value of the investment of human resources development program in 2015 amounted to 398.15%. Human resources development program in 2015 providing was successful and effective results because the value of the investment has returned.

   2. Total cost of HR per employee per year

      To be able to control the cost of activities of daily HR, it is necessary to know the average cost of HR per employee per year. Calculation of the average cost of HR per employee in 2015 was Rp.57.544.249. HR costs incurred by the company are sufficient. While HR costs per employee

per day is Rp. 267,647.7. HR cost measurement will be done back in the years subsequent to know the behavior of the cost.

3. Percentage of turnover intensity.

Employees who left out in 2015 were 40 people. From these calculations it appears that the percentages of employees who leave a company are very little and still in excellent condition, on the total number of 0.027%.

4. The absences cost of employee in a year.

Based on data from the employee who was absent due to illness, permission, or without explanation in 2015, found that the cost incurred by the company was Rp. 161 391 563. The cost was approximately 0.18% of the total cost of human resources each year. The calculation of the attendance cost will be calculated and compared each year.

**Correlation Between Variables Analysis Research**

1. ***Human Resource Competence* (HR *Competence*)**

a. Correlation between HR Competence with a High Performance Work System can be seen on the table 1 below:

From the table of correlation calculation showed no significant positive correlation between:

1 Measurement capabilities of HR personnel and internal service quality and performance appraisal system.

2 The quality of internal services and the measurement of human resources capabilities.

3 The system of performance assessment and measurement capabilities of HR personnel.

This means that the system is the ability of the company's HR personnel closely linked to the internal service quality and performance appraisal system. While the internal service quality and performance evaluation system there is a negative correlation. This suggests that the lower the quality of internal services, the lower the performance evaluation system for employees.

b. Correlation between HR Competence with HR System Alignment

Calculation results SPSS for coefficient between Competence HR with HR Alignment, can be seen in Table 2 below:

From the table of correlation calculations between the measurement capabilities of HR personnel on employee job satisfaction generates a positive correlation, which both showed more objective measurement capabilities of HR personnel the higher the level of job satisfaction of employees in the company.

c. Correlation between HR Competence with HR Efficiency

Calculation of SPSS results for coefficient between HR *Competence* and HR *Efficiency,* can be seen on Table 3 below

From the table of correlation calculations between the measurement capabilities of HR personnel to intensity of turnover resulted in a positive correlation. This suggests that the HR Competence can affect the intensity of the turnover.

d. Correlation between HR Competence with HR Deliverable

Calculation of SPSS results for coefficient between HR *Competence* and HR *Deliverable,* can be seen on Table 4 below

Based on the table coefficient correlation showed no significant positive correlation between the High Performance Work System with HR Deliverable namely:

1. Measurement Capabilities HR personnel with Organizational Climate, Organizational Confidence Level, Employee Motivation in Employer Perception

2. Organizational Climate with Organizational Confidence Level, Employee Motivation in Work and Employee Motivation in Employer Perception

3. Level of Trust Organization with Employee Motivation in Work and Employee Motivation in Employer Perception

This shows that there is a strong correlation between variables that affect each other. As for Measurement Capabilities Personnel HR Employee Motivation in Work has a negative correlation coefficient has a weak relationship where the employee requires a high motivation to improve the ability of the human resources personnel. So is the correlation ratio for Employee Motivation in Work with Employee Motivation in Work Tops perception is negative, where the relationship is weak.

**High Performance Work System *(*HPWS)**

a. Inter-correlation in High Performance Work System

Based on the results of inter-correlation in High Performance Work System shows that there is a negative relationship between internal service quality and performance appraisal system. This shows that the High Performance Work Systems perceived as negative by the employees, The performance appraisal system that

is not comprehensive in the company affects the quality of internal services.

b.  Correlation of High Performance Work System with HR Alignment
From the results of the correlation coefficient indicates that there is a negative correlation between the High Performance Work System with HR Alignment, which is the correlation between the qualities of internal services with the performance appraisal system. However, the correlation coefficient between the internal service qualities to employee job satisfaction is positive in that the level of employee satisfaction greatly affect employees in providing quality of services. While employee satisfaction does not affect the employee's performance appraisal system in the company.

c.  Correlation of High Performance Work System with HR Efficiency
From the results of the correlation coefficient indicates that there is a negative correlation between the High Performance Work System with HR Efficiency, ie the correlation between the qualities of internal services with the performance appraisal system. This indicates that the job assessment system does not look at the quality of internal services as a factor in the performance appraisal. For the correlation coefficient between the internal services quality with the intensity of the turnover is negative, where there is a weak relationship that is not mutually affect them. While the correlation coefficient between the performance appraisal systems with the intensity of the turnover is positive and has a very strong relationship whereby if a good performance appraisal system, the employee did not receive a warning to be issued from the company.

d.  Correlation of High Performance Work System with HR Deliverable
Based on the table coefficient correlation showed no significant positive correlation between the High Performance Work System with HR Deliverable namely:
    1.  Internal Service Quality by Organizational Climate, Organizational Confidence Level, Employee Motivation in view of Employer
    2.  Assessment System Performance with Organizational Climate, Organizational Trust Levels and Employee Motivation in Employer Perception
    3.  Level of Trust Organization with Employee Motivation in Work and Employee Motivation in Employer Perception

This shows that the strong relationships between variables that affect each other. While those with a negative correlation coefficient are:
    1. Internal Quality Service with Performance Appraisal System and Employee Motivation in Work.
    2. Employee Motivation in Work with System Employee Performance Appraisal and Motivation in Work Perception boss.

This shows a weak relationship and do not affect each other. The relations with HR Deliverable High Performance Work Systems of the enterprise less closely related, whereas organizational condition, the level of trust, employee motivation at work are an important aspect to improve the quality of service to the customers.

**Human *Resource Alignment* (HR *Alignment*)**

a.  Correlation between HR Alignment with HR Efficiency
Based on the correlation coefficient can be seen that there is no correlation between employee satisfaction with the intensity of turnover so that employees do not even think to leave the company.

b.  Correlation between HR Alignment with HR Deliverable Based on the table coefficient correlation showed no significant positive correlation between HR Alignment with HR Deliverable namely:
    1.  Employee Satisfaction with Organizational Climate and Employee Motivation in Employer Perception
    2.  Organizational Climate with Organizational Confidence Level, Employee Motivation in Work and Employee Motivation in Employer Perception
    3.  Level of Trust Organization with Employee Motivation in Work and Employee Motivation in Employer Perception

This shows that there is a strong correlation between variables that affect each other. Thus the employees tend to have a high motivation to work and will also support the organizational climate that supports productivity. While those with a negative correlation coefficient are:
1.  Employee Satisfaction with Level of Trust Organization and Employee Motivation in Work.
2.  Employee Motivation in Work with Employee Motivation in Employer Perception. This shows a weak relationship and do not affect each other.

***Human Resource Efficiency***
Correlation between HR Efficiency with HR Deliverable shows that nillai coefficient is positive, the correlation among others:
    1.  Intensity Turn Over Employee of the Organizational Climate, Organizational Confidence Level, Employee Motivation in Employer Perception.
    2.  Organizational Climate with Organizational Confidence Level, Employee Motivation in Work and

Employee Motivation in Employer Perception.
3. Level of Trust Organization with Employee Motivation in Work and Employee Motivation in Employer Perception.

This shows that there is a strong association between variables. As for the correlation is negative is:
1. Turn Over Intensity Employees with Employee Motivation in Work.
2. Employee Motivation in Work with Employee Motivation in Employer Perception.

This suggests that the relationship between these variables is weak.

### Human Resource Deliverable

Inter correlation among HR Deliverable has a positive coefficient, among others:
1. Organizational Climate with Organizational Confidence Level, Employee Motivation in Work and Employee Motivation in Employer Perception.
2. Level of Trust Organization with Employee Motivation in Work and Employee Motivation in Employer Perception.

This suggests a strong relationship between variables and influences each other. As for the value of the correlation coefficient is negative Employee Motivation in Work with Employee Motivation in Employer Perception. This suggests that the relationship between variables is weak. In general, fewer employees perceive themselves less have enough motivation at work. On the other hand, does not affect the motivation of the employee contribution in the achievement of corporate goals.

When the results of the performance of the HR is associated with organizational performance PT Bank ABC, it appears that HR Competency demonstrates competence that has been owned HR company, is now able to support the implementation of HR activities that affect organizational performance. HR System or High Performance Work Systems in PT Bank ABC also has not done well. Therefore, need to be investigated further, whether the improvement in the HR system, especially the aspect of management between supervisors and subordinates, and training can improve organizational performance in terms of quality of service. In addition it should be examined other factors which can be expected to improve organizational performance in PT Bank ABC. HR Alignment, HR in general have exact measurements to create value that can provide the best service for the customers so that they can help to understand the HR Deliverable which is the main factor of the contribution of HR in implementing corporate strategy. In this respect, motivation, confidence in the organization and a supportive work climate can leave the organization's performance in terms of quality of service. On the other hand, HR Efficiency is the development of the HR function to produce the desired competence in running the company effectively. HR Efficiency balance of this case has been considered by the company.

### 4. CONCLUSION

Overall, the competence of the company is good enough. The highest ratings are in the implementation aspects of HR activities, namely 4.02 while the lowest score is the ability to manage the cultural aspect is 3.79. This assessment may be due to the new HR manager also served as his position about 1 year and is generally done in a real program.

Employee recruitment system undertaken by the company is to use the services of a consultant and the conditions that must be carried out must be in accordance with company requirements.

Internal service quality was considered quite satisfied by the employee where the support service capability. The highest assessment of the quality of internal services is the aspect of training that is equal to 4.04. However, the aspect that still needs to be improved is the aspect of the management company's facility in the amount of 3.82 is sufficient to support the implementation of the daily activities of employees.

Develop an objective assessment of performance and support the company's strategy. In general, the performance appraisal system that applies is sufficient objective with an average value of 3.94 where the assessment system is capable of motivating employees in providing the best service.

The number of programs that have been implemented in 2015 was as much as 176 training. Training needs conducted by the company has been quite varied.

Of every aspect of overall employee satisfaction survey was considered quite satisfied by the employee. The highest aspect is the aspect of a co-worker that is equal 4.33 and lowest aspect is the aspect of responsibility and social services that is equal to 3.81.

To determine the efficiency of activities and human resources development program that can contribute directly to the implementation of corporate strategy in PT Bank ABC, then the measurement of:

Based on the results of the calculation of the value of the investment return ROI HR human resources development program in 2015 amounted to 398.15%. However ha l is not a definitive benchmark in making next year's budget, given the lack of human resources programs that contribute significantly to the company's goals.

Calculation of the average cost of HR per employee in 2015 was Rp.57.544.249. HR average cost per employee in 2015 is sufficient among similar companies.

The results of surveys on the intensity of employee turnover shows that intensity tends to come out as very low at 0.027%.

Based on data from the employee who is absent due to illness, permission or without explanation in 2015, found that the cost of absenteeism in 2015 was 0.18% of the total cost of human resources.

Results of the organizational climate survey showed that in general the organizational climate perceived by employees sufficient to support customer service. However, aspects of cooperation and coordination need to be considered by the employees who are the lowest among other aspects, namely 3.88.

Levels of trust in the company organization are low. Communication from the management lacked transparency, causing concern among employees that have a value of 4.11.

Employee motivation is generally perceived motivation to work quite well. But the perception among employers of the employees seemed no difference in the aspect of achievement. This is evident from the average value aspects of achievement through superior perception of 3.17 compared with the assessment through the perceptions of employees is equal to 3.30.

The quality of services provided by the company is lower than what was expected by the customer. The lowest aspect most considered by the company to the customer is the aspect facility with an average value of 11.92. It is shown from ATM machines are still a bit scattered in various areas.

Spearman correlation calculation is done to determine the correlation between dimensions in Human Resource Scorecard. Correlation between dimensions produce positive correlation indicates a strong correlation of each dimension. However, not all the dimensions that generates a negative correlation, where the results of research, there are several dimensions that have no relation to the other dimensions.
Suggestions can be given are:
1. The company should use the implementation of the results that have been refined.
2. Prior to the performance appraisal is used should be disseminated beforehand in order to be understood by all employees.
3. It is best to try out to see the weaknesses existing in the performance assessment.
4. The management should be consistent in the reward if the result of higher employee performance.

**References**

J. Setiadi, Nugroho, SE., MM., 2003, "*Perilaku Konsumen Konsep dan Implikasi untuk Strategi dan Penelitian Pemasaran*". Jakarta: Kencana.
J. Meulman, Jacqueline, 2004, "*SPSS Categories 21.0*". SPSS Inc. USA
Kotler, P. 2000. "*Marketing Management*". The Millenium Edition. Prentice Hall, Inc. New Jersey.
Rangkuti, Freddy, 1997, "*Riset Pemasaran*". Jakarta: PT. Gramedia Pustaka Utama.
Rangkuti, Freddy, 2001, "*Creating Effective Marketing Plan*". Jakarta: PT. Gramedia Pustaka Utama.
Sarwono, Jonathan, 2009, "*Statistik Itu Mudah, Panduan Lengkap Untuk Belajar Komputasi Statistik Menggunakan SPSS 21*", Yogyakarta: Penerbit Andi. Schiffman,
Leon dan Leslie Lazar Kanuk, 2004, "*Perilaku Konsumen*", Edisi Ketujuh, Jakarta: PT. Indeks.
Umar, Husein, 2009, "*Metode Penelitian untuk Skripsi dan Tesis Bisnis*". Jakarta : Rajawali Press.

Note:
Table 1**.** Correlation between HR Competence with a High Performance Work System

**Correlations**

| | | | Individual Assessment | Internal Service Quality | Performance Assessment System |
|---|---|---|---|---|---|
| Spearman's rho | Skill Assesment HR Personil | Correlation Coefficient Sig. (2-tailed) N | 1.000 . 20 | .499* .025 20 | .866 .333 3 |
| | Internal Service Quality | Correlation Coefficient Sig. (2- tailed) N | .499* .025 20 | 1.000 . 21 | -.866 .333 3 |
| | Performance Assessment System | Correlation Coefficient Sig. (2-tailed) N | .866 .333 3 | -.866 .333 3 | 1.000 . 3 |

*. Correlation is significant at the 0.05 level (2-tailed).

Table 2. Coefficient between HR Competences with HR Alignment

**Correlations**

|  |  |  | Skill Assessment HR Personal | Employment Satisfaction |
|---|---|---|---|---|
| Spearman's rho | Skill Assessment HR Personal | Correlation Coefficient Sig. (2-tailed) N | 1.000 . 20 | .750** .000 20 |
|  | Employment Satisfaction | Correlation Coefficient Sig. (2-tailed) N | .750** .000 20 | 1.000 . 20 |

**. Correlation is significant at the 0.01 level (2-tailed).

Tabel 3 . Coefficient between HR *Competence* and HR *Efficiency*

**Correlations**

|  |  |  | Skill Assessment HR Personal | Employment Turn Over |
|---|---|---|---|---|
| Spearman's rho | Skill Assessment HR Personal | Correlation Coefficient Sig. (2-tailed) N | 1.000 . 20 | .866 .333 3 |
|  | Employment Turn Over | Correlation Coefficient Sig. (2-tailed) N | .866 .333 3 | 1.000 . 3 |

Tabel 4. coefficient between HR *Competence* and HR *Deliverable*

**Correlations**

|  |  |  | Skill Assesment HR Personil | Organization Climate | Organization Trust | Employement Motivation in working | Employee Motivation in Employer Perception |
|---|---|---|---|---|---|---|---|
| Spearman's rho | Skill Assesment HR Personil | Correlation Coefficient Sig. (2-tailed) N | 1.000 . 20 | .392 .088 20 | .263 .669 5 | -.130 .586 20 | .247 .294 20 |
|  | Organization Climate | Correlation Coefficient Sig. (2-tailed) N | .392 .088 20 | 1.000 . 21 | .051 .935 5 | .167 .468 21 | .424 .056 21 |
|  | Organization Trust | Correlation Coefficient Sig. (2-tailed) N | .263 .669 5 | .051 .935 5 | 1.000 . 5 | .289 .637 5 | .459 .437 5 |
|  | Employement Motivation in working | Correlation Coefficient Sig. (2-tailed) N | -.130 .586 20 | .167 .468 21 | .289 .637 5 | 1.000 . 29 | -.323 .088 29 |
|  | Employee Motivation in Employer Perception | Correlation Coefficient Sig. (2-tailed) N | .247 .294 20 | .424 .056 21 | .459 .437 5 | -.323 .088 29 | 1.000 . 29 |