

Human Resource Competencies Based on Learning Orientation and Knowledge Quality (Study at The Semarang Type A Customs and Excise Supervision and Service Office (KPPBC))

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Abstract. *The abstract of this study explains that the type of research used is explanatory research with a population of all human resources at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 people. Based on Slovin's calculations, the sample size used was 135 respondents. The sampling technique used was non-probability sampling with the convenience sampling method (Hair, 2021). Data collection was carried out by distributing questionnaires using Google Forms, considering the wide coverage area. Although this method has the disadvantage of a low return rate, the researcher conducted direct follow-up (face-to-face) to ensure respondents provided data according to the research requirements. The measurement scale used was an interval scale with a Likert score of 1 to 5. Data analysis was carried out using a structural equation model with the Partial Least Squares (PLS) approach. The results of the study show that learning orientation has a positive and significant effect on increasing the competence of customs and excise human resources, learning orientation has a positive and significant effect on increasing the quality of human resource knowledge, and the quality of knowledge has a positive and significant effect on increasing the competence of customs and excise human resources.*

Keywords: *Human Resource Competencies; Knowledge Quality; Learning Orientation.*

1. Introduction

Human resource (HR) competence is a key factor in improving organizational effectiveness and efficiency. In the government sector, particularly in public service institutions such as the Semarang Type A Customs and Excise Supervision and Service Office (KPPBC), HR competence is crucial in ensuring optimal service quality to the public. HR competence encompasses the knowledge, skills, and attitudes necessary to effectively carry out organizational tasks and functions, in accordance with established standards.

The success of an organization depends heavily on the capabilities and quality of its human resources. In the Semarang Type A Customs Office (KPPBC), whose primary task is to oversee and provide services for customs and excise matters, highly competent human resources are a key determinant in achieving the organization's goals. These goals include increasing public compliance with customs regulations, optimizing state revenue, and improving the efficiency of administrative processes and services to service users.

The following is data from the 2024 Semarang KPPBC Service User Satisfaction Survey (SKPJ), which summarizes several key indicators, including indexes, categories, and trends compared to the previous year.

Based on comparative data from the Semarang KPPBC Service User Satisfaction Index in 2023 and 2024, there was a significant decline in all service indicators, although the overall score remained in the "Very Satisfied" category. The largest declines were seen in the Clarity of Service Costs (-1.027), Ease of Service Procedures (-1.002), and Comfort of the Waiting Room (-0.998), indicating a declining perception among users of transparency, efficiency, and comfort of the facility. A similar decline also occurred in the Personnel and Service Officers and Information Services aspects, indicating the need to further improve the quality of officer-user interactions and access to information. This negative fluctuation could signal the need for a comprehensive evaluation of the service system and user experience to prevent further decline in the following year.

The Service Officer Skills and Knowledge aspect experienced a downward trend of -0.067 points. Although the index value remains in the "Very Satisfied" category with a score of 3.610, this decline indicates a decline in public perception of the technical competence and knowledge of officers in providing services. This decline requires special attention considering that officer skills and knowledge are crucial components in maintaining excellent service quality and building public trust in service agencies. Therefore, competent human resources can ensure that every process runs smoothly, in accordance with applicable regulations, and provides satisfactory services to the public.

Good human resource competency not only contributes to operational efficiency but also supports the achievement of the organization's vision and mission. The vision of the Semarang Type A Customs Office, which is oriented towards improving the quality of public services and transparent supervision, can only be achieved if the human resources involved have adequate competence. The organization's mission to increase state revenue through effective supervision also depends heavily on the ability of human resources to understand regulations and carry out tasks professionally. Therefore, developing human resource competency must be a priority for the organization in order to achieve strategic goals and improve overall organizational performance.

One factor influencing HR competency is learning orientation, which refers to an individual's pattern or approach to acquiring new knowledge and skills (Elshifa et al., 2020). In a constantly evolving environment like the customs and excise sector, a strong learning orientation will enable employees to continuously adapt to new regulatory, technological, and procedural developments (Novita Sari & Nadhira Ayu Setyaning, 2023).

This learning orientation encompasses a desire to learn, motivation for self-development, and a willingness to continuously adapt to changes (Alerasoul et al., 2022a). Furthermore, the quality of knowledge also plays a significant role in improving human resource competency, particularly in tasks requiring a deep level of understanding and high technical skills (Gattermann Perin & Hoffmann Sampaio, 2020).

Research on the role of learning orientation in human resource competency remains controversial. Among these findings is the finding that a better learning orientation within an organization leads to better human resource competency (Ekhsan et al., 2020a). However, this finding contradicts the finding that learning orientation has no significant effect on improving human resource competency (Asih, 2017).

On the other hand, the quality of knowledge also plays a significant role in improving human resource competency. High-quality knowledge relevant to the tasks at hand will enhance employees' ability to face challenges and problems that arise in their daily work.

2. Research Methods

In conducting this research study, the type of research used is explanatory research. According to Widodo (2010), explanatory research is research that is explanatory in nature, meaning this research emphasizes the relationship between variables by testing hypotheses. The description contains descriptions but the focus lies on the relationship between variables, namely the competence of customs and excise human resources, learning orientation and quality of knowledge. The researcher chose this method with the aim that the results of this study can be directly applied to the organization where the researcher works.

3. Results and Discussion

3.1. The Influence of Learning Orientation on Improving the Competence of Customs and Excise HR

The results of this study demonstrate the positive and significant influence of learning orientation on improving human resource competency in the customs and excise sector. This means that the better an individual's learning orientation, the higher the level of competency achieved in carrying out their duties and responsibilities. As previous research (Osagie et al., 2018) showed, a stronger and more positive relationship was found between learning orientation and competency.

These findings indicate that a learning orientation reflected through three main indicators, namely commitment to learning, open-mindedness, and shared vision, plays an important role in shaping the ability to apply professional ethics in every interaction, maintain compliance with service standards, and increase capacity in handling various situations appropriately and responsively.

The learning orientation variable shows that the indicator with the highest outer loading value is commitment to learning, while in the HR competency variable, the indicator with the highest outer loading value is the ability to ensure compliance with service standards. This finding illustrates that the stronger an individual's commitment to the learning process,

the greater their contribution to improving their ability to ensure compliance with applicable service standards. This means that commitment to learning serves as the primary foundation for developing a professional attitude, because through this commitment, individuals will be more open to continuously updating their knowledge, improving their skills, and adapting to regulatory developments and job demands. Thus, a strong learning orientation not only enriches intellectual capacity but also encourages consistent compliance with service standards, which ultimately improves the quality and credibility of HR performance in the customs and excise sector.

The learning orientation variable shows that the indicator with the lowest outer loading value is shared vision, while in the HR competency variable, the indicator with the lowest outer loading value is the ability to apply professional ethics in every interaction. This condition suggests a close relationship between the extent to which individuals understand and internalize the shared vision and their ability to maintain professional ethics in carrying out daily tasks. This means that the stronger the understanding of the shared vision agreed upon within the organization, the greater the incentive for HR to act according to ethical norms and values in every interaction. This not only strengthens a professional work culture but also creates behavioral consistency that supports the achievement of service standards and enhances the organization's image in the customs and excise sector.

3.2. The influence of learning orientation on improving the quality of human resource knowledge

The research results demonstrate that learning orientation has a positive and significant impact on the quality of human resource knowledge. This finding confirms previous findings that learning orientation helps individuals filter out less relevant knowledge, thus focusing on truly useful and timely information to support decision-making.(Zahoor et al., 2021).

The results of this study indicate that the stronger the commitment to learning, the more open-minded the mindset, and the clearer the shared vision, the greater the competence of customs and excise human resources. This improvement in competence is reflected in the accuracy of information, the comprehensiveness of knowledge, the timeliness of knowledge acquisition, and the relevance of knowledge to the needs of tasks and responsibilities.

The learning orientation variable shows that the indicator with the highest outer loading value is commitment to learning, while the knowledge quality variable has the highest outer loading value, namely, comprehensiveness of knowledge. These results illustrate a close relationship between these two aspects: the higher an individual's commitment to the learning process, the more comprehensive the knowledge they can master. This means that seriousness and consistency in learning not only broaden the scope of knowledge but also deepen understanding, enabling human resources in the customs and excise sector to master information comprehensively, accurately, and relevantly to their work needs. This ultimately strengthens the competencies needed to effectively face professional challenges.

3.3. The influence of knowledge quality on improving the competence of customs and excise human resources

The research results demonstrate that knowledge quality has a positive and significant impact on the competence of customs and excise human resources. Previous research indicates that knowledge quality significantly impacts human resource (HR) competence, as accurate, complete, relevant, and timely knowledge is the foundation for employees to perform their tasks effectively and efficiently.(Chaithanapat et al., 2022a).

These results indicate that the higher the quality of knowledge reflected through the accuracy of information, completeness of knowledge, timeliness in mastering knowledge, and relevance of knowledge, the better the ability to apply professional ethics in every interaction, maintain compliance with service standards, and handle various situations appropriately and responsively.

The knowledge quality variable shows that the indicator with the highest outer loading value is completeness of knowledge, while the HR competency variable has the highest outer loading value, namely ensuring compliance with service standards. This finding confirms that the more comprehensive the knowledge possessed by HR, the greater their ability to ensure compliance with applicable service standards.

This means that comprehensive knowledge encompasses not only a broad and in-depth grasp of information, but also a comprehensive understanding of the rules, procedures, and policies that must be implemented in all customs and excise activities. Therefore, comprehensive knowledge is a crucial foundation for human resources to carry out their duties professionally, maintain service integrity, and make a real contribution to improving the quality of public services in the customs and excise sector.

The knowledge quality variable shows that the indicator with the lowest outer loading value is the timeliness of knowledge, while the HR competency variable has the lowest outer loading value is the ability to apply professional ethics in every interaction. These findings illustrate that increasing timeliness in mastering and applying knowledge is closely related to an individual's ability to act in accordance with professional ethics.

This means that if knowledge can be mastered and applied in a timely manner, human resources in the customs and excise sector will be better able to maintain professionalism in interactions, provide services according to standards, and demonstrate a high level of responsibility in dealing with various work situations. This underscores the importance of timely knowledge as a key factor in fostering professional behavior in daily practice.

3.4. The mediating influence of knowledge quality in relation to the learning orientation variable on human resource competency

The research results indicate that the direct contribution of learning orientation to competency improvement is greater than its indirect impact. Therefore, it can be concluded that learning orientation has a stronger direct impact on improving human resource competency in the customs sector.

The results of this study align with the learning orientation theory, which emphasizes the importance of individual attitudes and commitment in guiding continuous learning behavior. Commitment to learning, open-mindedness, and a shared vision create an intrinsic drive for human resources to improve their competencies, allowing the resulting impact to be felt directly without the need for intermediaries.

Human resource competency is determined not only by knowledge but also by motivation, professionalism, and a willingness to continuously develop. A strong learning orientation provides an individual with the foundation for adaptive, ethical, and responsive behavior in carrying out their duties. Therefore, although knowledge quality plays an important role as a mediating factor, its contribution is not as significant as the direct influence of learning orientation. This finding reinforces the view that learning orientation is the primary determinant in shaping human resource competency, while knowledge quality functions more as a reinforcement, ensuring that competency is actualized in daily work practices. Therefore, the results of this study not only support the theory of knowledge management and human resource development but also imply that strengthening learning orientation needs to be a top priority in competency improvement strategies in the customs and excise sector.

4. Conclusion

The problem formulation in this study is "Improving Human Resource Competence Based on Learning Orientation and Knowledge Quality". The answer to the research question that arises is: 1) A strong learning orientation has been proven to improve the competence of human resources in the customs and excise sector. This is reflected in a commitment to learning, open-mindedness, and a shared vision, which play a crucial role in strengthening the ability of human resources to carry out their duties professionally. 2) Learning orientation has a positive and significant influence on the quality of human resource knowledge. In other words, a strong learning orientation will contribute to increased information accuracy, comprehensiveness of knowledge, timeliness of knowledge acquisition, and relevance of knowledge to job requirements. 3) Knowledge quality has a positive and significant impact on the competence of customs and excise human resources. Improving the accuracy, completeness, timeliness, and relevance of knowledge will strengthen human resources' ability to apply professional ethics in every interaction, maintain compliance with service standards, and handle various situations appropriately and responsively. 4) The results of the study indicate that the contribution of the direct influence of learning orientation on increasing competence is greater than its indirect influence, which means that learning orientation has a stronger direct impact on increasing the competence of human resources in the customs sector.

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