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**THE EFFECT OF HUMAN RESOURCE DEVELOPMENT
AND HUMAN RESOURCE CAPABILITY ON EMPLOYEE
PERFORMANCE MODERATED BY PERCEIVED
ORGANIZATIONAL SUPPORT AND FACILITATING
CONDITIONS IN SUPPORTING INDONESIAN NAVY
MARITIME CYBER OPERATION****Danang Rimbawa, Sarfilianty Anggiani, Farida Jasfar & Eddy Panjaitan**

Abstract

This research aims to analyse the effect of Human Resource Development Program and Human Resource Capability (HR) on performance, moderated by Perceived Organizational Support (POS) and Facilitating Conditions. The data were collected from 100 personnel of Indonesian Navy cyber unit (Satuan Siber TNI AL), as object of this research. Furthermore, the model proposed in this research was tested by Structural Equation Modelling approach with Partial Least Square Technique. The results show that the Human Resources Development and Human Resources Capability Programs have positive influence and contribution to improve performance. The application of these two variables contributes to build and produce Perceived Organizational Support (POS) and Facilitating Conditions which also strengthen these effects on Employee Performance.

Keywords: *Human Resource Development Program, Human Resource Capability, Performance, Perceived Organizational Support, Facilitating Condition, Indonesian Navy Cyber Unit, and Performance.*

I. INTRODUCTION

The realm of cyber (cyberspace) has a significant role that is important in life globally. Civil society, military, and government of a country take advantage of this realm to perform their activities, which among others, includes crucial activities. The escalation of threats in the cyber realm moves linearly with technological developments and the significance of the cyber domain for the global community. For example, the appears of terrorist and criminal movement in the form of cyber-attacks and cyber terrorism that seized the world attention. Indonesia navy is one of the stakeholders that has an important role in the realization of cybersecurity through what is called, Maritime Cyber Operation. Indonesian Navy cyber unit (*Satuan Unit Siber TNI AL*) as a part of the Indonesia Navy has a significant role to support this operation. In terms of supporting the Maritime Cyber

Operation, the Navy cyber unit has to have aspects of proficiency in the use of technology as well as the ability to coordinate with other stakeholders. So, the improvement of the performance of human resources to support Maritime Cyber Operation needs to include the capability of using the technology. Improvement of personnel performance requires a good human resource management program. However, this connection and its result are also affected by how good Perceived Organizational Support (POS) and Facilitating Conditions in the institution. POS herein may mediate the development of human resources and capabilities of human resources programs in terms of improvement of the quality of the individual fostering vertical and horizontal relationships in the institution, as well as providing some deep insight to support Maritime Cyber Operations. Meanwhile, Facilitating Condition has the role of mediation in the case related to the technology and its uses. In the Maritime Cyber Operations, the duties of the Navy Cyber Unit will be highly dependent on the skills of human resources in utilizing the technology.

II. THEORETICAL BACKGROUND

2.1. Employee Performance

Organizational performance can be seen through 6 other dimensions, namely: 1) compensation, 2) quality of production (the number of errors in a production process), 3) depreciation (number of goods returned, damage to goods, loss of goods), 4) productivity (salary expense divided by final results), 5) operating costs, 6) subjective or perceived performance approaches (Alnachef & Alhajjar, 2017). Thus, it can be understood that the conditions and achievements of employees greatly affect company performance. Mathis and Jackson in their book entitled "*Human Resource Management*" explain indicators to assess performance. These indicators include:

1. Quantity: Covers several aspects such as the amount of work completed, job targeting, and work procedures
2. Quality: Includes several aspects such as accuracy in carrying out work, discipline, adherence to established procedures, dedication, compliance with the rules that have been made.
3. Accuracy: Covers several aspects such as consistent work, reliability in service, and work accuracy and accuracy
4. Attendance: Includes several aspects such as being punctual in attendance and commitment to working hours.
5. Ability: to work together: Includes several aspects such as the ability to cooperate on a given job and prioritizes cooperation over independent work (Mathis & Jackson, 2016).

2.2. Human Resource Development

The success of human resource development will make a positive contribution to the achievement of the organization as general. Alnachef (2017) states that human resource development is a process where an organization helps its employees in a planned and sustainable ways, to:

1. Developing the capabilities of the employees needed to carry out their responsibilities or functions in the organization.
2. Assist employees in developing personal skills.
3. Find and develop the employees potential that is useful for the good of themselves and for organizational goals.
4. Developing an organizational culture that is related to strengthening relationships between superiors and subordinates, fellow employees, as well as cooperation and collaboration among sub-units.
5. Contribute to increase the professionalism, motivation, and pride of employees (Alnachef & Alhajjar, 2017b).

The development of employee' knowledge, skills and abilities can be carried out in various ways. One of them is through training. The implementation of the training itself needs to be adapted to the conditions and needs of

the organization concerned. For this reason, training takes several forms such as: coaching, lectures and video presentations, vestibule training, case studies, simulations, programmed learning and independent studies, learning in the laboratory, and so on.

2.3. Human Resource Capability

Human resource capabilities will increase the level of competitiveness of the organization by creating superior human capital skills, experience, and knowledge that contribute to the economic valuation of the organization (Nyabuti et al., 2016). In terms of achieving a sustainable competitive advantage, it must consider the development of an increasingly dynamic environment. The ability of a company and its employees must always have good adaptability and flexibility so they can survive in a dynamic business environment. To explain this concept, we can refer to the concept dynamic capabilities view (DCV). According to Augier & Teece and Zott in Breznik, DCV is a new perspective to explain and guide companies in achieving and maintaining competitive advantage. In fact, DCV can be understood as a "new behavioral theory of the firm" which also discusses the challenge of resource-based view (RBV) where RBV is the most dominant frame of mind in strategic management literature (Breznik, 2014).

2.4. Facilitating Conditions

Facilitating conditions refer to the extent to which individuals believe that the existing organizational and technical infrastructure supports the use of the system (Venkatesh et al., 2003). In this case, the user acceptance of the technology and organization's technical infrastructure is the basis of facilitating conditions. Venkatesh explained that the definition of facilitating conditions is embedded in three (3) ideas, namely perceived behavioral control, facilitating conditions, and compatibility. Perceived Behavioral Control is the perceptions about both internal and external constraints on behavior. It includes self-efficacy, resource facilitating conditions, and technology facilitating conditions. Facilitating Conditions is the Environmental objective factors, which can make an action easier to perform, including, provisions for computer support. Meanwhile, the compatibility is the degree to which innovation is accepted as consistent with the existing values, needs, and experiences of potential adopters. The operationalization of these three ideas always includes aspects of technology and the organizational environment, both of which are designed to remove obstacles to the use of a system.

2.5. Perceived Organizational Support (POS)

The relationship between employees and the company is a causal relationship that affects each other. How employees behave at work will be greatly influenced by the conditions felt by the employees themselves. Selcuk in Nayir states that Perceived Organizational Support (POS) is an abstract concept that develops in the midst of employees generated by the company's strategy and behavior towards its employees (Nayir, 2012). Nayir stated that if the organization's attitude is good and gives appreciation to its employees, it will give feedback in the form of loyalty and good performance from its employees. Nayir provides several indicators that must be owned by supportive organizations (supportive organizations). These indicators include (a) supporting employee creativity, (b) appreciating employees, (c) rewarding employees, (d) building a positive communication culture within the organization, (e) being fair, (f) building trust (trust) in the organizational environment, (g) building volunteerism in carrying out organizational tasks and activities, (h) consistent in carrying out organizational policies and activities (Nayir, 2012).

2.6. Maritime Cyber Operation (MCO)

Generally, the operation of national defense using Technology Information and Communication is known as cyber operation. The cyber operation have various forms depending on the aspect or focus of the operation, including: aspects of the action (offensive cyber operation), aspects of defense (defensive cyber operations), aspect intelligence (cyber espionage operation), as well as the operations that specifically are performed in the

aspects of maritime (maritime cyber operation) (*Staff Umum Pengamanan Markas Besar TNI AL, 2019*). Thus, Maritime Cyber Operations (MCO) is a part of the implementation of the national defense operations through the use of information technology and communication in maritime areas. Maritime Cyber Operation cannot be separated from various threats in the maritime and were conducted by the Indonesian Navy as an attempt to defend territory, especially maritime areas from various types of threats.

2.7. Hypothesis

The relationship between human resource development program and human resource capability on employee performance are very strong. Moreover, by adding Perceived Organizational Support and Facilitating Conditions as moderating variables make the relationship grow stronger. On the basis of the literature reviews and reasoning above, seven hypotheses are concluded below:

H1: Human Resource Development affect Human Resource Capabilities

H2: Human Resource Development affect Employee Performance

H3: Human Resource Capability affect Employee Performance

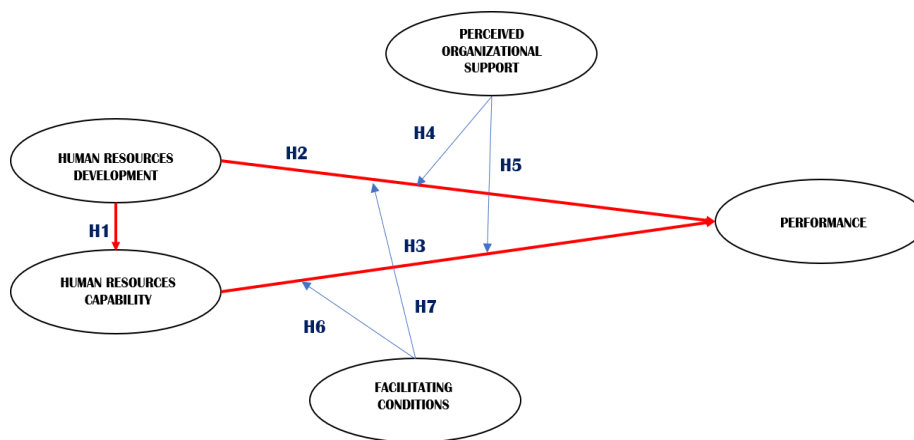
H4: Perceived Organizational Support (POS) moderated the effect of Human Resources Development on Performance.

H5: Perceived Organizational Support (POS) moderated the effect of Human Resource Capability on Performance

H6: Facilitating Conditions moderated the effect of Human Resource Capability on Performance

H7: Facilitating Conditions moderated the effect of Human Resource Development on Performance.

III. CONCEPTUAL FRAMEWORK



IV. RESEARCH METHOD

4.1. Research Design and Object

This research uses quantitative methods. Researcher formulates new problems by identifying through hypotheses as temporary answers to formulate research problems. Creswell in his book said that quantitative research uses experimental and quasi-experimental procedures by collecting statistical data. Quantitative research itself is used in situations where the researcher wants to examine how specifically one variable affects the other variables, to the exclusion of the effects of other variables (Creswell, 2018). Primary data are obtained directly from respondents by means of field research. To obtain this data, a questionnaire method was used. In order to collect required data to meet the research needs, questionnaires were to respondents with provided question by the researcher aside from that, researcher also conducted direct interviews with respondents. The object of this research is the Indonesian Navy Cyber Unit that consist of 100 personnel.

4.3. Measure

The variables examined in this research are human resources development, human resources capabilities, perceived organizational support, facilitating condition, and performance. Measurement of each variable uses several indicators as follow:

4.3.1. Human Resources Development

There are five statements according to Alnachef (Alnachef & Alhajar, 2017), those are (1) *Employee skill development according to their respective field and duty*, (2) *Personal skill development*, (3) *Finding and developing HR potential*, (4) *Development of organizational culture to promote harmony*, (5) *Contribution toward professionalism, motivation, and employee pride*

4.3.2. Human Resources Capabilities

There are five statements according to (Nyabuti et al., 2016), those are (1) *Skill*, (2) *Knowledge*, (3) *Experience*, (4) *Adaptation*, (5) *Flexibility*

4.3.3. Perceived Organizational Support

There are eight Statements according to Nayir (Nayir, 2012), those are (1) *Employee creativity encouragement*, (2) *Employee reward*, (3) *Organizational rewarding system*, (4) *Positive communication culture within organization*, (5) *Fairness Conduct*, (6) *Trust building within organization*, (7) *Sense of voluntarism*, (8) *Consistency toward organization policy and activities*.

4.3.4. Facilitating Condition

There are 11 statements which are categorized into three areas according to Venkatesh (Venkatesh et al., 2003), those are:

Perceived Behavioral Control	Facilitating Condition	Compatibility
1. System usage control	1. Guidance availability on system choosing	1. System usage toward working aspect
2. Resource system requirement	2. Specialize system instruction	2. HR opinion toward the system and work harmony
3. Knowledge system requirement	3. Help desk availability to tackle upcoming problem	3. HR vision toward specific system and workflow relation
4. Chance and resource to use available system		
5. Other system compatibility		

4.3.5. Performance

There are 15 statements which are categorized into 4 areas according to Jackson (2006), those are:

Quantity	Quality	Accuracy	Teamwork
1. Amount of job completed	1. Accuracy in work	1. Work consistency	1. Ability to cooperate in a given job
2. Work target determination	2. Work discipline	2. Service reliability	2. Prioritizing cooperation over independent work
3. Work procedure	3. Work procedure discipline	3. Accuracy and work precision	
	4. Work dedication		
	5. Work obedience		

V. RESULT

All five variables in this research have direct and indirect impact towards each other. In which Human Resources Development, Human Resource Capability, Perceived Organizational Support, Facilitating Condition have direct influence toward Performance. Whereas Human Resources Development and Human Resources Capability moderated by Perceived Organizational Support and Facilitating Condition have indirect influence toward performance. The research findings show that the Human Resources Development and Human

Resources Capability programs have a positive influence and contribution to improve performance. The application of these two variables contributes to build and produce Perceived Organizational Support (POS) and Facilitating Conditions which also strengthen these effects on performance. Indonesian Navy cyber unit is an organization that involve in cyberspace and require to communicate between multiuser via instrument that based on information technology.

		Hypothesis Testing						
Influence Between Research Variables		Original Sample Estimate	Mean of Subsamples	Standard Deviation	t-statistic	P-value (p< α)	Information	
H1	Human Resource Development affect Human Resource Capabilities	0.749	0.750	0.039	19.181	0.000	Significant	
H2	Human Resource Development Affect Employee Performance	0.264	0.272	0.073	3.601	0.000	Significant	
H3	Human Resource Capability affect Employee Performance	0.965	0.959	0.107	9.013	0.000	Significant	
H4	Perceived Organizational Support (POS) moderated the effect of Human Resource Development on Performance	0.220	0.219	0.109	2.103	0.045	Significant	
H5	Perceived Organizational Support (POS) moderated the effect of Human Resource Capability on Performance	-0.216	-0.191	0.108	1.992	0.047	Significant	
H6	Facilitating Conditions moderated the effect of Human Resource Capability on Performance	0.248	0.238	0.116	2.130	0.034	Significant	
H7	Facilitating Conditions moderated the effect of Human Resource Development on Performance	-0.251	-0.248	0.077	3.276	0.001	Significant	

Source: Data processing with SmartPLS 3.0

VI. DISCUSSION AND CONCLUSION

5.1. Effect of Human Resource Development on Human Resource Capabilities

Based on data analysis, estimation parameter gave positive result from H1, with significant result. Standard deviation is 0.039, t statistic 19.181, and p-value 0.000. Those parameters indicate that H1 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value < α . This research goes along with Chuang's findings which state that good SHCM quality has positive contribution to HR capabilities through a good training program (Chuang et al., 2015). Apart from training, human resource development is also closely related to risk management and organizational culture. Management of the work environment under good risk management will have a positive impact on improving HR capabilities. Likewise, managing working system under a good organizational culture will also have a positive impact on HR capabilities. This is in accordance with the results of research conducted by Budi Susetio which states an important relationship between organizational culture and human asset management (Budisusetio et al., 2019). A good organizational culture will encourage HR capabilities thus resulting in good organizational integration as well. Thus, human resource development activities through training, risk management, and the creation of an appropriate organizational culture will affect the capabilities of human resources within the organization. The more effective the HR development program is, the greater the contribution towards HR capabilities.

5.2. Effect of Human Resource Development on Employee Performance

Based on data analysis, estimation parameter gave positive result from H2, with significant result. Standard deviation is 0.073, t statistic 3.601, and p-value 0.000. Those parameters indicate that H2 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value $< \alpha$. Research's findings show that increase in quality of HR development program an organization has, will affect employee performance. Development of abilities, skills, potential, and professionalism as well as personnel motivation are important aspects for improving personnel performance. In relation to HR development, personnel performance improvement can be measured by improving several aspects of performance such as quantity, quality, accuracy, attendance, and cooperation ability. These aspects later still be able to be improved as the implementation of effective HR development programs running. The results of statistical finding of this hypothesis indicate that Human Resources (HR) development makes a positive contribution toward performance. Quality of HR development program will determine how good employee performance. On the other hand, inaccurate form of the HR development program will result poor HR performance. Above result is supported by Melvish Mehmood research which stated that there is influence of human resource development policies and practices toward employee performance levels. Various policies such as the establishment of a safe work environment, effective recruitment and selection policies, equal opportunity for all employees, training policies, and so on, have an impact on the extent to which employees carry out their responsibilities in accordance with organizational expectations (Mehmood, 2017).

5.3. Effect of Human Resource Capability on Employee Performance

Based on data analysis, estimation parameter gave positive result from H3, with significant result. Standard deviation is 0.107, t statistic 9.013, and p-value 0.000. Those parameters indicate that H3 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value $< \alpha$. Quality of HR capabilities will affect HR performance result of the organization. Better quality of HR capabilities will result in higher HR performance and organization to some extent. Fulfillment of the HR capability elements which include skills, knowledge, experience, adaptation, and personnel flexibility can affect how well the personnel performs in carrying out their functions and responsibilities. The existence of experience in doing a job, for example, can be a reference for personnel in carrying out the same or similar duties and responsibilities. In addition, the adaptability of personnel to the work system and environment also greatly affects the quality of personnel performance. This result is in line with Chuang's (Chuang et al., 2015) research which shows a relationship between HR capabilities and sustainable competitive advantage of the organization. Competitive advantage cannot be separated from the performance results. Given the relationship between organizational competitive advantage and HR capabilities, it can also be said that the fulfillment of responsibilities at the individual level and organizational goals at the company level is highly dependent on HR development. This means that proper human resource development can contribute positively to the performance of not only individuals but organizations. Human Resource Capabilities (HR) is an important asset in producing optimum organizational performance. Optimum performance will provides a competitive advantage and to pursue company goals.

5.4. Effect of Effect of Human Resource Development on Performance moderated by Perceived Organizational Support (POS)

Based on data analysis, estimation parameter gave positive result from H4, with significant result. Standard deviation is 0.1090, t statistic 2.103, and p-value 0.045. Those parameters indicate that H4 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value $< \alpha$. This illustrates that there is a close relationship between HR development, performance, and perceived organizational support (POS). A good view of employees or employees of the company will make POS a reality. With the realization of POS, it will improve employee performance and thus improve organizational performance. The findings in this study support previous studies conducted by (Ardias, 2018). She explained in the research that the results of product regression on turnover intentions showed a significant interaction between job stress and POS. This can indicate the

prediction of turnover intention with a regression coefficient of 0.691; $F = 22.499$; $P < 0.01$. In his research, he tested the interaction of the POS function as a moderator variable on the relationship between job stress and turnover intentions (Ardias, 2018). The findings in this study also support and expand the research conducted by Malik et al., (2015). In their research, they found that POS moderated the relationship between occupational stress and affective well-being on the object under study (Malik, Sadia & Noreen, 2015). In another opinion, it is stated that increasing perceived organizational support (POS) can reduce turnover in the work environment. Also, POS is a factor that can strengthen or weaken the influence of human resource development on employee performance (Li et al., 2016).

5.5. Effect of Human Resource Capability on Performance moderated by Perceived Organizational Support (POS)

Based on data analysis, estimation parameter gave positive result from H5, with significant result. Standard deviation is 0.108, t statistic 1.992, and p-value 0.047. Those parameters indicate that H5 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value $< \alpha$. That is, the effect of HR capability on performance is m by POS has proven to be very significant. In other words, the higher the POS, the better the employee's performance. The results of data analysis in this study also support research conducted by Nayir (2012); Ardias (2018); and Robert & Eisenberg (2002). In his research, he revealed that POS would have a significant impact in moderating the relationship between HR capabilities and HR performance. As a form of relationship that exists between organizations and human resources, a good organizational or company attitude towards its employees will provide feedback in the form of loyalty and a positive increase in the performance of HR (Nayir, 2012).

5.6. Effect of Human Resource Capability on Performance moderated by Facilitating Conditions

Based on data analysis, estimation parameter gave positive result from H6, with significant result. Standard deviation is 0.108, t statistic 1.992, and p-value 0.034. Those parameters indicate that H6 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value $< \alpha$. Statistical testing shows that there is an effect of facilitating conditions on the capabilities of Human Resources (HR), which then mediates the extent to which HR capabilities have an effect on performance. Existing technology and work systems, which are under facilitating conditions, influence HR performance, where the relationship between the two is inseparable to improve HR capabilities. Good facilitating conditions will reflect as improvement in human resource performance, considering that elements such as technology, work systems, and infrastructure greatly affect how human resources can complete their responsibilities effectively and efficiently. Given that, HR capabilities are very valuable, crucial and difficult to imitate in creating competitive advantage (Chuang et al., 2015). In line with Indonesian Navy Cyber Unit to support Maritime Cyber Operations, it is necessary to realize that MCO itself operates in the cyber realm with three important components, namely, information, technology and human resources. Humans are part of a complex system, especially in the maritime realm where humans interact with other humans and technology in the cyber realm (Fitton, 2015). Therefore, Facilitating Conditions have a layered order of levels and dimensions and can provide the same perception of group settings in an organization so that they have a unity of performance through compatible technological instruments (Park et al., 2011). Facilitating Condition itself as a moderating variable between HR Capabilities and HR Performance also increases creativity, efficiency, effectiveness, and HR efforts in completing assigned tasks (Onaolapo, Sodiq and Oyewole, 2018).

5.7. Effect of Human Resource Development on Performance moderated by Facilitating Conditions

Based on data analysis, estimation parameter gave positive result from H6, with significant result. Standard deviation is 0.077, t statistic 3.276, and p-value 0.001. Those parameters indicate that H6 is acceptable whereas t statistic > 1.96 and 0.05 (two tailed) as α , in which p-value $< \alpha$. Results of this research are in line with what was conveyed by Najla in her research entitled Social performance of the company: an explanation of

centralized on social and technological factors. Najla pointed out that HR development in relation to improving performance can be strengthened by several aspects, including: social responsibility of the company, organizational commitment, human resource information system (HRIS), knowledge management, and facilitating conditions (Arfaoui et al., 2019). In his research, he stated that the existence of facilitating conditions has an important function, in the use of information and communication technology to improve positive effect on performance. In practice, Indonesian Navy Cyber unit which aims to support the Indonesian Navy Maritime Cyber Operation will have a very close relationship with technology, especially information technology. Therefore, the position of Facilitating Conditions that lies between HR development and HR performance as a moderating variable is important. Considering that the Indonesian Navy's Cyber Unit will have many users in the cyber domain in the practice of Maritime Cyber Operations, so that HR performance is not only assessed physically, but also proficiency in using the technology instruments needed both individually and in groups.

VI. CONCLUSION

The general conclusions from this study resulted in the findings that the Human Resource Development and Human Resource Capability program had a positive influence and contributed to improving performance. The application of these two variables contributes to building and producing Perceived Organizational Support (POS) and Facilitating Conditions that can strengthen or weaken these effects on performance. The application of both mediator variables (POS and Facilitating Conditions) can strengthen the relationship between HR Development and HR Capability on performance. In short, the hypothesis proposed in this research are all significant which are have interrelated relationship and affect one another. In detail, the conclusions of the hypotheses proposed in this study are as follows

6.1. Implication

For the Indonesian Navy, the findings in this study provide practical guidelines and instructions on how to manage human resources and improve performance in order to increase the organization's competitive advantage amid technological developments and strategic environments. HR development and enhancement of HR capabilities must be carried out in a planned, measurable and sustainable manner in order to achieve maximum results, namely by improving performance. Cyber world is a new battlefield that will only be won by individuals or institutions that have good organizational governance, superior human resource capabilities, and high HR performance. These three factors will contribute greatly to the competitive advantage of an institution or institution to be able to compete in the midst of uncertainty in the cyber world. For this reason, leaders are expected to be able to understand these challenges and respond to them by building good organizational governance and HR management.

6.2. Recommendations

The other researcher can develop the results of this study to find out what variables can affect performance either directly or indirectly in other sectors that are faced with cyber challenges. Other recommendations that can be expected to further researchers apart from those previously given are to conduct research at other institutions or institutions outside the Indonesia Armed Force (TNI) and Indonesian Navy (TNI AL) that have similar challenges, namely challenges in the cyber domain. For example, these institutions or institutions are engaged in the telecommunications, banking and other strategic sectors.

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