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## Business environment, training, human resources development and entrepreneurial readiness for employees of PT Industri Telekomunikasi Indonesia

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### ABSTRACT

This research aims to determine the effect of the business environment, training, and human resource development on the entrepreneurial readiness of employees of PT Industri Telekomunikasi Indonesia. The research method used is descriptive quantitative. The data of this study is primary data, namely the data from questionnaires distributed to respondents. The population in this study were all employees of PT Industri Telekomunikasi Indonesia in the position of April 2021 as many as 276 people, and the sample was taken using a random sampling method with a total of 57 respondents. The method of analysis and testing of research data used is modeling using the Amos 24.0 program while verification testing with an approach in modeling and solution techniques that will be used as an analysis tool Modeling on variants or components, namely PLS (Partial Least Square). The resulting study is shown that there is a positive influence of the business environment on readiness for entrepreneurship, the positive effect of training on readiness for entrepreneurship, and a positive effect on human resource development on readiness for entrepreneurship.



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## Introduction

Retirement will be faced by every individual who works in government and private agencies. Retirement or quitting in a job are challenge of as well as opportunity to do new semethings (Sina, 2015), so that some individuals feel very happy when retirement arrives. However, for some others, retirement is considered a worrying period, so they do not know what they will do in the future when they retire (Lytle et al., 2015).

As explained in the Law on the retirement period in Law no. 13 of 2003 concerning Manpower Article 154 letter c states "Workers/laborers reach retirement age in accordance with the provisions in work agreements, company regulations, collective labor agreements, or statutory regulations". The article does not explain about the retirement age of workers, but the retirement age limit usually refers to the habits that apply in the company, or is guided by several laws (Laws) that regulate rights related to retirement, as in Article 14 Paragraph 1 of Law No. 3 of 1992 concerning Labor Social Security states that Old Age Security (JHT) is paid to workers who have reached the age of 55 years, this can be analogized as a limit when they reach the retirement age limit.

When they hear the word retirement, people think they are old, backward, old, ancient and so on. People assume that retirement is an unpleasant reality, there will be many changes in habits. The changes that will occur are reduced income, reduced daily activities, less mundane activities, and more walks and leisurely sports. This means that retirees will suffer psychologically and are no longer able to see themselves as productive members in contributing to society (Wang & Shi, 2014). So that this can cause employees to become stressed because they think about their lives in the future. This problem will usually occur in employees who do not prepare themselves for retirement or do not have the provisions to enter retirement. From a previous study, it was found that only (2.2% and 11.1%) of workers estimated their need for a financially secure retirement in the pre-test and post-test (in El-din, Mohamed, & Maged, 2012).

The existence of a business environment in the company's activities gets a lot of support from most of the previous research results. The findings obtained are very diverse in providing empirical evidence in their research, that the business environment can make a very significant contribution to company performance (Neneh & Vanzo, 2012; 214). However, other studies have found factors that have an inverse relationship (Chittithaworn et.al., 2011). Then other research generally implicitly shows that the effect of the business environment on the results varies according to the national and regional economic context (Ng & Kee, 2012). Furthermore, the influence of the company's business environment in an economy that is in a transitional position will be very different, such as China, Thailand or Vietnam (Chittithaworn et.al., 2011)

PT Industri Telekomunikasi Indonesia, which is a State-Owned Enterprise engaged in telecommunications equipment, is aware of the importance of preparing its employees for retirement. So as a concrete action to help employees face their retirement, PT Industri Telekomunikasi Indonesia has made a retirement preparation program. The training program during the retirement preparation period at PT Industri Telekomunikasi Indonesia has been held since 2010 based on the Collective Labor Agreement (PKB). The reasons behind the creation of this program include the many complaints from families of workers entering retirement who want socialization and debriefing so that retirement does not seem like a sudden thing (Delany, 2017).

This retirement preparation period program is held 1 (one) year before entering retirement for those who do not hold structural positions and 6 (six) months for employees who occupy structural positions. During this period, prospective retirees have been relieved of their duties so that they can focus more on the retirement preparation program provided by the company (Sutarto, 2013). However, there are also employees who do not take or do not take advantage of this retirement preparation period by continuing to work as usual voluntarily without coercion. Besides that, there are also employees who hold core or main jobs in the business (core business) that are requested directly by the company and some are even further requested by the Company to become PKWT (Specific Time Work Agreement) workers.

Looking at some of the factors above, retirement readiness is an important thing that must be owned by employees for the sake of survival in old age. We can improve retirement readiness by conducting training, where the training can help employees prepare comprehensively in terms of their psychological, health, and also financial management so that employees who will carry out retirement still have the confidence to face retirement and also have the attitude productive after retirement (Beehr & Bennett, 2015). Therefore, PT Industri Telekomunikasi Indonesia held a Retirement Preparation Period (MPP) training program that can help retirees. This MPP training program consists of various materials that can support and motivate retirees so that they can have confidence and an idea in continuing their next activities after retirement.

## Method

This research was conducted at PT Industri Telekomunikasi Indonesia, whose unit of analysis is the employees of the Indonesian Telecommunications Industry. The research method used is descriptive quantitative. The data of this study is primary data, namely the data from questionnaires distributed to respondents. Descriptive hypothesis testing uses the technique of determining the average score. While verification testing with approaches in modeling and solution techniques that will be used as a modeling analysis tool on variants or components, namely PLS (Partial Least Square). All employees of PT Industri Telekomunikasi Indonesia in April 2021 were 276 people, while the research sample used a random sampling method with a total of 57 respondents.

## Results and Discussions

Based on the data collected, it is known that respondents for gender characteristics, the majority of employees of PT Industri Telekomunikasi Indonesia in this study were male as many as 46 respondents (81%). Furthermore, for age characteristics, the majority of employees are 40-45 years old with 54 respondents (94%). For the latest educational characteristics, the majority of employees have an undergraduate education as many as 42 respondents (74%). The calculation and verification of research data are shown in and structural equations are as follows

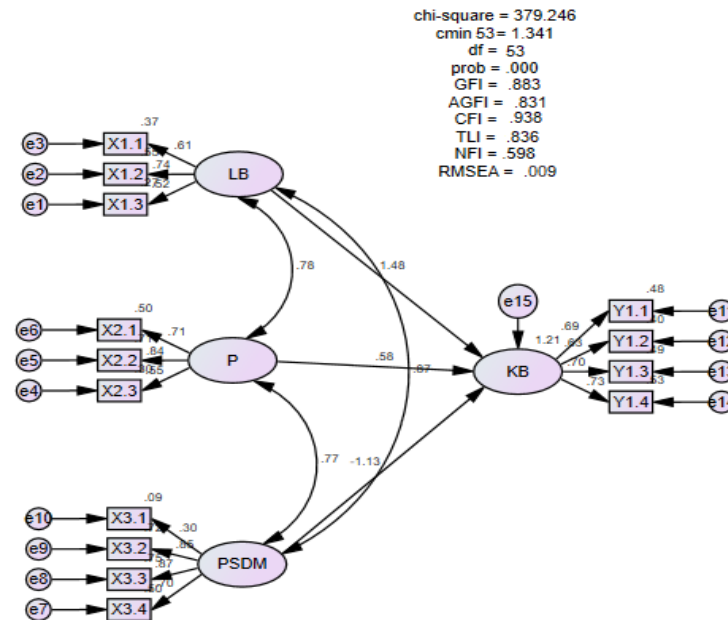


Figure 2. Assessment of the Measurement Model

The structural model in Figure 2 above is 379,246 and a degree of freedom of 53. Although values of CFI, TLI, AGFI and GFI are at marginal values, according to Hair et al., (2012), the values of CFI, GFI, AGFI and GFI to continue. This means that the model is quite fit and feasible to use.

### Conformity Test-Goodness of Fit Test Model

The results of the conformity test and fit of research data can be seen in table 1 below:

Tabel 1. The Conformity Goodness and Fit Test Model

Goodness of fit	Cut - off Value	Model Result	Keterangan
Chi-Square	Expected a small value	379,246	Bad
Probabilitas	□ 0,05	0,000	Bad
CMIN/DF	□ 2	1,341	Good
GFI	□ 0,90	0,883	Marginal
RMSEA	□ 0,0	0,009	Good
AGFI	□ 0,90	0,831	Marginal
TLI	□ 0,95	0,836	Marginal
CFI	□ 0,94	0,938	Marginal

Source: Primary data research results processed (2021)

Although CFI, TLI, AGFI and GFI received marginally. As Hair et.al, 1998 that the feasibility of the model does not have to be entirely fulfilled, but at least one of the results of the test method is fulfilled.

### Causality Test (Regression Weight)

A statistical test of the relationship between variables is used as the basis for determining the proposed hypothesis. The results of the statistical test used to see the level of significance of the relationship between the variables studied through the critical ratio (C.R) and the probability value of each variable.

**Table 2.** Causality Test

			Estimate	S.E.	C.R.	P	Label
Business environment	<-->	Entrepreneurial readiness	1.377	.431	3.193	.001	par_11
Training	<-->	Entrepreneurial readiness	1.111	.301	3.690	.000	par_13
HR Development	<-->	Entrepreneurial readiness	-.261	.130	-2.003	.045	par_12

Source: Primary data research results processed (2021)

### Coefficient of Determination

The following is the result of the calculation of the coefficient of determination (R<sup>2</sup>) which is used to determine how much the endogenous variable contributes in this research.

**Table 3.** Coefficient of Determination

Variable	Estimate
Entrepreneurial readiness	0.810

Source: Primary data research results processed (2021)

The results of the above calculation show that in this model the variables of the business environment, training and human resource development together have an influence on entrepreneurial readiness (Y) by 81%.

### The influence of the business environment on entrepreneurial readiness

It is known that the effect the business environment to entrepreneurial readiness has a CR (3,193) there is a positive effect the business environment to entrepreneurial readiness. The condition of the business environment shows the existence of relationships between individuals in a certain area or area or often refers to certain community conditions. A positive attitude from the community towards entrepreneurship and broad community support for entrepreneurial activities will motivate people to start new businesses.

On the other hand, a negative attitude towards entrepreneurship can lead to unsuccessful entrepreneurial activities. Based on the theory put forward that external, internal environment and according to Dalyono the environment includes, both those that are physiological, psychological, and sociocultural (Octavionica et al., 2016). So that employees who will undergo retirement need broad support from all existing community structures and organizations. This is also supported by the research of Neneh (2021) & Vanzyl (2014).

### The effect of training on entrepreneurial readiness

It is known that the effect training to entrepreneurial readiness is (3,690) there is a positive effect training to entrepreneurial readiness. It is in line with Apsari's (2012) research, namely the retirement preparation program (training) provided by corporate institutions allows for a structured and comprehensive preparation plan related to various aspects needed. Kosasih's research (2019) provides research results that support that direct training will have an impact on entrepreneurial readiness which will later become success in entrepreneurship.

A thing that needs to be regulated or managed by the company. This management is not only related to the flow but also human resources or employees. Employees who are approaching retirement need to be managed, one of which is assisted in the preparation process. With the involvement of the company in preparing for the retirement of its employees, it is hoped that the training prepared will be more appropriate to what is needed by prospective retirees so that the readiness to face retirement from employees will be much better.

### The influence of human resource development on entrepreneurial readiness

It is known that the effect HR development to entrepreneurial readiness has a CR (-2.61) there is an effect HR development to entrepreneurial readiness.

Almost the same as the results of the study Bayu (2017), Al Faruq (2020). In this case, employees must always develop their Human Resources capabilities in order to increase their effectiveness and efficiency, take advantage of various opportunities that exist, explore various resources and foster enthusiasm and courage to dare to rise from failure in order to come up with various kinds of creative ideas. The results of Kosasih's research (2021) show that human resource development is able to have the characteristics of an entrepreneurial spirit so that it is able to be future-oriented. Thus, competitive advantage and the level of welfare can be

increased in order to face rapid changes in technology and information and overcome increasingly high competition.

## Conclusions

All variables are business environment, training, and HR development variables have a positive influence on entrepreneurial readiness. Thus, the suggestions from the author for companies are to prepare adequate pension insurance for employees, to prepare early successors who will carry out the work that will be left by retiring employees, and transfer knowledge before workers retire through discussions guided by the HRM function, both at the divisional and corporate level. Then the advice for workers who will enter retirement is to start trying to get used to new conditions that are different from when they work and open the door for something new so that they are more prepared and already have careful planning in entrepreneurship.

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