

Effect of Human Resource Development on Employee Performance of Indonesian Manufacturing

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ABSTRACT

This research was conducted with the aim to determine whether there is an effect of human resource development on employee performance, to determine whether there is a significant influence between human resource development and employee performance. The research method used is associative research method, which is looking for the relationship between variable X and variable Y. Here variable X is human resource development and variable Y is employee performance. The sample used is all employees as many as 120 respondents. Sampling using saturated sampling technique / population research. Training has no significant effect on employee performance. The increase in the training variable did not increase the employee Performance variable and the decrease in the training variable did not decrease the employee performance variable. Coaching have no effect on employee Performance. The increase in the coaching variable did not increase the employee Performance variable and the decrease in the coaching variable did not decrease the employee performance variable. Development has a significant effect on employee Performance. Increasing the development variable will increase the employee Performance variable and reducing the development variable will decrease the employee Performance variable.

Keywords

Human Resource Development, Employee Performance, Indonesian Manufacture

INTRODUCTION

According to Nelvitia (2021);Hendri (2021) Human Resource Development is the process of preparing individuals to assume different or higher responsibilities in the organization, usually related to increasing intellectual abilities to do a better job. Development leads to learning opportunities designed to assist the development of workers. Human Resource Development for employees is a systematic learning and training process to improve their competence and performance in their current jobs and prepare themselves for future roles and responsibilities. Performance is the activity of processing organizational resources to achieve organizational goals. Performance is basically what employees do so that it affects how much they contribute to agencies and organizations including the quality services provided. Organizations in improving employee performance need the development of appropriate human resources with a supportive work environment. Employee performance significantly contributes to organizational performance, therefore it must be managed in such a way. Employee performance is the result of the thought and energy of an employee on the work done, it can be tangible, seen, counted, but in many cases the results of thought and energy cannot be calculated and seen, such as ideas and innovations from employees in order to improve. organizational progress. Increasing the growth and number of customers in micro banking services will increase the number of manufacturing industries. To be able to compete and survive in a microfinance business environment that is constantly changing and growing, companies must be able to find suitable human resources in their fields. After that the company must be able to plan the right form of human resource

development to anticipate changes in the dynamic manufacturing industry. Human resources that develop and are able to accept change are valuable assets for the company to keep trying to be better and in the end improve the company's performance both in the short and long term.

According to Gunartin (2020); Mulyadi (2020) the capabilities that have been possessed must be continuously honed in order to obtain performance improvements which are still very much needed by the company, even by all companies by providing development programs for all of their employees to be able to compete in competitive banking competition. With human resource development, employees can choose ways to improve themselves and determine their career goals. Employee education and training are human resource development activities to increase knowledge, abilities and skills, and improve employee performance. Education and training seeks to develop employee intellectual and personality abilities. Therefore, every organization that wants to develop must really pay attention to employee education and training so that it can have an effect on improving employee performance. Based on the results of initial observations the researchers found several problems that need to be considered in the manufacturing industry related to human resource development, especially in education and training employees. This problem is related to the performance of employees in the manufacturing industry which is still not running optimally. This can be seen in terms of quality, there are still new employees whose education and training are not in accordance with their position, so that employees find it difficult to complete their work. And there are still employees who complete their work not according to the time limit set by the company so that many customers complain about the services provided. Each employee carries out training so that they are able to operate in accordance with the unit being worked on. Based on the facts, the decline in employee performance is slightly influenced by employees who are absent, on leave, sick, and others.

Realizing the importance of education and training requires good coordination from each division. Coordination is important in the organization, because in it there are different activities and carried out by many people, so there is a need for good coordination so that activities do not get confused and can be aimed at points of direction for achieving goals efficiently. In the face of changes in the organizational environment, both micro and macro environments that are increasingly fast and complex, organizations must be dynamic and be able to anticipate or be able to adapt, namely by developing human resources in order to improve the capabilities and quality of employees which have an impact on improvement. According to According to Sudibjo (2021); Gunartin (2020); Mulyadi (2020) development is a process of how employees or employees gain experience, expertise and attitudes to become or achieve success as a leader in a company or organization. Development is felt to be increasingly important in an organization because of the demands of a job or position. This can be done by increasing the skills and knowledge of employees which are manifested in various tangible forms, for example providing training, holding seminars, providing skills courses and others. According to Nelvitia (2021); Hendri (2021); Gunartin (2020); Mulyadi (2020) Development is an effort to improve technical, theoretical, and technical capabilities. conceptual, and employee morale in accordance with the needs of the job / position through education and training. According to Sudibjo (2021); Gunartin (2020); Mulyadi (2020) HR development is the process of preparing individuals to take on different or higher responsibilities within the organization, usually related to increasing intellectual abilities to do a better job. Development leads to learning opportunities designed to assist the development of workers. According to Sikula (2007) development refers to staff and personnel problems as a long-term educational process using a systematic and organized procedure by which managers learn conceptual and theoretical knowledge for general purposes. According to Sudibjo (2021); Gunartin (2020); Mulyadi (2020) the meaning of employee

development is efforts to improve skills and general knowledge for employees so that the implementation of goal achievement is more efficient. From the above definitions it can be concluded that human resource development is a planned and systematically to improve employee knowledge both technically, theoretically, conceptually and morally according to the needs of the organization now and in the future. Human resource development that is carried out aims to create employees who have competencies and qualifications according to competency standards, with employees having competencies, the work performance of these employees will increase.

Performance is a term that comes from the word job performance or actual performance (actual work performance or achievement someone has achieved). Performance is the result or overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or certain criteria that have been predetermined and agreed upon. Performance is the appearance of work results both in quality and quantity. According to SidikPriadana (2021); Ardi (2020) performance is the work that can be achieved by a person or group of people in an organization in accordance with their respective authority in an effort to achieve organizational goals legally, does not violate the law, in accordance with morals and ethics. Meanwhile, according to Ruky (2004) performance (work performance) is a condition that must be known and informed to certain parties to determine the level of achievement of results, which is associated with the mission carried out by an organization and to know the positive and negative impacts of a policy taken. Work performance (performance) is a result of work achieved by a person in carrying out tasks assigned to him based on skill, experience, sincerity, and time. Job performance is a combination of three important factors, namely, the ability and interest of a worker, the ability and acceptance of the explanation of the task delegation, and the role and level of motivation of a worker. According to SidikPriadana (2021); Ardi (2020); Sudibjo (2021); Gunartin (2020);Mulyadi (2020) states that quality human resources in the real sense is the work done will produce something which is what the worker wants. Quality is not just clever but it fulfills all the qualitative requirements that the job demands so the work can actually be completed according to the competence of ability, skills, skills, personality, attitudes and behavior. Human Resources its existence occupies the most decisive position in improvement

quality of an organizational system. In integrated quality management, employees are given the opportunity to actively involved in the system with the development of its capabilities, either managerial ability and operational implementation capability, because the most important goal in integrated quality management is how increase the enthusiasm and morale of employees and develop them in order has optimal quality. According to Nelvitia (2021); SidikPriadana (2021); Ardi (2020); Sudibjo (2021); Gunartin (2020);Mulyadi (2020) the application of integrated quality management affects the quality of resources human. The implementation of the role of integrated quality management is, among other things, the role leadership, employee roles, the relationship between employees and leaders, and the environment work.

METHOD

The type of research that the writer uses in this research is associative research. According to Sugiyono (2010: 11), "Associative / quantitative research is research that aims to determine the degree of relationship and patterns / forms of influence between two or more variables, where with this study a theory will be built that functions to explain, predict and control a symptom. ". This study discusses the effect of human resource development on employee performance in the

manufacturing industry. Data collection techniques in this study are field research in the form of interviews with company parties and through questionnaires or questionnaires given to respondents totaling 120 manufacturing industry employees.

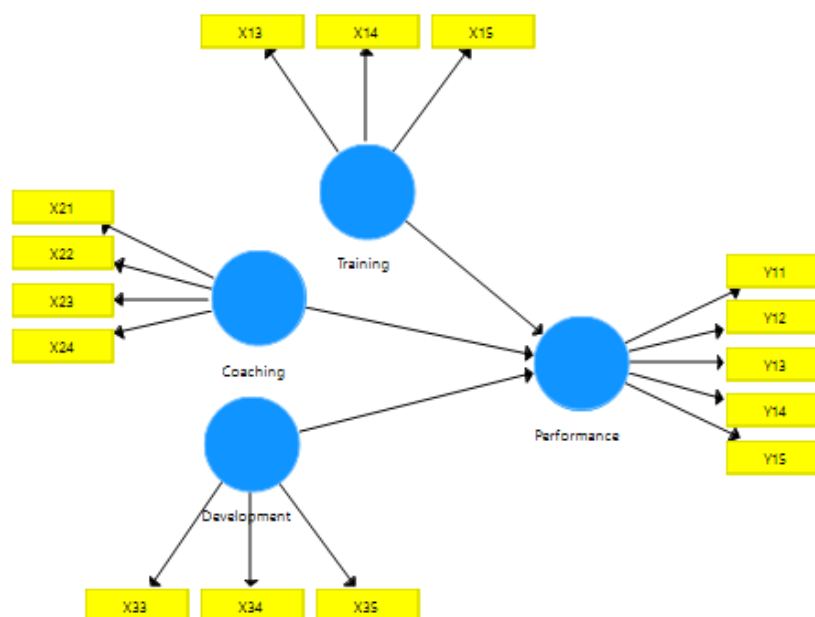


Fig 1.Reseach Model

Based on the theoretical study and previous research above, the research model is as in Figure 1. While the research hypothesis is as follows:

H1: Training has a significant effect on employee performance

H2: Coaching have a significant effect on employee performance

H3: Development has a significant effect on employee performance

RESULT AND DISCUSION

Table 1. Respondents Profile

Attribute		Total
Age	< 30 Years	44
	30 - 40 Years	36
	> 40 Years	40
Gender	Male	62
	Female	58
Work Periode	< 5 Years	42
	5-10 Years	40
	> 10 Years	38

The testing phase of the measurement model includes testing for convergent validity, discriminant validity and composite reliability. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of

convergent validity, discriminant validity and reliability testing. Convergent validity test is done by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghozali, 2014). In this study, the minimum limit for the accepted loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014)

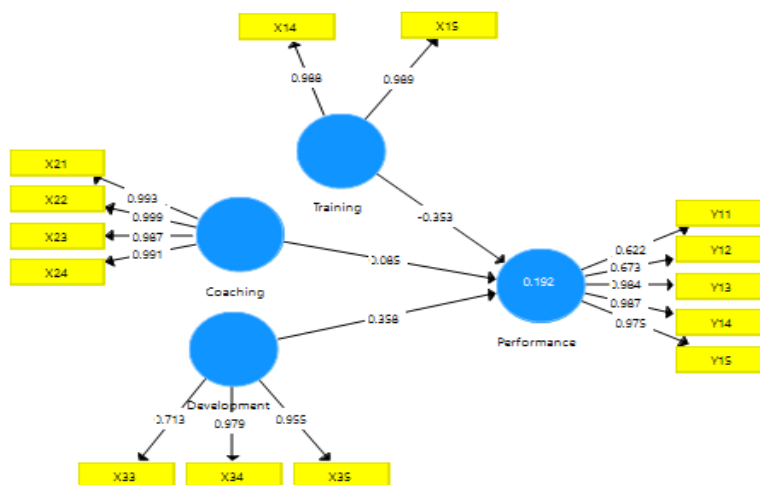


Fig 2. Model valid

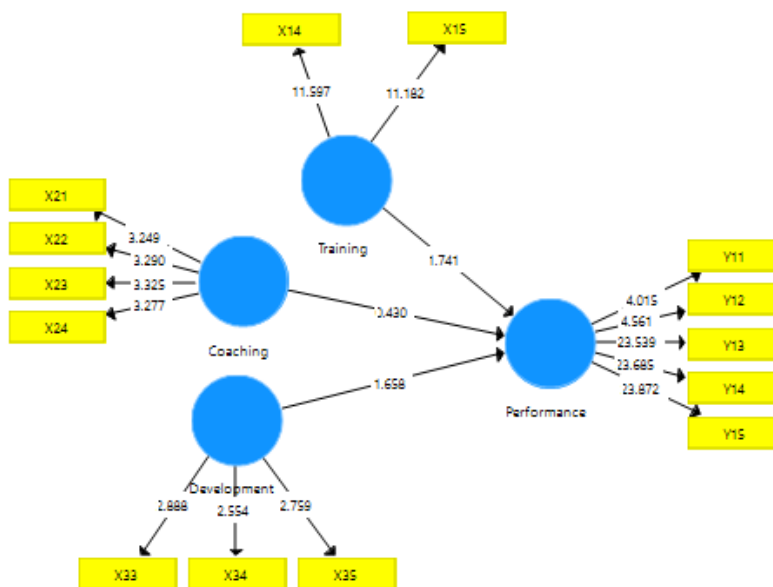


Fig 3. Model valid

Based on the estimation results of the PLS model in the image above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements. Apart from looking at the loading factor value of each indicator, convergent validity was also assessed from the AVE value of each construct. The AVE value for each construct of this study is more than 0.5. So the convergent validity of this research model has met the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in table 2 below:

Table 2. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Coaching	0.995	1.016	0.996	0.985
Development	0.898	1.111	0.918	0.793
Performance	0.926	1.029	0.934	0.747
Training	0.976	0.978	0.988	0.976

Construction Reliability Testing

Construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and cronbach's alpha value is more than 0.7. (Ghozali, 2014). The results of the reliability test in Table 2 above show that all constructs have composite reliability and Cronbach's alpha values are greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability. Discriminant validity is done to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value are obtained as follows:

Table 3. Item Loading and Cross-Loading

	Coaching	Development	Performance	Training
X14				0.988
X15				0.989
X21	0.993			
X22	0.999			
X23	0.987			
X24	0.991			
X33		0.713		
X34		0.979		
X35		0.955		
Y11			0.622	
Y12			0.673	
Y13			0.984	
Y14			0.987	
Y15			0.975	

The results of the discriminant validity test in Table 3 above show that all constructs have a square root value of AVE above the correlation value with other latent constructs (through Fornell-Larcker criteria) so that it can be concluded that the model has met discriminant validity.

Hypothesis testing

Hypothesis testing in PLS is also known as the inner model test. This test includes a significance test for direct and indirect effects as well as a measurement of the magnitude of the influence of exogenous variables on endogenous variables. The effect test was performed using the t-statistic

test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value are obtained as shown in the table below:

Table 5. *R Square*

	R Square	R Square Adjusted
Performance	0.192	0.164

Based on Table 5 above, the R Square value is 0.192 which means that the employee performance variable can be explained by the coaching, training and development variables by 19.2%, while the remaining 780.8 is explained by other variables not discussed in this study.

Table 6. Hypotheses Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coaching -> Performance	0.085	0.096	0.198	0.430	0.667
Development -> Performance	0.358	0.347	0.216	1.658	0.098
Training -> Performance	-0.353	-0.363	0.203	1.741	0.082

Meanwhile, Table 6 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

Relationship of Training to Employee Performance

Based on the results of the analysis in table 6, it is obtained T Statistics of $0.430 < 1.96$ and P-Values of $0.667 > 0.050$ so that it can be concluded that H1 is rejected, training has no significant effect on employee performance. The increase in the training variable did not increase the employee Performance variable and the decrease in the training variable did not decrease the employee performance variable

Relationship of Coaching to Employee Performance

Based on the results of the analysis in table 6, it is obtained T Statistics of $1.658 > 1.96$ and P-Values of $0.098 > 0.050$ so that it can be concluded that H2 is rejected. Coaching have no effect on employee Performance. The increase in the coaching variable did not increase the employee Performance variable and the decrease in the coaching variable did not decrease the employee performance variable

Relationship of Development to Employee Performance

Based on the results of the analysis in table 6, it is obtained that T Statistics is $1.741 < 1.96$ and P-Values $0.082 > 0.050$ so that it can be concluded that H3 is rejected, development has a significant effect on employee Performance. Increasing the development variable will increase the employee Performance variable and reducing the development variable will decrease the employee Performance variable

Based on the results of the study, According to Hendri (2021); Pramono (2021) ;Rudyanto (2020) found that the educational variables consisting of intellectual, personality, soft skills, study assignments, and academic / hard skills as well as training variables consisting of instructors, participants, materials, methods, goals, and objectives had a strong relationship with employee

performance variables. Thus, the five indicators in the education and training variables have an effect. The results showed that education and training had an effect on employee performance. Internal factors are factors that come from within employees. Meanwhile, external factors are factors that support employees at work that come from the environment, for example human resource development. Thus, employee performance is influenced by human resource development, which consists of education and training. Education and training have a positive effect on employee performance. This is because education and training are one of the efforts in developing human resources for an organization, but improving employee performance in each organization has its own percentage, so with the education and training for employees, employees experience positive changes for employees. both knowledge, abilities and skills that are increasing with the development of human resources. Education is one of the requirements for sitting in a position. Education is an activity to improve the mastery of theory and skills to solve problems related to work in order to achieve goals. Educational activities are carried out to improve the productive contribution of employees and develop human resources. Thus education affects the smooth running of a person's performance, employees with higher education are expected to have better thinking so that they will help employees in carrying out a job and ultimately help the company achieve the goals that have been set. Training is a process to improve employee competence which is carried out in time. is relatively short, both for new employees and existing employees. The company always does this with the aim of continuously increasing the knowledge, skills and abilities of its employees. Training is also intended to assist employees in understanding practical knowledge needed to complete tasks, especially tasks that require new knowledge and skills in line with developments in science and technology that employees must master. Effective training has a significant effect on improving work processes, this is because mistakes or deficiencies in carrying out work in the past can be corrected. To improve employee performance abilities and correct past performance deficiencies, this can be done by increasing operational knowledge and skills in carrying out a job. According to Nelvitia (2021);Hendri (2021);Pramono (2021) ;Rudyanto (2020) ; SidikPriadana (2021); Ardi (2020); Sudibjo (2021); Gunartin (2020);Mulyadi (2020) The purpose of human resource development is to create employees who have good performance by increasing their ability to perform better. If the previous employee's performance is positive, then the development given aims to further improve the employee's performance. Meanwhile, if the previous performance was negative, then the goal of human resource development is to improve it to be good and positive. The results of multiple linear regression analysis show a positive relationship, namely the effect of human resource development is in line with employee performance at. From the simultaneous test results, it is found that human resource development has a significant effect on employee performance. From the partial test, the results show that the human resource development variables which consist of education and training have a positive and significant effect on employee performance.

This research was carried out form of study from several researchers previous studies regarding human resources, organizational culture, as well as the quality of performance. Research results are implemented by SidikPriadana (2021); Ardi (2020); Sudibjo (2021); Gunartin (2020);Mulyadi (2020) shows a leadership style and Organizational culture has a positive effect and significant to employee performance through employee job satisfaction. Style leadership is one indicators of HR management have an important role in giving employee job satisfaction (service). Efforts to improve quality Tamalate District Office services determined by HR management and organizational culture that is always oriented on quality services as efforts to

meet needs and community expectations. Based on the results Widodo's research (2015), it can concluded that there is a strong influence between human resources with capabilities work. The magnitude of the influence of the source variable human power to work ability amounted to 60.7%, while the rest influenced by other factors outside of this research variable. This research proved successful there is the influence of human resources on work ability. Research result Oktarina and Mustam (2018) point out that the management of Source Management Inner power Bureaucratic Reform in the Agency Staffing Education and Training according to the 8 specified aspects in regulations which include: Recruitment, Job Analysis, Job Evaluation, Compilation of Competency Standards.

Next the research results of Satriani and Sary. (2015) concluded that based on research, there is a positive influence between organizational culture on employee performance, this indicates that if the organizational culture in a company or institution is strong, the employee performance will be strong, high. Cooperation between employees will form a good and strong culture. However, several factors need to be improved and considered, such as employees who are too relaxed at work, employees focus on the final result regardless of the process that occurs and others. These factors can be improved if the superior is able to be firm and monitor the work of the employees at a certain time so that the work carried out by the employees is in line with the goals of the company or institution. Abdussamad (2015) shows the results of research from four dimensions of measuring the level of cultural quality Organization, the Attention to Detail dimension is the dimension with the highest quality level of Organizational Culture compared to other dimensions. Meanwhile, the Person Orientation dimension has the lowest level of Organizational Culture quality, although the level is still quite sufficient. Items "Employees are encouraged to work innovatively" is the item with the highest quality level of Organizational Culture compared to other items. The item "One form of organizational attention to outstanding employees is given social security" has a quality level of Organizational Culture the lowest, although the level is still quite sufficient. Furthermore Nelvitia (2021); Hendri (2021); Pramono (2021) stated that Organizational culture helps employees perceive the organization or company they work for. When employees feel proud of their work and the organization they belong to, they are more likely to more easily motivated to perform well. Next, Baan (2015) presents the results of his research that the organizational culture provided by the company has a positive and significant impact on performance employees at the company. So, the organizational culture provided by the company to its employees measured based on trust between human resources, expectations of the future / career development, that description clear of those rights and obligations responded very positively by employees at Grand Victoria Hotel Samarinda so organizational culture given by the company can add employee enthusiasm in doing daily work so performance these employees can step up work productivity. Employee job satisfaction itself is an important element in determine the success of an organization. The quality of human resources will be fulfilled if job satisfaction as elements that affect performance can be created perfectly (Yudha:2018).

CONCLUSION

Training has no significant effect on employee performance. The increase in the training variable did not increase the employee Performance variable and the decrease in the training variable did not decrease the employee performance variable. Coaching have no effect on employee Performance. The increase in the coaching variable did not increase the employee Performance variable and the decrease in the coaching variable did not decrease the employee performance

variable. Development has a significant effect on employee Performance. Increasing the development variable will increase the employee Performance variable and reducing the development variable will decrease the employee Performance variable. As for achieving the goals of the manufacturing industry towards employee performance, there are a number of suggestions to be conveyed as follows: employees so that employees can further improve their performance and be profitable for the company.

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