

## HR Development as an Effort to Improve Employee Performance at PT. Nandhi Radja Nusantara Surabaya



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**ABSTRACT:** This research aims to find out how much influence the development of HR levels has on employee performance at PT. Nandhi Radja Nusantara. And to find out how much influence employee performance has. This research was carried out at that location and permission was obtained from the company leadership to conduct the research. This is thought to be caused by problems that often occur in companies related to employee performance in accordance with Human Resources, resulting in a decline in the performance of employees at PT. Nandhi Radja Nusantara. This research method uses a qualitative method, namely where this research obtains real data from employees or employees in charge (supervisors) of the company. The results of this research will later become research material for the company PT. Nandhi Radja Nusantara continues to evaluate the performance of its employees so that in the future they can be more neatly organized. Thus, the conclusion that can be drawn from this case study or research is that: the influence of Human Resources in a company is very important to support good employee performance and by following the company's operational standards (SOP) well and understandingly. PT. Nandhi Radja Nusantara Surabaya.

**KEYWORDS:** HR Development, Employee Performance, Company Culture, Leadership.

### I. INTRODUCTION

The success of an organization or company is influenced by the performance of individual employees. Every company will always try its best with the hopes and objectives of the company's vision and mission achieved. According to (Mangkunegara, 2010) states that employee performance is the result of hard work and the quality achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them, is a reflection of the behavior and abilities of employees in the company. The high and low performance of employees is very influential and is influenced by several factors, including coaching from the start and development of human resources (HR). Development of human resources on employee performance (Ambita, 2013) is very much needed to improve employee performance. With the aim of training mentally, being disciplined at work and acting professionally in the company. Companies are obliged to implement development programs for. In this case, the development of employee human resources is the main key to the progress of the company's achievements. The steps for developing employee human resources carried out by PT Nandhi Radja Nusantara Surabaya include providing training programs and training in attitude discipline and motivation at the start of recruitment. The positive impact of providing a training program for employee self-development goals is an increase in knowledge, abilities and skills over time which has an impact on improving the quality of the products produced and the company's work system as a whole. Apart from that, it also has an impact in the form of making it easier for employees to quickly adapt and adjust to the field of work they are given

### II. LITERATURE REVIEW

#### 1. Performance

Achievement is the result of both qualitative and quantitative work carried out by someone in carrying out tasks in accordance with the responsibilities given (Yolinza, 2023). An employee's performance is the result of the employee's personal hard work. Tasks of Assigned Responsibilities (Saehu, 2018) states that efficiency is the work result achieved by someone who carries out the

tasks assigned to employees. And from the research of previous researchers it can be concluded that performance is the result of work or success achieved by employees in their field.

### 2. Employee

Employees are one of the most important assets apart from building assets or company buildings which have a very important role in the company. Therefore, there needs to be something called developing and optimizing human resources for the performance of employees in a company. Good and appropriate development will influence employee performance at work and work according to appropriate targets, however, if the development and optimization is not appropriate it will give rise to many factors that influence employee performance. According to observers, the factors that influence employee performance with less precise optimization include training or training at the beginning of recruitment, education and training, discipline, attitudes and motivation that are given before becoming permanent employees. Health is also a factor, namely physical, nutritional and mental health so that it is well maintained. Efforts to optimize employee performance can also be done through other means, namely an individual approach by providing moral values and motivation that will foster intelligence that can help become a human being who has complete morals and intellectual qualities.

### 3. HR Development

Human resources are skills that integrate thinking power and physical power, with characteristics and behavior selected from the environment (Dipang, 2013). Career development is the process of increasing a person's ability to work to achieve the desired career. Human resource development is one of the factors that aims to increase the ability to achieve goals (Nurhalis, 2007) technically, theoretically, conceptually and morally for employees in accordance with company needs and SOPs for employees through. Education or training.

Human resources are a key factor in an organization. Whatever the form and purpose. Organizations emerge based on different visions and tasks for the benefit of the people. Human resources are useful in all aspects of management, especially those related to the existence of the organization. Resources are the potential inherent in humans to fulfill their role as adaptive and transformative social creatures, able to control themselves and all the potential that exists within them to achieve a prosperous life in a balanced and sustainable order. Apart from career development, there are still many political systems found in appointments to structural positions, including employee performance which can be used as a small record of the work that a person has achieved. According to (Soetjipto., 2007) So, promotions are based on the real competence of the prospective employees who are appointed so that the discovery of less competent officials in a company. As a result, a system that is unclear and less objective has a negative effect on employee performance at the company or agency level. These are some of the problem factors found at PT. Nandhi Radja Nusantara.

Based on the problems that occurred at PT. Nandhi Radja Nusantara Surabaya needs to conduct further studies on employee performance development at PT. Nandhi Radja Nusantara, the article formula to review the theory of independent variables on dependent variables is as follows:

- a. How does employee/employee human resource development influence company performance?
- b. What is the perceived impact of HR development on employees?
- c. What personal development goals have you achieved while working at the company?
- d. Are there factors that influence employee/employee performance while working at the company?
- e. What is the perceived impact of HR development on the company?
- f. What has not been achieved from your respective self-development?

## III. RESEARCH METHOD

Research methods are methods or methods used by researchers to carry out observations or collect data related to the type of research, how to collect data, research area, data sources to be used and methods used to carry out data analysis. (Sugiono, 2021).

### 1. Types of Research

The approach used in this research is a qualitative approach to understanding phenomena experienced by research subjects related to behavior, perceptions, motivation, actions and so on. A descriptive approach expressed in the form of words and language statements using a natural method. This research will provide an overview of the performance of employees, especially at PT companies. Nandhi Radja Nusantara which has human resource development standards.

### 2. Informant Description

The research uses a qualitative method, namely using an interview method with several sources/informants. The data source taken is based on the results of interviews with PT employees. Nandhi Radja Nusantara which was taken a few days ago.

**Table 1. Informant Data**

| No | Name              | Position           | Length of Work |
|----|-------------------|--------------------|----------------|
| 1. | Timo              | Head Of Production | 5 years        |
| 2. | Firman            | Production Staff   | 3 years        |
| 3. | Debbi bara atmaja | Production Staff   | 2.5 years      |
| 4. | Onny              | CEO                | 7 years        |
| 5. | Andhika           | Production Staff   | 2 years        |

**Table 2. Question**

| No | Variabel                       | Pertanyaan                                                                                                                                                                                              |
|----|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Employee performance           | 1. What are the achievements of each employee in the company?<br>2. What is employee motivation to improve performance?<br>3. What factors influence employee performance while working at the company? |
| 2  | Achievements/awards            | 1. What achievements has the company achieved from human resource development?                                                                                                                          |
| 3  | HR Development                 | 1. What kind of leader understands human resources and employee performance?<br>2. What do employees expect from leaders?                                                                               |
| 4  | Organizational/company culture | 1. Does the culture that is always implemented in the company affect employee performance?<br>2. Of all the employees, is there anyone who doesn't agree with the culture in the company?               |
| 5  | Leadership                     | 1. What kind of leader understands human resources and employee performance?<br>2. What do employees expect from leaders?                                                                               |

**3. Data collection technique**

Research data was obtained directly from sources from research results directly at the location and sourced from data, references, books, articles and other literature. And primary data was obtained directly from sources, namely PT managers or staff. Nandhi Radja Nusantara.

**IV. RESULT AND DISCUSSION**

The following is a description of the results of interviews between researchers and five informants and sources regarding human resource development to improve the performance of PT Nandhi Radja Nusantara Surabaya employees.

**1. The Influence of Employee Human Resource Development on Company Achievement**

Employee human resource development is the most important key for a company to be able to achieve common goals. This cannot be denied, because the quality of employee performance in their respective positions influences each other on a small, medium and large scale. In addition, without efforts to develop the quality of human resources, the company's performance could be in danger of dropping drastically. The method commonly used by a company to improve the quality of employee human resources is through the provision of various intensive training programs. (Handoko, 2010)

In the context of PT Nandhi Radja Nusantara Surabaya, there are a number of effective steps taken to realize employee human resource development in order to improve the company's achievements in the manufacturing sector. Examples include providing training programs and training in attitude discipline and motivation at the start of recruitment. Even though according to a number of informants and sources it was less than optimal during its implementation, this program succeeded in providing initial knowledge and familiarization for each employee before being eligible for permanent status. The positive influence is also seen in improving quality, effectiveness and production efficiency which indirectly has an impact on high levels of consumer satisfaction and company performance.

### 2. Impact of HR Development on Employees

Human resource development regarding employee performance is very necessary to advance a company that wants to continue to develop and not be easily crushed by the wheels of time. The impact of its realization is certainly an important point that needs to be considered because employees are the spearhead of a company. The impact of the realization of HR development on employees at PT Nandhi Radja Nusantara Surabaya is an increase in employee knowledge, abilities and skills which has an impact on improving the quality of the products produced and the company's work system as a whole. One real form of this is that employees become increasingly skilled in working on handmade production-based products, rather than just being production machine operators. Apart from that, it also has an impact in the form of making it easier for employees to quickly adapt and adjust to the field of work they are given. According to the results of the interview, in general the motivation of employees is to improve performance, namely so that the company can develop further and in the future can bring prosperity to employees.

### 3. Factors that influence employee performance while working at the company

There are several factors that influence employee performance while working at the company, including:

#### a. Facility Factors

Inadequate facilities can hamper the continuity of the company's production process. For example, the presence of production equipment that does not meet the latest industry standards, both in quality and quantity, can slow down the production process, thereby impacting the overall level of employee productivity.

#### b. Social Factors

Social factors in this context can be related to relationships between co-workers or based on company leadership. Colleagues who do not comply with company rules can hinder the work process and have an impact on reducing team performance. One problem is serious enough that in developing employee human resources, (Syarifuddin, S., Ilyas, J. B., & Sani, 2021) not only knowledge and skills, but also attitudes and behavior require attention. On the other hand, employee performance can also be influenced by leadership. The ideal leadership style for most PT Nandhi Radja Nusantara Surabaya employees is one that is able to balance the needs of the company and employees so that a common ground is achieved for the welfare of both parties.

#### c. Company Culture Factors

One of the cultures that is often implemented at PT Nandhi Radja Nusantara Surabaya is working seriously but relaxed. The culture tends to be fun because it can combine productive work with listening to songs and joking with office colleagues. So that indirectly creates high work resilience for the majority of employees. However, based on the results of interviews, not all employees agree with the culture and rules that apply in the company. This is a common occurrence considering that there are efforts to unite two different interests in one Construction Company.

#### d. Health Factors

Apart from the three factors above, health factors are no less important for employees to pay attention to and always maintain in order to maintain quality performance and productivity while working, both physically and mentally. If there are health problems, it will be difficult for employees to carry out their usual activities and their work results will be less than optimal.

### 4. Personal Development Goals that Have Not Been Achieved or Have Been Achieved While Working at the Company

Goals or what can also be called aims are an idea about the results imagined, intended, desired and planned by a person or group of people in the future. Goals are one of the most basic foundations for determining the right direction of strategic movement, one of which concerns aspects of self-development. A number of research informants admitted that they experienced positive developments in the aspect of self-development by joining as employees of PT Nandhi Radja Nusantara Surabaya, especially regarding knowledge, abilities and skills which continued to improve over time. However, the rapid development of civilization forces every employee to always be adaptive and progressive, if they do not want to be left behind by the times. Furthermore, this is also supported by the statement that self-development has no final achievement.

## 5. DISCUSSION

Based on the results of this research, there are three interrelated variables that have a huge influence on improving the performance of organizational employees, including: Human Resources (HR), human performance and leadership development. Since the development of human resources, it has a very high impact on employees in improving personnel, and is the main key for companies to achieve common goals. There is no denying the quality of people who continue to thrive as they build their own practice. There are many factors that influence employee performance to achieve common goals within the company. Improving employee performance is very important for a company that wants to achieve common goals. This includes an individual approach to each employee or the so-called performance or goals of each employee. Goals are the most important reference point for an employee to determine the appropriate strategic direction related to the development of human resources in the company.

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Leaders or leaders in a company also have a big impact on the progress of human resource development in the company. Leaders have behavioral norms or an authoritative spirit that is used by someone when that person tries to influence the behavior of other people or. A leader must have a strong role as a dynamic force that encourages, motivates and coordinates the company in achieving a common goal. Leadership is a process where someone makes other people move with a good leadership style that is liked by many employees and of course makes other people do something they want to achieve together.

### V. CONCLUSIONS

The success of a company is influenced by the performance of individual employees. Every company will always try its best with the hopes and objectives of the company's vision and mission achieved. In this case, the development of employee human resources is the main key to the progress of the company's achievements. The steps for developing employee human resources carried out by PT Nandhi Radja Nusantara Surabaya include providing training programs and training in attitude discipline and motivation at the start of recruitment. The positive impact of providing a training program for employee self-development goals is an increase in knowledge, abilities and skills over time which has an impact on improving the quality of the products produced and the company's work system as a whole. Apart from that, it also has an impact in the form of making it easier for employees to quickly adapt and adjust to the field of work they are given. There are several factors that influence employee performance while working, namely facilities, social, company culture and health factors.

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