



# THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT ON IMPROVING EMPLOYEE PERFORMANCE AT PT PERKEBUNAN IV REGIONAL I

## PENGARUH PENGEMBANGAN SDM DALAM MENINGKATKAN KINERJA KARYAWAN DI PT PERKEBUNAN IV REGIONAL I

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### Abstract

This study aims to determine the effect of human resource (HR) development on employee performance at PT Perkebunan Nusantara IV Regional I. HR development includes motivation, personality, and skills, while employee performance is measured through quality, quantity, time, cost, supervision, and interpersonal relationships. The research method applies a quantitative approach with a saturated sample of 30 permanent employees in the HR & Management Systems division. Data were collected through observation and questionnaires, then analyzed using simple linear regression with SPSS. The results show that HR development has a significant effect on employee performance, as indicated by the calculated t-value of 5.872 > the table t-value of 1.699 with a significance level of 0.000 < 0.05. This means that the better the HR development program, the higher the employee performance. The study suggests that the company should continuously improve training, provide appreciation, and develop employee skills to sustainably enhance productivity.

**Keywords :** Human Resource Development, Motivation, Employee Performance

### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh pengembangan sumber daya manusia (SDM) terhadap kinerja karyawan di PT Perkebunan Nusantara IV Regional I. Pengembangan SDM mencakup motivasi, kepribadian, dan keterampilan, sedangkan kinerja karyawan diukur melalui kualitas, kuantitas, waktu, biaya, pengawasan, dan hubungan antar karyawan. Metode penelitian menggunakan pendekatan kuantitatif dengan sampel jenuh, yakni 30 karyawan tetap bagian SDM & Sistem Manajemen. Data diperoleh melalui observasi dan kuesioner, lalu dianalisis dengan regresi linear sederhana menggunakan SPSS. Hasil penelitian menunjukkan pengembangan SDM berpengaruh signifikan terhadap kinerja karyawan, ditunjukkan oleh nilai t hitung 5,872 > t tabel 1,699 dengan signifikansi 0,000 < 0,05. Artinya, semakin baik program pengembangan SDM maka semakin meningkat pula kinerja karyawan. Penelitian ini



menyarankan agar perusahaan terus meningkatkan pelatihan, memberikan apresiasi, dan mengembangkan keterampilan karyawan guna mendorong produktivitas secara berkelanjutan.

**Kata Kunci :** Pengembangan SDM, Motivasi, Kinerja Karyawan

## 1. INTRODUCTION

The role of human resources (HR) in a company is not limited to serving as labor but also as the main driver in achieving organizational goals. According to Purwanto (2016), HR development that is result-oriented is one of the key factors in improving productivity. PT Perkebunan Nusantara IV Regional I, as a State-Owned Enterprise (SOE) engaged in agribusiness, particularly in managing oil palm and rubber plantations, heavily depends on the quality and performance of its employees.

However, based on preliminary observations, not all employees are placed according to their educational background. Nevertheless, most of them are still able to complete their tasks well. This phenomenon raises the question of the extent to which HR development affects employee performance in the company.

The research problem in this study is: How does human resource development affect employee performance at PT Perkebunan Nusantara IV Regional I?

This research is expected to be beneficial for:

1. The author, as a means of broadening knowledge.
2. The company, as input for HR development programs.
3. Academics, as a reference for HR management research.

## 2. RESEARCH METHOD

This research employs a descriptive quantitative approach. The study was conducted at PT Perkebunan Nusantara IV Regional I, Human Resources and Management Systems Division, Medan. The research period was carried out from February to May 2025.

### Population and Sample

The research population consists of 30 permanent employees in the Human Resources and Management Systems Division. Since the population size is small, a saturated sampling technique was used, making the entire population the research sample.

### Data Collection Techniques

1. Observation: Direct observation of employee activities.
2. Questionnaire: Distributed to 30 respondents using a 5-point Likert scale.
3. Literature Review: Using relevant literature sources.

### Operational Definition of Variables

1. Human Resource Development (X): Motivation, personality, and skills.
2. Employee Performance (Y): Quality, quantity, time, cost, supervision, and interpersonal relationships.

### Data Analysis Techniques

The analysis was conducted using validity tests, reliability tests, normality tests, t-tests, and simple linear regression with the help of SPSS software.



### 3. RESULTS AND DISCUSSION

#### Respondent Characteristics

The majority of respondents are male (70%), with the dominant age group being 21–35 years (40%). Most of the respondents hold a bachelor's degree (63.3%).

#### Validity and Reliability Test

All questionnaire items are valid with r-calculated values greater than the r-table value (0.361). The reliability score for the human resource development variable is 0.889, while employee performance is 0.965, indicating that the instruments are reliable.

#### Simple Linear Regression Test

The regression equation obtained is:  $Y = 11.263 + 1.565X$

The calculated t-value of 5.872 > the table t-value of 1.699, with a significance level of 0.000 < 0.05. This indicates that human resource development has a positive and significant effect on employee performance. The coefficient of determination ( $R^2$ ) is 0.552, which means that 55.2% of employee performance is influenced by human resource development, while the rest is affected by other factors not examined in this study.

#### Discussion

The results of the study prove that human resource development makes a real contribution to improving employee performance.

1. **Motivation:** Recognition and a supportive work environment increase employee enthusiasm.
2. **Personality:** Character and openness to feedback encourage effective teamwork.
3. **Skills:** Training provided by the company enhances technical abilities and work efficiency. These findings are consistent with Kasmir (2016), who stated that motivation, skills, and personality are important factors in achieving performance. This study also reinforces the theory of Robbins and Judge (2021), which argues that performance is the tangible result of employee efforts in line with organizational expectations.

### 4. CONCLUSION

1. Human resource development, consisting of motivation, personality, and skills, has been proven to significantly influence employee performance at PT Perkebunan Nusantara IV Regional I.
2. Employees with high motivation, good personality, and adequate skills are able to complete tasks optimally.
3. Human resource development contributes 55.2% to employee performance, while the remaining percentage is influenced by other factors.

#### Suggestions

1. The company should enhance continuous training and development programs to strengthen both technical and managerial skills.
2. Providing regular rewards and recognition can increase employee motivation.
3. A collaborative work culture should be reinforced to create a supportive work environment.
4. Future research may expand the variables to include leadership, compensation, or organizational culture, which also have the potential to influence performance.



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