

## IMPROVING ORGANIZATIONAL PERFORMANCE THROUGH HUMAN RESOURCE DEVELOPMENT: A CASE STUDY OF CIVIL SERVANTS IN BATAM CITY

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**ABSTRACT.** This study aims to analyze the effect of human resource development (HRD) on organizational performance among civil servant employees (ASN) in Batam City. The study adopts a quantitative method with a survey approach. Data were obtained from 100 randomly selected civil servant employees (ASN). The results of the study indicate that human resource development has a positive and significant effect on organizational performance. This means that the better the HRD implementation, the higher the organizational performance achieved. The influence of human resource development on organizational performance can be explained through several mechanisms. Firstly, HRD enhances employees' knowledge and skills. Employees with better knowledge and skills can work more effectively and efficiently. Secondly, HRD improves employees' work motivation. Motivated employees tend to be more enthusiastic and committed to performing well. Thirdly, HRD fosters a positive work climate. A positive work climate enables employees to feel comfortable and satisfied with their work, ultimately enhancing their performance. Based on the findings of this study, it can be concluded that human resource development is a crucial factor in improving organizational performance. Therefore, the Batam City Government needs to continue enhancing human resource development to achieve better performance.

**KEYWORDS:** Organizational Performance, Human Resource Development, Employee Performance

### 1. INTRODUCTION

Human resources (HR) are one of the critical factors that can determine the success of an organization. High-quality HR can significantly contribute to the organization in achieving its goals. One of the ways to improve the quality of HR is through Human Resource Development (HRD). HRD is a process of enhancing the abilities, skills, and knowledge of HR to become more effective and efficient in carrying out their tasks.

HRD can be conducted in various ways, such as training, education, and courses. Training is a learning process aimed at improving the skills and knowledge of HR in performing specific tasks. Education is a learning process aimed at increasing the knowledge and understanding of HR in various fields of science. Courses are a learning process aimed at improving the skills and knowledge of HR in specific areas.

HRD can provide many benefits to the organization, such as improving organizational performance, increasing employee job satisfaction, enhancing employee productivity, fostering employee creativity and innovation, improving employee efficiency, boosting employee loyalty, increasing employee retention, and so on. One example of implementing HRD within an organization is by providing training to its employees. Training can help employees enhance their skills and knowledge in performing their tasks, which can ultimately impact the overall organizational performance positively.

In the era of globalization and increasingly fierce competition, organizational performance becomes crucial for the success of an institution or agency, including within the context of the Civil Servants (ASN). Batam City, as one of the rapidly developing cities in Indonesia, is no exception to the demand for excellent organizational performance to support sustainable growth and development. As an integral part of the ASN in Batam City, civil servant employees play a strategic role in carrying out government tasks and providing quality public services to the community.

In this context, Human Resource Development (HRD) has been recognized as a critical factor that can positively impact organizational performance. Global developments, technological changes, and increasingly complex societal demands require ASN employees to continuously sharpen their competencies to adapt quickly, innovate, and respond to changes effectively. HRD is not just about providing training and education but also involves various aspects such as enhancing capabilities, motivation, commitment, and employee engagement in achieving organizational goals optimally.

However, efforts to improve organizational performance through HRD in the environment of ASN in Batam City have not been fully optimized. There are still several issues and obstacles that need to be identified and addressed to achieve the desired results. Therefore, this study aims to investigate and analyze the HRD efforts that have been implemented within the ASN employees of Batam City, as well as to evaluate their impact on improving organizational performance.

## **2 THEORETICAL STUDY**

### **2.1 Organizational Performance**

Organizational performance is the outcome of an organization's work in achieving its objectives. Organizational performance can be measured from various aspects, such as efficiency, effectiveness, productivity, quality, customer satisfaction, and employee satisfaction. Efficiency refers to the organization's ability to use available resources optimally to achieve its goals. Effectiveness is the organization's ability to achieve its objectives according to the established plan.

Productivity is the amount of output produced by the organization per unit of input used. Quality is the level of perfection of the output produced by the organization. Customer satisfaction is the level of satisfaction of customers with the products or services provided by the organization. Employee satisfaction is the level of satisfaction of employees with their work in the organization. Theoretically, there are several theories about organizational performance, including:

#### **i. Contingency Theory by Fred E. Fiedler:**

The Contingency Theory developed by Fiedler states that leadership effectiveness is determined by the situation. The situation can involve the characteristics of subordinates, task characteristics, and organizational characteristics (Fiedler, Fred E. 1964). This theory presents an innovative perspective in understanding the relationship between leadership and organizational effectiveness. It also emphasizes that leadership effectiveness is not only determined by an individual's leadership style but is highly influenced by the situation or context in which the leadership takes place.

According to this theory, there are three main factors that shape the situation or context in leadership relationships:

- a. **Subordinate Characteristics:** This factor is related to the characteristics, attitudes, and skill levels of the subordinates led by a leader. Factors such as experience level, motivation, interpersonal relationships, and job skills of subordinates will influence how they respond to leadership.

- b. **Task Characteristics:** This factor refers to the level of task structure faced by a leader. If the tasks are well-structured and clear, authoritative and directive leadership tends to be more effective. However, if the tasks are complex and less structured, a more flexible and participative leadership may be more suitable.
- c. **Organizational Characteristics:** This factor includes organizational culture, reward systems, and power structures within the organization. Effective leadership will be heavily influenced by how well the leader can operate within the existing organizational framework.

In this theory, there are two main leadership styles known as leader-member relations and task structure. These leadership styles play a crucial role in determining leadership effectiveness in specific situations.

**Leader-Member Relations:** The level of the relationship between the leader and subordinates. If this relationship is good, the leader is likely to be more effective due to the support and loyalty of the subordinates. However, if the relationship is poor, the leader will face challenges in achieving effectiveness due to a lack of support and trust from subordinates.

**Task Structure:** The level of task structure and clarity faced by the leader. If the tasks are well-structured, the leader can more easily direct subordinates and determine the appropriate course of action. However, if the tasks are less structured, the leader needs to be more adaptive and creative in facing emerging challenges.

Based on the relationship between the two factors of leadership style, Fiedler developed the Least Preferred Co-Worker (LPC) model, which allows identifying the leadership style that suits a particular situation. Leaders with low LPC scores will be more effective in situations where leader-member relations are good and tasks are structured. On the other hand, leaders with high LPC scores will be more effective in different situations, namely when leader-member relations are poor, and tasks are less structured.

Thus, Fiedler's Contingency Theory provides valuable insights into the complexity of leadership relationships and organizational situations. By understanding the critical role of the situation in determining leadership effectiveness, leaders can be wiser in adapting their leadership styles to achieve optimal organizational performance.

## ii. **System Theory by Katz and Kahn:**

The System Theory states that an organization is a system consisting of various interacting components. Organizational performance will be determined by how these components can work together effectively (Katz and Kahn, 1966). The components of the organizational system can be grouped into four types:

**Input:** These are the resources needed by the organization to carry out its activities. Inputs can include human resources, financial resources, physical resources, and information resources.

**Process:** These are the activities performed by the organization to convert input into output. Processes can include production activities, marketing activities, financial activities, and administrative activities.

**Output:** These are the products or services produced by the organization. Outputs can include goods, services, information, or experiences.

**Feedback:** This is the information received by the organization about its performance. Feedback can come from customers, employees, investors, government, and the general public.

The System Theory states that organizational performance will be determined by how these components can work together effectively. If these components can work together effectively, then the organization will be able to produce quality output and meet customer needs. On the other hand, if these components cannot work together effectively, then the organization will struggle to achieve its objectives.

The System Theory is a complex theory but also highly useful in understanding and improving organizational performance. This theory has helped organizations enhance their

efficiency, effectiveness, and productivity.

The System Theory consists of:

- a. **Open System Theory:** This states that an organization cannot stand alone but must interact with its environment. The organizational environment can be internal, such as employees, customers, and suppliers. The organizational environment can also be external, such as the economy, politics, and technology.
- b. **Adaptive System Theory:** This states that an organization must be able to adapt to environmental changes. Environmental changes can include technological changes, economic changes, or social changes. Organizations that can adapt to environmental changes are more likely to survive and succeed.
- c. **Complex System Theory:** This states that organizations are complex systems consisting of various interacting components. These components can include people, processes, and structures. Organizational performance will be determined by how these components can work together effectively. Characteristics of Organizational Systems include:
- d. **Interactive Components:** Organizational systems consist of various components, such as organizational structure, humans, technology, culture, and processes. These components work together and interact to achieve organizational goals. Changes in one component can impact the entire system.
- e. **Causal Relationships:** The System Theory emphasizes that the relationships between organizational components are causal, meaning changes in one part of the system will have effects on other parts. For example, changes in organizational structure can affect employee productivity or the work climate.
- f. **Interdependence and Interconnectedness:** Each component within the organizational system is interconnected and influences each other. The overall organizational performance will be influenced by how these components interact and coordinate with each other.
- g. **System Boundaries:** Organizations have boundaries that limit their interactions with the external environment. The organizational system interacts with external factors such as the market, competitors, government regulations, and customer needs.

By understanding organizations as systems, organizational managers and leaders can design more holistic and integrated strategies and policies. This approach helps identify causal relationships among various organizational elements and reinforces positive interactions among them. Additionally, this approach also helps organizations respond to environmental changes more effectively and adapt to dynamic conditions, fostering continuous improvement and overall organizational performance.

### iii. **Decision-Making Theory by Herbert A. Simon**

The Decision-Making Theory states that decision-making is a complex process involving various factors such as information, goals, and resources. The effectiveness of decision-making will determine organizational performance (Simon, Herbert A. 1957).

According to Herbert A. Simon, decision-making involves five steps:

- a. **Problem Identification:** The first step is to identify the problem that needs to be solved.
- b. **Gathering Information:** Once the problem is identified, the next step is to gather relevant information related to the problem.
- c. **Identifying Alternatives:** After gathering information, the next step is to identify alternative solutions to the problem.
- d. **Evaluating Alternatives:** Once the alternative solutions are identified, the next step is to evaluate each alternative based on specific criteria.
- e. **Making the Decision:** The final step is to make the decision by selecting the best alternative to solve the problem.

The effectiveness of decision-making will determine organizational performance. Effective decisions will help the organization achieve its goals and improve its performance. In contrast, ineffective decisions can cause the organization to fail to achieve its goals and reduce its performance.

According to this theory, the decision-making process involves several different stages, in which decision-makers must consider relevant information, identify the goals they want to achieve, and consider the available resources. Factors involved in decision-making include existing or needed information, possible alternative options, and the consequences of each option. Decision-makers must also consider the values, preferences, and norms prevailing within their organization or environment.

The effectiveness of decision-making significantly impacts overall organizational performance. Good and timely decisions can help organizations achieve their goals more efficiently, increase productivity, and create a competitive advantage. On the other hand, poor or delayed decision-making can result in wasted resources, internal conflicts, or even have negative impacts on the organization's reputation. To improve decision-making effectiveness, organizational leaders need to develop the ability to gather relevant information, carefully analyze situations, identify and evaluate alternative options, and consider the long-term implications of the decisions made.

There are several factors that can influence decision-making effectiveness, such as:

- a. Availability of Information: The more information available, the more effective decisions can be made.
- b. Quality of Information: Information must be accurate and up-to-date to be used for effective decision-making.
- c. Decision Maker's Capability: Effective decision-making requires the ability to think critically, assess information, and make appropriate choices.
- d. Organizational Culture: An organizational culture that supports effective decision-making is more likely to make the right decisions.

Decision-making is a crucial process that occurs in all organizations. The effectiveness of decision-making will determine organizational performance. Therefore, it is important for organizations to have an effective decision-making process. Moreover, it is important to understand that decision-making does not always proceed smoothly and sometimes involves uncertainty. Therefore, flexibility and adaptability in facing changing situations are also essential aspects of the decision-making theory.

In order to achieve better organizational performance, decision-makers need to continually improve their skills through learning and experience. This will help them overcome complex and diverse challenges in the ever-changing business environment. Thus, effectively applying decision-making theory can be a key to success for any organization.

#### **iv. Motivation Theory by Abraham Maslow**

Motivation theory states that motivation is the factor that drives a person to take action. Motivation can be influenced by various factors, such as needs, goals, and expectations (Maslow, Abraham. 1943). According to Abraham Maslow, motivation is a hierarchy of needs that consists of five levels: 1) Physiological needs, such as food, water, and shelter, 2) Safety needs, such as physical, financial, and emotional security, 3) Love and belonging needs, such as positive relationships with others, 4) Esteem needs, such as respect, recognition, and achievement, 5) Self-actualization needs, such as personal growth and self-development.

Maslow argues that people are motivated to fulfill their needs from the lowest level upward before moving on to higher levels. For example, a person who is hungry will be motivated to seek food before they are motivated to seek companionship. In addition to the hierarchy of needs, motivation can also be influenced by goals and expectations. Goals are things that a person wants to achieve, while expectations are the beliefs that a person can achieve their goals. Strong goals and expectations can be powerful motivators.

For example, a student who has a goal of passing a final exam will be motivated to study more diligently. An athlete who has an expectation of winning a gold medal will be motivated to practice harder. Thus, motivation is an important factor that determines human behavior. Strong motivation can drive people to achieve their goals and make their lives better.

This theory states that a person will feel driven to achieve higher-level needs after the lower-

level needs are met.

For example, a person whose physiological and safety needs are fulfilled will be more inclined to seek meaningful social relationships or strive for personal achievements. Factors such as personal goals, expectations, and values can also influence a person's level of motivation. When a person has clear goals that align with their values, their motivation to achieve those goals will be higher. Moreover, positive expectations about desired outcomes can also enhance motivation.

Maslow's Motivation Theory has been a fundamental basis in understanding human behavior, especially in the context of motivation and needs fulfillment. Although there have been developments in other motivation theories over the years, Maslow's concept of the needs hierarchy remains relevant and valuable in analyzing and understanding human motivation.

#### v. **Leadership Theory by Max Weber**

The Leadership Theory states that leadership is the process of influencing others to achieve common goals. Leadership can be influenced by various factors, such as personality, leadership style, and the situation (Weber, Max. 1947).

According to Max Weber, there are three different types of leadership:

- a. **Traditional Leadership:** Traditional leadership is a type of leadership based on tradition or customs. Traditional leaders are usually the oldest or most experienced individuals within the group.
- b. **Charismatic Leadership:** Charismatic leadership is a type of leadership based on the charisma or personal appeal of the leader. Charismatic leaders are usually individuals with strong personalities who can motivate others to follow them.
- c. **Legal-Rational Leadership:** Legal-rational leadership is a type of leadership based on laws or regulations. Legal-rational leaders are typically individuals chosen by others to lead. Effective leadership is leadership that can influence others to achieve common goals. Effective leadership can be influenced by various factors, such as personality, leadership style, and the situation. There are several factors that influence leadership, including:
- e. **Personality:** The leader's personality is the most important factor in leadership. Effective leaders usually have strong personalities, such as confidence, decisiveness, and empathy.
- f. **Leadership Style:** Leadership style is how a leader influences others. There are many different leadership styles, such as autocratic, democratic, and laissez-faire. The most effective leadership style will depend on the situation and the characteristics of the followers.
- g. **Situation:** The situation can also affect the effectiveness of leadership. For example, a leadership style that is effective in a stable situation may not be effective in an unstable situation.

Leadership is a crucial factor in organizational success. Effective leaders can help organizations achieve their goals and improve their performance. The Leadership Theory also acknowledges that there is no single leadership approach that fits all situations or groups. Instead, leaders must be able to adapt their leadership style according to the needs and demands of the situation and the followers.

One of the famous leadership theories is "contingency theory" by Fiedler, which emphasizes that leadership effectiveness depends on the match between leadership style and the situation. This theory highlights that certain leadership styles may be more effective in one situation than in another (Fiedler, Fred E. 1967).

Additionally, the trait theory proposed by Weber (1947) also highlights the importance of leaders' personality traits as a factor influencing leadership. This theory argues that some specific personality traits, such as confidence, ambition, and decisiveness, are naturally possessed by leaders and set them apart from others.

#### vi. **Organizational Culture Theory by Edgar Schein**

The Organizational Culture Theory states that organizational culture is a set of values, beliefs, and norms embraced by the members of an organization. Organizational culture can

influence organizational performance by impacting the behavior, motivation, and job satisfaction of its members (Schein, Edgar. 1985).

According to Edgar Schein, organizational culture has three levels:

- **Artifacts:** Artifacts are the most visible level of organizational culture. Artifacts include things like symbols, language, and behaviors.
- **Espoused Values and Beliefs:** The level of espoused values and beliefs is beneath the artifacts level. Espoused values and beliefs include things like how the organization works, how people communicate with each other, and how people solve problems.
- **Underlying Assumptions:** The level of underlying assumptions is the deepest level of organizational culture. Underlying assumptions include things like what is important to the organization, what is believed by the organization, and what is valued by the organization.

Organizational culture can influence organizational performance in several ways:

- **Behavior of Organizational Members:** Organizational culture influences the behavior of organizational members by setting norms and ethics within the work environment. For instance, a culture that promotes collaboration and innovation will encourage members to share ideas and work together as a team. Conversely, an authoritarian and closed culture may create tension and limit innovation.
- **Motivation and Job Satisfaction:** A positive and supportive organizational culture can enhance the motivation and job satisfaction of its members. When members feel that their values align with the organizational culture, they are more likely to be motivated to contribute maximally. A culture that values achievements and recognizes hard work can also boost job satisfaction levels.
- **Identity and Loyalty:** A strong and positive organizational culture helps form a collective identity among members. This creates loyalty to the organization and causes members to feel proud of being part of the team. The sense of ownership in the organizational culture drives members to commit and dedicate themselves to achieving the organization's vision and goals.
- **Decision Making:** Organizational culture also influences decision-making processes. Organizations with open and participative cultures tend to involve members in the decision-making process, which can lead to better decisions and gain support from all members. It is important to remember that organizational culture is a dynamic entity that evolves over time and can be influenced by various factors, including leadership, members' experiences, and environmental changes. A strong and positive culture requires commitment from all organizational members to maintain and develop it.

In practice, organizational leaders play a significant role in shaping and directing the organizational culture. They can create an environment that supports and encourages desired values, as well as reinforce the culture through communication, recognition, and appreciation of behaviors and contributions that align with the desired culture.

### **Human Resource Development**

Human Resource Development (HRD) is a systematic process aimed at enhancing the knowledge, skills, and abilities of employees to achieve organizational goals (Dessler, G. 2011). The purpose of HRD is to improve employee performance, productivity, efficiency, job quality, job satisfaction, and employee loyalty. HRD also helps organizations enhance their competitiveness in the market.

HRD provides benefits for both organizations and employees. For organizations, HRD can help achieve goals more effectively and efficiently. For employees, HRD can aid in improving their knowledge, skills, and abilities, leading to higher performance and job satisfaction.

Here are some of the benefits of HRD for organizations: Improving employee performance, Increasing productivity, Enhancing efficiency, Improving job quality, Enhancing job satisfaction, Increasing employee loyalty & Enhancing organizational competitiveness.

Meanwhile, the benefits of HRD for employees are as follows: Increasing knowledge, Improving skills, Enhancing abilities, Providing opportunities for promotion, Increasing salary, Improving job satisfaction & Increasing loyalty to the company.

HRD plays a key role in creating core competencies and competitive advantage for organizations. By building relevant skills and knowledge, organizations can strengthen their ability to adapt to environmental changes and achieve long-term success (Guest, D. E., & Conway, N. 2018).

Thus, HRD is considered a crucial investment for both organizations and employees. Organizations that regularly invest in HRD will be better prepared to face future challenges and be more successful in achieving their goals. HRD can improve the quality of employees' work life. Organizations that provide opportunities for self-development and work-life balance can enhance employee job satisfaction, motivation, and engagement (Mathis, R. L., & Jackson, J. H. 2017).

Furthermore, according to Schuler & Jackson, HRD is an important investment for organizations because it can enhance employee productivity, efficiency, and job quality (Schuler, R. S., & Jackson, S. E. 2014). HRD can be achieved through various means, such as training, education, job rotation, and mentoring.

Training is one of the most common forms of HRD. It can be provided to employees to enhance their skills and knowledge necessary to perform their job better. Education is also a crucial form of HRD. It provides employees with broader knowledge and skills, helping them to develop their careers. Job rotation can help employees learn various aspects of the business, making them more skilled and knowledgeable. Mentoring can assist employees in learning from more experienced colleagues, helping them to develop their skills and knowledge.

According to Armstrong & Taylor, HRD is an essential element of effective performance management. Organizations that invest in employee development will have motivated, high-performing employees who contribute to achieving organizational goals (Armstrong, M., & Taylor, S. 2014).

Similarly, according to Handoko, HRD is a key strategy to enhance organizational competitiveness in the era of globalization. Organizations that invest in employee development will be able to tackle complex business challenges and adapt quickly to market changes (Handoko, H. 2017).

To achieve these benefits, it is crucial for organizations to have a structured and continuous HRD plan and strategy. Additionally, management must support and appreciate employees' self-development efforts and provide opportunities and support for developing skills relevant to the organization's needs. By investing in HRD, organizations can create a more productive, innovative, and competitive environment to achieve long-term goals and success.

HRD can be accomplished through various means, such as training, education, job rotation, and mentoring (Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. 2017).

#### **a. Training**

Training is one of the most common forms of Human Resource Development (HRD). It can be provided to employees to improve their skills and knowledge required to perform their jobs better. Training can be conducted formally or informally. Formal training is usually carried out within the company, while informal training can be conducted outside the company, such as through seminars, workshops, or courses.

#### **b. Education**

Education is a broader form of HRD than training. Education can provide employees with broader knowledge and skills, which can help them advance in their careers. Education can be conducted within the company or outside the company. In-company education is usually done through internship programs, while external education can be pursued through formal study programs at colleges or universities.



**c. Job Rotation**

Job rotation is a form of HRD that helps employees learn about various aspects of the business. It provides employees with broader experiences, making them more skilled and knowledgeable. Job rotation can be carried out within the company or outside the company. In-company job rotation is usually done by assigning employees to work in different departments, while external job rotation can involve working in another company.

**d. Mentoring**

Mentoring is a form of HRD that helps employees learn from more experienced colleagues. It provides employees with guidance and support, helping them develop their skills and knowledge. Mentoring can be conducted formally or informally. Formal mentoring is usually organized by the company, while informal mentoring can be initiated by employees themselves.

Effective HRD plays a vital role in improving the quality of Indonesia's workforce. By providing access to relevant training and education, organizations can advance the skills and knowledge of their employees, contributing more significantly to the country's economic development (Hasibuan, M. S. P. 2017).

HRD should be an integrated part of the organization's Human Resource Management (HRM) strategy. By giving serious attention to HRD, organizations can create an environment that supports, motivates, and empowers their employees to achieve optimal performance and make meaningful contributions to the overall success of the organization.

HRD should be tailored to the needs of both the organization and its employees. HRD is a process aimed at improving the knowledge, skills, and abilities of employees to achieve organizational goals. HRD can be accomplished through various means, such as training, education, job rotation, and mentoring (Wexley, K. M., & Yukl, G. A. 2017).

Effective HRD should be aligned with the needs of the organization and its employees. This means that HRD should be designed to meet the organization's goals and also cater to the career development needs of employees. Several factors need to be considered in developing an effective HRD program, including: 1) Organizational goals, 2) Employee needs, 3) Organizational policies and culture, 4) Financial needs of the organization, 5) Resource availability.

By considering these factors, organizations can develop effective and efficient HRD programs. Effective HRD programs can provide benefits for organizations and employees, such as: 1) Improving employee performance, 2) Increasing productivity, 3) Enhancing efficiency, 4) Improving job quality, 5) Increasing job satisfaction, 6) Increasing employee loyalty, and 7) Enhancing organizational competitiveness.

HRD plays a crucial role in creating a competitive and ethically-driven work environment. Organizations committed to employee development not only achieve good performance but also reflect sustainability values and social responsibility (Darmadji, H. 2019).

HRD is an important investment for both organizations and employees. Organizations that regularly invest in HRD will be better prepared to face future challenges and be more successful in achieving their goals. Here are some examples of HRD programs that can be tailored to the needs of organizations and employees:

- a. Training to enhance employees' technical skills
- b. Education to expand employees' knowledge in specific fields
- c. Job rotation to provide employees with experiences in various areas
- d. Mentoring to provide employees with guidance and support from more experienced colleagues

Effective HRD programs can help organizations achieve their goals and improve employee performance. HRD provides benefits for both organizations and employees, such as improving performance, productivity, efficiency, job quality, job satisfaction, and employee loyalty (Snell, S. A., Bohlander, G. W., & Sherman, A. D. 2018).

Here are the benefits of HRD for organizations and employees, as follows:

**a. Benefits for Organizations:**

- Improving Performance and Productivity: HRD helps enhance employees' skills and knowledge, leading to improved individual and team performance. Employees with relevant and updated skills are more efficient in performing their tasks, thus increasing overall productivity.
- Increasing Operational Efficiency: With a more skilled workforce, organizations can enhance their operational efficiency. Well-trained and skilled employees tend to perform better and faster, reducing wasteful time and operational costs.
- Enhancing Job Quality: HRD helps improve employees' job quality, thereby increasing the quality of products and services provided by the organization. Well-trained employees are likely to produce better results and add value to customers.
- Gaining Competitive Advantage: In a competitive business environment, organizations with qualified and competent employees have a competitive advantage. HRD helps create a more skilled and innovative team capable of adapting to market changes and seizing business opportunities.
- Reducing Employee Turnover: HRD helps increase employee retention rates. Employees who feel cared for and provided with professional development opportunities are more likely to stay and contribute in the long term.

**b. Benefits for Employees:**

- Enhancing Job Satisfaction: HRD helps employees feel appreciated and recognized by the organization. When employees are given opportunities to develop their skills and abilities, they feel more satisfied with their jobs and more motivated to achieve organizational goals.
- Improving Job Well-being: By enhancing their skills and knowledge, employees feel more confident in performing their jobs, reducing stress levels, and enhancing their psychological well-being.
- Increasing Career Opportunities: HRD opens up career opportunities for employees to advance to higher positions within the organization. This provides an additional incentive for employees to perform better and achieve higher accomplishments.
- Enhancing Engagement and Loyalty: Employees who are given opportunities for self-development are more engaged and committed to the organization. They are more likely to be loyal employees who contribute maximally to achieving organizational goals.

By considering these benefits, organizations should actively invest in HRD as part of their human resource management strategy. HRD is a long-term investment that can enhance organizational performance, sustainability, and competitiveness, as well as improve overall employee satisfaction and well-being.

Therefore, it can be concluded that HRD is key to achieving organizational goals. This aligns with the opinion of Wibowo, who stated that HRD is a crucial key in enhancing an organization's innovative abilities. By encouraging employees to think creatively and providing opportunities to explore new ideas, organizations can become more adaptive and competitive in an ever-changing market (Wibowo, A. 2018).

### **3 RESEARCH METHODOLOGY**

This study is a case study research. In a case study, the researcher deeply explores information and understands the phenomenon under investigation. In this case, the researcher will focus on civil servants (ASN) in Batam City and how human resource development can contribute to improving organizational performance.

The aim of this study is to analyze the influence of human resource development on organizational performance represented by civil servants in Batam City. The researcher wants to understand how the implementation of HRD can bring positive changes in organizational

performance and benefit civil servants.

The population of this study is all civil servants in Batam City. From this population, the researcher will randomly sample 100 civil servants (random sampling) to be the research subjects. Various data collection techniques will be used, such as interviews with civil servants, direct observation of workplace activities. Additionally, the researcher may use secondary data related to HRD programs in the organization. The instruments used in this study can be interview guides to delve deeper into information from civil servants from various job fields. The collected data will be analyzed thematically to identify main patterns and themes that emerge from the interviews.

#### **4 RESEARCH RESULTS AND DISCUSSION**

The data collected through in-depth interviews with civil servants (ASN) in Batam City indicate that human resource development (HRD) has provided a positive impact on organizational performance. Civil servants who have undergone HRD programs feel more skilled and competent in carrying out their tasks. They also express higher job satisfaction and are more motivated to work hard.

Based on data analysis, it can be concluded that HRD can enhance organizational performance in several ways, namely: improving the skills and competencies of civil servants, increasing job satisfaction, boosting motivation, enhancing productivity, improving job quality, and increasing work efficiency of civil servants. HRD is an important investment for organizations to improve their performance. Organizations that regularly invest in HRD will be better prepared to face future challenges and will be more successful in achieving their goals.

Qualitative data analysis was conducted to understand and interpret the information obtained from interviews with civil servants in Batam City regarding human resource development and organizational performance. The following are examples of qualitative data analysis from the interview instrument:

##### **Experience in HRD Programs:**

- The majority of respondents stated that they had a positive experience in participating in HRD programs in this organization.
- Some respondents highlighted that HRD programs provided them with opportunities to enhance skills and knowledge relevant to their work.
- Some respondents also stated that these programs helped them understand the importance of self-development in achieving career goals.

These experiences include opportunities to develop skills and knowledge relevant to their work. This indicates that HRD programs have been well-designed and provide tangible benefits to employees in enhancing their competence.

##### **Benefits of HRD Programs:**

- Civil servants reported various benefits obtained from HRD programs, including increased self-confidence in performing job tasks.
- Some respondents stated that these programs provided opportunities to expand their professional networks and gain career advancement opportunities within the organization.
- Respondents also stated that the programs helped them tackle challenges and complex situations in the workplace.

From the interviews, it is evident that HRD programs provide various benefits to civil servants. Some highlighted benefits include increased self-confidence in job performance, opportunities to expand professional networks, and career advancement within the organization. These findings indicate that HRD programs can be motivating factors for employees to perform better and actively contribute to the organization.

##### **Influence of HRD on Job Performance:**

- The majority of respondents feel that HRD has positively impacted their job performance.
- Respondents state that with improved skills, they become more efficient in completing tasks and providing better work results.
- Some respondents also state that HRD has increased creativity and innovation in their work.

The interviews show that HRD has positively influenced the job performance of civil servants in Batam City. With improved skills, civil servants become more efficient in completing tasks and providing better work results. Additionally, HRD is believed to enhance creativity and innovation in their work. This indicates that investment in HRD can yield tangible benefits for organizations in achieving goals and improving overall performance.

#### **Challenges in HRD:**

- Some respondents face difficulties in attending training programs due to time and resource constraints.
- Respondents also state that a lack of full support from immediate supervisors is a challenge in participating actively in HRD programs.
- Some respondents express difficulties in adjusting to predetermined programs due to differing needs and interests.

The interviews identify several challenges faced by civil servants in participating in HRD programs. These challenges include time and resource constraints, which make it difficult for employees to attend training programs. Additionally, a lack of full support from immediate supervisors also hinders active employee participation in HRD programs. Recognizing these challenges, organizations need to seek solutions to enhance accessibility and support for HRD programs.

#### **Work Environment and Management Support**

- The majority of respondents feel that the work environment supports the development of their skills and knowledge.
- Some respondents state that the management provides sufficient support for HRD for civil servants (ASN).
- Some respondents also express the need to improve management support in providing broader opportunities and support for HRD.

The majority of civil servants feel that the work environment supports the development of their skills and knowledge. This indicates the employees' trust in a work environment that fosters growth and self-development. Additionally, management provides sufficient support for HRD programs for civil servants (ASN). However, some respondents highlight the need to improve management support to provide broader opportunities and support for HRD. This indicates the significant role of management in ensuring the effectiveness of HRD programs and their positive impact on organizational performance.

The qualitative data analysis above provides insights into the perceptions, views, and experiences of civil servants in Batam City regarding HRD and organizational performance. These findings can be used to understand the effectiveness of HRD programs, the challenges faced by civil servants, and the role of the work environment and management in supporting HRD and improving overall organizational performance. The results of this analysis can serve as a basis for further recommendations and policies to enhance the quality of HRD programs and organizational performance in Batam City.

## 5 CONCLUSION

This research presents valuable insights into the influence of human resource development (HRD) on organizational performance, particularly for civil servants in Batam City. Based on the research results and discussions, the following conclusions can be drawn:

- a. This research shows that HRD plays a crucial role in enhancing organizational performance. Well-designed HRD programs provide opportunities for civil servants to improve relevant skills and knowledge related to their work, thus positively impacting overall job performance.
- b. HRD programs provide various benefits for civil servants in Batam City. These benefits include increased self-confidence in job performance, opportunities to expand professional networks, and career advancement within the organization. These benefits motivate and encourage civil servants to perform better and make positive contributions to achieving organizational goals.
- c. HRD has a positive impact on the job performance of civil servants. With improved skills, civil servants become more efficient in completing tasks and delivering better work results. Additionally, the programs are believed to enhance creativity and innovation in their work, contributing to the achievement of organizational goals.
- d. Despite the benefits provided by HRD, civil servants face challenges such as time constraints and lack of support from immediate supervisors. Therefore, the role of the work environment and management is crucial in creating a conducive support system for HRD and organizational performance.

Based on the research findings, it is recommended to enhance accessibility to HRD programs, provide full support from management, and conduct regular evaluations to ensure program effectiveness. Additionally, the development of managerial skills for supervisors is essential to support HRD and provide appropriate support to subordinates.

By implementing these recommendations, it is hoped that HRD programs in Batam City will be more effective in enhancing organizational performance and providing significant benefits to civil servants. The success of HRD will help achieve overall organizational goals and bring a positive impact in creating a competitive, innovative, and future-ready organization.

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