

THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT, TRAINING, AND MANAGEMENT POLICIES ON EMPLOYEE PERFORMANCE AT PT. UNGGUL MANDIRI KENCANA

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Abstract. This study aims to examine the effect of human resource development, training, and management policies on employee performance at PT. Unggul Mandiri Kencana. A quantitative approach with a survey design was employed, involving a saturated sample of 32 employees. Data were analyzed using multiple linear regression. The results show that human resource development ($\beta = 0.197$; $t = 1.429$; $p = 0.164$) and training ($\beta = 0.274$; $t = 1.884$; $p = 0.070$) do not have a statistically significant effect on employee performance. In contrast, management policy has a positive and significant effect ($\beta = 0.436$; $t = 3.150$; $p = 0.004$). Simultaneously, the three independent variables significantly influence employee performance ($F = 57.332$; $p = 0.001$), with a coefficient of determination (R^2) of 0.860, indicating that 86% of the variance in employee performance is explained by the model. These findings highlight that while individual competency development through HR development and training alone may not directly enhance performance, effective management policies play a critical role. The study contributes to human resource management literature by emphasizing the importance of integrating organizational policies with competency development to optimize employee performance

Keywords: human resource development, training, management policy, employee performance.

Abstrak. Penelitian ini bertujuan untuk menguji pengaruh pengembangan sumber daya manusia, pelatihan, dan kebijakan manajemen terhadap kinerja karyawan di PT. Unggul Mandiri Kencana. Pendekatan kuantitatif dengan desain survei digunakan, melibatkan sampel jenuh sebanyak 32 karyawan. Data dianalisis menggunakan regresi linier berganda. Hasil menunjukkan bahwa pengembangan sumber daya manusia ($\beta = 0,197$; $t = 1,429$; $p = 0,164$) dan pelatihan ($\beta = 0,274$; $t = 1,884$; $p = 0,070$) tidak memiliki pengaruh yang signifikan secara statistik terhadap kinerja karyawan. Sebaliknya, kebijakan manajemen memiliki pengaruh positif dan signifikan ($\beta = 0,436$; $t = 3,150$; $p = 0,004$). Secara simultan, ketiga variabel independen tersebut secara signifikan mempengaruhi kinerja karyawan ($F = 57,332$; $p = 0,001$), dengan koefisien determinasi (R^2) sebesar 0,860, yang menunjukkan bahwa 86% varians dalam kinerja karyawan dijelaskan oleh model tersebut. Temuan ini menyoroti bahwa meskipun pengembangan kompetensi individu melalui pengembangan dan pelatihan SDM saja mungkin tidak secara langsung meningkatkan kinerja, kebijakan manajemen yang efektif memainkan peran penting. Studi ini berkontribusi pada literatur manajemen sumber daya manusia dengan menekankan pentingnya mengintegrasikan kebijakan organisasi dengan pengembangan kompetensi untuk mengoptimalkan kinerja karyawan

Kata Kunci: pengembangan sumber daya manusia, pelatihan, kebijakan manajemen, kinerja karyawan, manajemen sumber daya manusia.

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INTRODUCTION

In an era of increasingly competitive business, the quality of human resources is a **essensial** factor resolving an organization's success in achieving its strategic goals(Koev et al., 2019). Organizations no longer rely solely on physical capital and technology, but also prioritize human resources as the primary asset capable of creating added value for the company.(Wujarso et al., 2021; Purnamawati et al., 2022) Therefore, improving employee performance is a crucial concern for organizational management because individual performance directly impacts productivity, operational efficiency, and the company's sustainability.(Lukito et al., 2025)

Various human resource management literature confirms that performance is affected by various organizational factors, such as human resource development, job training, and management policies implemented within the company(Mattalatta & Andriani, 2023; Soekiman, 2023). Human resource development plays a role in improving employee competency, knowledge, and skills, enabling them to cope with changes in a dynamic work environment.(Mendrofa et al., 2025) Meanwhile, training is an important tool for strengthening employees' technical and non-technical skills so they can carry out their tasks effectively(Wu et al., 2025). Furthermore, clear and consistent management policies can also create a conducive work environment and encourage employee motivation(Lilo & Ardiansari, 2025). Therefore, organizations that manage their human resources strategically will have a greater opportunity to improve employee performance and maintain long-term competitiveness (Sadarrudin et al., 2025).

Although the importance of human resource management has been widely recognized, in practice, various organizations still face challenges in optimally improving employee performance. This is also the case at PT. Unggul Mandiri Kencana, a manufacturing company with a workforce spanning several departments, including production, administration, and security.

Based on initial observations, employee performance at the company is influenced by several managerial aspects, such as the effectiveness of HR development programs, the implementation of job training, and management policies governing employee work systems. However, the implementation of these three aspects has not fully ensured optimal employee

performance improvement. For example, an unstructured human resource development program can lead to competency gaps among employees. Furthermore, ineffective job training has the potential to hinder the development of job skills. Furthermore, ineffective management policies can impact employee motivation and commitment to the organization. This situation suggests the need for empirical studies to understand the influence of HR development, training, and management policies on employee performance within the organizational context of the company.

Many researchers have previously conducted research on the factors influencing employee performance. Several studies have shown that HR development plays a crucial role in improving employee capabilities and productivity. Effective human resource development can enhance work competency, strengthen adaptation to organizational change, and increase individual contributions to achieving company goals. Furthermore, other research confirms that job training is a crucial strategy for improving human resource quality. Systematically designed training programs can help employees improve technical skills, enhance work quality, and increase work efficiency.

Furthermore, management policies have also been shown to influence employee performance. Clear, transparent, and fair policies can make a conducive work environment, enhance work motivation, and strengthen employee commitment to the organization (Zhenjing et al., 2022). However, most previous research has examined these variables partially or within different organizational contexts. Therefore, research is needed that simultaneously examines the influence of HR development, training, and management policies on employee performance within a specific company context.

The novelty of this study lies in the integration of three human resource management variables, HR development, training, and management policies—into a single analytical model to explain employee performance in the context of a medium-sized company in the production sector. Furthermore, this study provides an empirical contribution by using a multiple linear regression analysis approach to examine the influence of these three variables simultaneously and partially on employee performance. This investigation also provides an empirical overview of how human resource management practices within an organization can directly influence performance. Therefore, this investigation is expected to contribute to the development of HRM, particularly in understanding the relationship between human resource development, training, management policies, and employee performance.

Based on the background outlined above, several problems identified in this study include the suboptimal human resource development program in improving employee competency. Job

training implementation has not fully improved employee skills and effectiveness. Management policies have the potential to impact employee motivation and performance. There is a lack of empirical studies that simultaneously analyze the influence of human resource development, training, and management policies on employee performance at PT. Unggul Mandiri Kencana.

Based on these identified problems, the research questions are formulated as follows: (1) Does human resource development influence employee performance? (2) Does training influence employee performance? (3) Does management policy influence employee performance? (4) Do human resource development, training, and management policies simultaneously influence employee performance?

The objectives of investigation are: (1) to calculate the influence of HR development on performance. (2) to examine the influence of training on performance. (3) to examine the influence of management policies on performance. (4) to examine the influence of HR development, training, and management policies simultaneously on performance.

This investigation is important because employee performance is a essential factor determining an organization's success in attaining its strategic goals. By understanding the factors that influence employee performance, companies can design more effective human resource management strategies. In addition to providing practical contributions to companies in improving employee performance through more effective HR development and training policies, this investigation also contributes academically to enriching the literature on human resource management, particularly regarding the influence of HR development, training, and management policies on employee performance. The outcomes of this investigation are expected to serve as a basis for company management in formulating strategic policies oriented towards improving the quality of human resources and organizational performance in a sustainable manner.

METHOD

1. Research Approach and Design

This investigation employed a quantitative approach with an explanatory research design. The quantitative approach was chosen because the study aimed to statistically examine the relationship and influence between the independent and dependent variables (Slater & Hasson, 2025). The research design used was a survey, where data was collected through questionnaires distributed to respondents. Through this design, the researcher was able to obtain empirical data regarding the influence of HR development, training, and management policies on

performance (Ranganathan et al., 2024).

This investigation was conducted at PT. Unggul Mandiri Kencana, located at Kenteng Hamlet, RT.02/RW.09, Sidomulyo Village, Ampel District, Boyolali Regency, Central Java. Data collection was conducted directly in March 2026.

2. Research Population and Sample

The population in investigation was all employees of PT. Unggul Mandiri Kencana who work in several departments: production, administration, and security (security guards). The total population in this study was 32 employees. Because the population size was relatively small and could be studied as a whole, the sampling technique used was saturated sampling (Sathyanarayana S S et al., 2024). Saturated sampling is a technique in which the entire population is included as the research sample. Therefore, the sample size in this study was 32 respondents, namely all employees of PT. Unggul Mandiri Kencana.

3. Research Variables and Indicators

This study uses three independent variables and one dependent variable. The independent variables is HR Development (X1), which is an organization's effort to improve employee capabilities, knowledge, and skills so they can perform their work more effectively. The second research variable is Training (X2). Training is a learning process aimed at enhancing employees' skills, abilities, and competencies so they can perform their job tasks more effectively. Management Policy (X3). Management policy is a decision or rule established by management in managing the organization and directing employee work behavior. (U et al., 2021)

The dependent variable in this study is Employee Performance (Y). Employee performance is the work results attained by employees in carrying out their responsibilities and duties in accordance with the standards set by the company. Each variable is measured using indicators compiled based on expert theory and presented in the form of statements in the research questionnaire.

4. Research Instrument

The research instrument used in this study was a questionnaire. The questionnaire was developed based on operational definitions of variables and indicators derived from relevant theoretical foundations. The questionnaire contained closed-ended statements used to measure respondents' perceptions of the following variables: HR development, training, management policies, and performance (Tanujaya et al., 2022). The variables were measured using a Likert scale, which is used to gauge respondents' attitudes, opinions, and perceptions of social phenomena. The Likert scale ranges were: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4

= Agree, and 5 = Strongly Agree. The scores obtained for each statement were then used as quantitative data for statistical analysis.

5. Data Collection Techniques

The data collection techniques in this study involved both primary and secondary data. Primary data refers to information obtained directly from the research respondents. (Mazhar, 2021). In this study, primary data was obtained by spreading questionnaires to all employees of PT. Unggul Mandiri Kencana. The questionnaires were distributed via Google Forms, making it easier for respondents to complete and facilitating the data collection and processing process for researchers (Koo & Yang, 2025). Secondary data in investigation were obtained through scientific books, research journals, scientific articles, previous research reports, and other literature related to human resource development, training, management policies, and employee performance. Secondary data served as a theoretical basis and support for the analysis of the research results.

6. Data Analysis Techniques

The data obtained from the questionnaire were then analyzed using SPSS 25 statistical software. The data processing process involved several stages: editing, which checked the completeness and clarity of respondents' answers; coding, which assigned a numeric code to each respondent's answer; and tabulating, which entered the data into a table or statistical software for analysis (Antonius, 2021).

Before further analysis, the research instrument was tested through: Validity testing was conducted to determine the ability of each statement item to measure the research variables. Testing was performed using Pearson Product Moment correlation. An item was declared valid if the calculated r value was greater than the table r value or if the significance value was <0.05 . Next, reliability testing was used to determine the consistency of the research instrument. The reliability test was carried out using Cronbach's Alpha. An instrument is considered reliable when the Cronbach's Alpha value exceeds 0.70. (Sugiarta et al., 2023; Marar et al., 2023)

Before conducting the regression analysis, classical assumption tests are performed by a normality test to determine whether the residual data is normally distributed. A multicollinearity test to determine whether there is a relationship between the independent variables (Alita et al., 2021). A heteroscedasticity test is conducted to assess whether residual variances are unequal. A good regression model must meet the BLUE (Best Linear Unbiased Estimator) assumption (Kroc & Zumbo, 2019).

The next test, multiple linear regression analysis, is used to determine the effect of the independent variables on the dependent variable, both partially and simultaneously. The

regression equation model used is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Description:

Y	= Employee Performance
α	= Constant
$\beta_1, \beta_2, \beta_3$	= Regression Coefficients
X1	= Human Resource Development
X2	= Training
X3	= Management Policy
ε	= Error

The research hypothesis examine includes a t-test, a Simultaneous Test, and a determination coefficient. The t-test is used to assess the partial effect of each independent on the dependent variable. Meanwhile, the F-test is used to evaluate the simultaneous effect of all independent variables on the dependent variable. The coefficient of determination is utilized to resolving the extent to which the independent variables expose the variation in the dependent variable (Rahman et al., 2026) (Putri et al., 2026).

RESULTS

Respondent Characteristics

The presentation of respondent characteristics aims to provide an overview of the profiles of the respondents involved in the study. Respondents in this study were all 32 employees of PT. Unggul Mandiri Kencana. Based on gender, the majority of respondents were male (28 people) (87.5%), while 4 respondents were female (12.5%). This indicates that the company's workforce is dominated by men, which is related to the characteristics of work in the production sector, which requires greater physical strength. Based on age, respondents were divided into three groups. 11 respondents aged 18–26 (34.4%), 11 respondents aged 27–35 (34.4%), and 10 respondents aged 36 and over (31.3%). This distribution indicates that the majority of respondents are of productive age. Furthermore, based on work department, the majority of respondents came from the production department (22 people) (68.8%), followed by 5 respondents from the administration department (15.6%), and 5 respondents from the security department (15.6%). This indicates that the production department has the largest workforce in the company.

Validity Test

A validity test was conducted to determine whether each item in the questionnaire accurately measured the research variables. Validity testing in this study used the Pearson

Product Moment correlation with the help of IBM SPSS Statistics 25 software. The r table value was informed using the formula $df = n - 2$, with 32 respondents, resulting in $df = 30$. With a significance level of 0.05, the r table value was 0.349.

The test results showed that all statement items in the variables of human resource development (X1), training (X2), management policies (X3), and employee performance (Y) had calculated r values greater than the r table (0.349). Thus, all statement items were declared valid and suitable for use in the study. The test results show that all variables have a Cronbach's Alpha value greater than 0.70. Therefore, the variables of human resource development (X1), training (X2), management policy (X3), and employee performance (Y) are declared reliable and have a good level of consistency for use in research. Reliability Test.

Tabel 1. Reliability Test

Variable	N of Item	Cronbach's Alpha	Description
Human Resources Development (X1)	5	0,902	Reliable
Training (X2)	5	0,825	Reliable
Management policy (X3)	5	0,894	Reliable
Employee performance (Y)	5	0,894	Reliable

A normality test was detected to determine whether the residual data in the regression model was normally distributed. This study used the Kolmogorov–Smirnov test for normality. The test results showed a significance value of 0.200, which is greater than 0.05. It can be explained that the residual data were normally distributed and the regression model met the assumption of normality. The multi-collinearity test aims to determine whether there is a strong relationship between the independent variables in the regression model.

Table 2. Multi-collinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Human Resources Development (X1)	0,197	5,066
Training (X2)	0,247	4,053
Management Policy (X3)	0,215	4,641

The test outcomes show that all independent variables have a Tolerance value greater than 0.10 and a VIF value less than 10. Thus, it can be explained that there is no multi-collinearity among the independent variables in the regression model. A heteroscedasticity test was undertaken to resolve whether there is inequality in the residual variances in the regression model by Glejser test.

Table 3. Heteroscedasticity Test

Model	Sig.
Human Resources Development (X1)	0,382

Training (X2)	0,779
Management policy (X3)	0,118

The test results show that the significance value of each independent variable is greater than 0.05, thus concluding that there is no heteroscedasticity in the regression model. Therefore, the regression model meets the classical assumptions and is suitable for further analysis.

Multiple Linear Regression Analysis

The regression coefficient for human resource development (X1) was 0.197. The regression coefficient for training (X2) was 0.274. The regression coefficient for management policies (X3) was 0.436. Positive regression coefficients indicate that all three independent variables have a positive relationship with performance. This means that improvements in HR development, training, and management policies tend to improve employee performance.

Hypothesis Testing

The results of the partial hypothesis testing were conducted using multiple regression analysis, as presented in Table 4.

Table 4. Multiple Linear Regression Analysis Test

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	(B)	Std Error			
(Constant)	1.688	1,359		1,242	0,224
Human Resources Development (X1)	0,197	0,138	0,228	1,429	0,164
Training (X2)	0,274	0,145	0,268	1,884	0,070
Management policy (X3)	0,436	0,138	0,480	3,150	0,004

The t-test outcomes for the effect of HR Development on Performance showed a calculated t-value of 1.429, while the t-table value was 1.701, with a significance value of 0.164 > 0.05. This indicates that human resource development doesn't significantly influence employee performance.

The t-test results for the Effect of Training on Employee Performance showed a calculated t-value of 1.884 > 1.701, but a significance value of 0.070 > 0.05. Thus, training doesn't significantly influence performance.

The t-test outcomes for the Effect of Management Policy on Performance showed a calculated t-value of $3.150 > 1.701$, with a significance value of $0.004 < 0.05$. This indicates that management policy has a positive and significant effect on performance.

F-Test (Simultaneous)

The F-test is used to resolve the impact of independent variables simultaneously on the dependent variable, as shown below:

Table 5. F-Test Outcomes

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	211.129	3	70.376	57.332	0,001
Residual	34.371	28	1.228		
Total	245.500	31			

The test results showed a calculated F-value of 57.332, while the F-table value was 2.95, with a significance value of $0.001 < 0.05$. It can be explained that HR development, training, and management policies collectively have a significant influence on employee performance at PT. Unggul Mandiri Kencana.

Determination Coefficient

The coefficient of determination is utilized to resolve the extent to which the independent variables explain the dependent variable. The analysis outcomes showed an R^2 value of 0.860 (86%). This means that the variables human resource development, training, and management policies can explain 86% of the variation in employee performance. Meanwhile, the remaining 14% is affected by factors outside the investigation model, such as work motivation, leadership, the work environment, and the compensation system.

DISCUSSION

The Effect of Human Resource Development on Performance

The outcomes of this study indicate that human resource development does not have a significant effect on employee performance at PT. Unggul Mandiri Kencana. This finding suggests that the company's HR development initiatives have not yet translated into measurable improvements in employee output. From a theoretical perspective, human resource

development is expected to enhance employees' knowledge, competencies, and adaptability, which in turn should improve performance outcomes.

However, this insignificant effect can be better understood when considering the characteristics of the company as a manufacturing organization. In manufacturing environments, employee performance is often highly dependent on specific technical skills, operational precision, and task standardization, rather than general competency development. HR development programs that are broad, conceptual, or long-term oriented may not directly address the immediate technical requirements of production-based tasks, such as machine operation, workflow efficiency, or quality control.

Furthermore, manufacturing firms typically operate under standard operating procedures (SOPs) and tightly controlled production systems. As a result, performance improvements are more likely to occur when development initiatives are directly aligned with job-specific technical competencies rather than general personal development. If the HR development programs implemented by the company are not explicitly tailored to the technical demands of production roles, their impact on performance may remain limited.

This finding is consistent with previous studies suggesting that HR development tends to have an indirect or long-term effect on performance, particularly when it is not integrated with job-specific competency frameworks. Therefore, companies in the manufacturing sector need to design HR development programs that are competency-based, task-oriented, and aligned with production system requirements.

The Influence of Training on Performance

The results of this study show that training does not have a significant effect on employee performance. Although training is generally considered a critical tool for improving employee skills, its effectiveness is highly contingent upon its relevance to job demands and its practical applicability.

In the context of a manufacturing company, this finding can be explained by the nature of work, which emphasizes hands-on technical proficiency, repetitive task execution, and operational efficiency. Training programs that are overly theoretical, insufficiently practical, or not directly linked to specific machine operations or production processes may fail to produce immediate improvements in performance.

Additionally, in manufacturing settings, employees often acquire skills through on-the-job experience and informal learning rather than formal training programs. If training sessions

are not designed to simulate real production conditions or lack direct applicability to daily tasks, employees may find it difficult to transfer acquired knowledge into practice. This reduces the observable impact of training on performance.

Another possible explanation is related to the intensity and structure of production schedules. Manufacturing environments often operate under strict deadlines and productivity targets, limiting employees' opportunities to fully engage with and apply training outcomes. Without proper post-training evaluation and reinforcement mechanisms, the effectiveness of training programs becomes constrained.

These findings align with prior research indicating that training significantly influences performance only when it is need-based, practical, and closely aligned with job-specific technical requirements. Therefore, in manufacturing contexts, training programs should emphasize technical skill mastery, simulation-based learning, and direct application to production tasks.

The Impact of Management Policies on Performance

The findings reveal that management policies have a positive and significant effect on employee performance. This result underscores the critical role of organizational policies in shaping employee behavior and performance outcomes, particularly in structured work environments such as manufacturing.

In manufacturing companies, management policies often define work procedures, production targets, quality standards, and performance evaluation systems. Clear and consistent policies provide employees with structured guidelines, reducing ambiguity in task execution and enhancing operational efficiency. This is especially important in production settings where precision, consistency, and adherence to standards are essential.

The significant effect of management policies in this study suggests that employees are more responsive to formal rules, supervision mechanisms, and performance control systems than to developmental interventions alone. Effective policies can also foster discipline, improve coordination across departments, and ensure that employees align their efforts with organizational goals.

This finding is consistent with organizational and HRM theories emphasizing that formal structures and control systems are key determinants of performance, particularly in operational environments. It also indicates that in manufacturing firms, system-driven performance management may be more impactful than individual-level interventions.

The Simultaneous Impact of HR Development, Training, and Management Policies on Performance

The outcomes indicate that human resource development, training, and management policies simultaneously have a significant effect on employee performance, with a high explanatory power ($R^2 = 0.860$). This suggests that employee performance is influenced by the interaction of multiple organizational factors, rather than by a single variable in isolation.

In the context of a manufacturing company, this finding highlights the importance of a systemic and integrated approach to human resource management. While HR development and training alone may not show significant direct effects, they still contribute to performance when combined with effective management policies and structured work **systems**. This reflects the reality that in manufacturing environments, employee performance is not solely determined by individual competencies but also by how these competencies are regulated, directed, and utilized within a structured production system. Management policies act as an enabling mechanism that ensures the effective application of skills developed through HR initiatives.

Therefore, improving employee performance in manufacturing organizations requires the alignment of competency development programs with operational policies and production system demands. Companies should integrate HR development, technical training, and management policies into a cohesive framework that supports both skill enhancement and performance execution.

The findings suggest that in manufacturing contexts, performance is more strongly driven by technical alignment, structured systems, and policy enforcement than by general development initiatives alone. This reinforces the need for organizations to shift from generic HR practices toward context-specific, production-oriented human resource strategies that directly address the technical and operational realities of the workplace.

CONCLUSION

Based on the research findings on the influence of HR development, training, and management policies on employee performance at PT. Unggul Mandiri Kencana, the following conclusions can be drawn. Human resource development does not significantly impact employee performance. This indicates that the company's development programs have not been able to directly contribute to improving employee performance. This may be due to a lack of

alignment between the development programs and the competency needs of the jobs performed by employees.

Training does not significantly impact employee performance. These results indicate that the training implemented by the company is not fully effective in improving employee work skills, which in turn impacts performance. Factors such as the relevance of training materials, training methods, and the implementation of training outcomes in the workplace can influence the effectiveness of training programs.

Management policies have a positive and significant impact on employee performance. This indicates that policies implemented by company management play a crucial role in creating a focused work system and encouraging employees to work more effectively and productively. Human resource development, training, and management policies simultaneously have a significant impact on employee performance. These findings indicate that improved employee performance results from the interaction of various mutually supportive organizational factors, both in terms of individual competency development and organizational policies governing work activities. Thus, improved employee performance does not depend solely on a single factor but rather results from a combination of various human resource management policies and practices implemented by the organization.

RECOMMENDATIONS

Based on the research results obtained, several recommendations for the company are as follows.

1. The company needs to improve the effectiveness of its human resource development program by developing a more structured development program, based on job competency needs, and integrated with organizational goals.
2. Training implementation needs to be tailored to employee job needs through a training needs analysis so that the training material provided is more relevant to employee duties and responsibilities.
3. Company management needs to maintain and improve the quality of the management policies that have been implemented, as they have been proven to have a positive impact on improving employee performance.
4. The company needs to systematically integrate HR development programs, training, and management policies to create a more effective human resource management system that improves employee performance.

Recommendations for Further Research include:

1. Future research should include other variables that have the potential to influence employee performance, such as work motivation, job satisfaction, leadership, organizational culture, and the work environment.
2. Future research could also use a larger sample size and more diverse research subjects, so that the results can be more broadly generalized.
3. Future research can use more comprehensive research methods, such as a mixed methods approach to gain a deeper understanding of the factors that influence employee performance.

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