Human Resources (HR) Development and Employee Performance Evidence From Kalibaru

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Abstrac
The purpose of this study is to determine the relationship between human resource development and how much influence human resource development has on employee performance. Which became the main variable in this study, namely; human resource development as an independent variable or independent variable (X). And employee performance as the dependent or dependent variable (Y). The population in this study is employee development carried out by the company every year, namely the overall HR development held in previous years before 2013. While the sample in this study is HR development carried out for 7 years, (according to the object studied). Sampling was carried out based on the consideration sample technique. Data collection methods used are documentation studies and direct observation. While the data analysis method used is the concept of human resource development and statistical methods with the help of the SPSS computer. After the data is processed, the results are as follows: there is a strong and positive relationship between human resource development and employee performance.
Keywords: Human Resources, Development, Performance

INTRODUCTION

PT. Kalibaru Rubber. is one of the companies engaged in the rubber processing industry into several finished products including; vulcanized four-wheel tires, bicycle inner tubes and outer tires, inner and outer tires motorcycles as well as inner and outer tires of four-wheeled vehicles (cars). All tires produced by PT. Calibaru Karet. Branded Swallow or Swallow Brands. Regarding product marketing, most of these products are sold and marketed domestically, while the rest are export products, with destinations to Malaysia, India, Japan, China and Latin America.

At the beginning of its operations, PT. Kalibaru Rubber. is a producer of rubber products, revocation of four-wheel tires and bicycle inner and outer tires. In connection with the growth in the number of vehicles which continues to increase from year to year, along with that the demand for tires continues to increase. To anticipate the ever-increasing demand, the company expanded its business and innovated and diversified its products, so that its products penetrated into motorcycle inner and outer tires, car tires and light trucks which are produced for various types and sizes. The increasing number of vehicle tires of various brands, types and sizes offered by manufacturers to consumers today has made the competition quite tough. So that in order to compete in the market, product quality is a guarantee for consumers.

To ensure product quality, supervisors in each section, section heads and staff, as well as

groups leader environment PT. Kalibaru Karet., periodically and alternate always capacity is increased through the development of human resources in the form of: seminars, education and training, training, apprenticeships, short courses and so on with an emphasis on aspects; compounding tire application, quality management system, basic design pattern construction, occupational health and safety, as well as the ISO system, where the costs incurred for the development of human resources are quite large. Through the development efforts undertaken, in 2017, Swallow Brand (PT. Kalibaru Karet.), received recognition from the Malaysian Industrial Standards (MSIC), in addition to the previously obtained national industry standards and ISO, then in 2019 received recognition from the Japanese Industrial Standards (JIST).

RESEARCH METHODS

Types of Research

Based on the form of the problem, this research includes Correlational Descriptive research, because the observed variables are first collected, described or described systematically, and these variables are then correlated, analyzed and interpreted about How connection and influence between Development of human resources (independent variable X) with employee performance (dependent variable Y).

Place and Time of Research

This research was conducted at PT. Kalibaru Rubber. Bandung, which is located at Jln. com. Yos Sudarso Km 8.3 Tanjung Mulia Bandung ., Bandung North Sumatra. This research lasted for 4 months (April-August 2022).

Identification of Research Variables

The variables in this study consist of Employee Development or Human Resource Development as independent variable (X).

Employee performance, as the dependent variable (Y).

Operational Definition of Research Variables

"Human resource development or employee development" is improvement or development of knowledge level and skill level of employees to the point where they are able to achieve high/maximum performance with quality results. While "employee performance", can be interpreted as a comparison between the results or benefits obtained with the costs or costs incurred to achieve the results or benefits obtained in the form of profit or profit.

Population and Sampling Techniques

The population in this study is employee development carried out by the company every year, namely the overall HR development held in previous years before 2013. While the sample in this study is HR development carried out for 7 years, (according to the object studied in this final project). Sampling was carried out based on the consideration sample technique. In a sense, that only for 7 years the employee development data is still intact in company documents.

Method of Collecting Data

The methods used to collect data are direct interviews and documentation studies. Live Interview With this method the authors conducted interviews directly with the company's management to obtain the data needed in this study.

Documentation Study With this method the author can see documents directly (with company permission), especially regarding employee development data every year.

Methods of Splitting and Data Analysis

The problem solving method used is the principles of human resource development in relation to employee performance. Furthermore, to analyze the relationship and find out how much influence there is between human resource development and employee performance, a simple linear equation and correlation are used in simple linear regression. Furthermore, to find out whether the X variable (Human resource development) and Y variable (Employee Performance) are interdependent on each other, hypothesis testing is carried out. To facilitate the calculation and analysis of data, as stated above, for the calculation and analysis and interpretation of dataused SPSS software ver. 16

Step By Step Solution To Problem

The steps to solving the problem are as in this study are as follows:

Calculate or determine the total cost of developing human resources every year for 7 (seven) years.

Calculating development costs Human Resources every employee for or 7 (seven) years. Can be calculated in the following way: The development cost per employee is equal to the total number of employee development costs for the nth year divided by the total number of employees for the nth year.

Determining the working hours of people (Hour-Person) every year for 7 (seven) years. Working hours of people (hours-people) can be calculated as follows: working hours of people (hours-people) is equal to the number of employees times the effective working days multiplied by the hours worked per day.

Determine employee performance every year for 7 (seven) years. This performance can be calculated in the following way:

Performance

$$\text{Officer} = \frac{\sum \text{Benefits Produced}}{\sum \text{Hours of Work of People}}$$

Determine the level of relationship between human resource development and employee performance

$$r = \frac{n(\sum X_i Y_i - (\sum X_i)(\sum Y_i)}{\sqrt{\{\sum X_i^2 - (\sum X_i)^2\}\{n\sum Y_i^2 - (\sum Y_i)^2\}}}$$

Determine the magnitude of the influence of human resource development on employee performance To determine the magnitude of the effect, the coefficient of determination (D) can be used, where the value of D is:$D = r^2$ whose price is stated in percent. Furthermore, to find out whether the variables X and Y are not interdependent, then hypothesis testing can be carried out in the following form of the hypothesis:

Ho : $\rho = 0$ means that the variables X and Y are independent

Ho : $\rho \neq 0$ means that the variables X and Y are dependent on each other

For the real level = $\acute{\alpha}$, it can be tested for the t distribution with the following formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r2}}$$

At the level $\acute{\alpha}$, with certain degrees of freedom, the hypothesis will be rejected if: - t (1 – ½ $\acute{\alpha}$) < (1 – ½ a)

Hypothesis testing to find out whether the two variables (human resource development variables and employee performance variables) are independent or not independent (interdependent or not dependent).

RESULTS AND DISCUSSION

Calculation of Employee Development Costs for the 2016-2022 period

Total employee development costs carried out by PT. Kalibaru Rubber. period 2016-2022, can be seen in table 4.5 s/d 4.11.

Table 1 Total Development Costs for the 2016 Period

Moon	Participant Street (a)	Cost Per Person (Rp) (b)	Development Cost (Rp) (axb)
January	4	2,900,000	11,600,000
February	5	800,000	4,000,000
March	6	650,000	3,900,000
April	4	2,600,000	10,400,000
May	2	3,200,000	6,400,000

June	1	5,800,000	5,800,000
July	4	1,100,000	4,400,000
August	2	900,000	1,800,000
September	2	1,800,000	3,600,000
October	2	2,200,000	4,400,000
November	2	7,200,000	14,400,000
December	4	2,900,000	20,200,000
Total			90,900,000

Table 2 Total Development Costs for the 2016 Period

Moon	Participant Street (Person)	Cost Per Person (Rp)	Development Cost (Rp)
January	4	5,000,000	20,000,000
February	2	2,600,000	5,200,000
March	2	2,500,000	5,000,000
April	2	4,000,000	8,000,000
May	2	4,700,000	9,400,000
June	4	4,700,000	18,800,000

July	2	3,600,000	7,200,000
August	2	4,000,000	8,000,000
September	4	1,100,000	4,400,000
October	2	6,500,000	13,000,000
November	2	800,000	1,600,000
December	2	1,000,000	20,200,000
Total			102,600,000

Table 3 Total Development Costs for the 2017 Period

Moon	Participant Street (Person)	Cost Per Person (Rp)	Development Cost (Rp)
January	4	3,300,000	13,200,000
February	2	1,200,000	2,400,000
March	4	1,100,000	4,400,000
April	2	2,600,000	5,200,000
May	2	2,000,000	4,000,000
June	2	1,250,000	2,500,000
July	2	1,600,000	3,200,000

August	1	6,600,000	6,600,000
September	2	2,200,000	4,400,000
October	1	5,400,000	5,400,000
November	1	900,000	900,000
December	4	100,000	400,000
Total			52,600,000

Table 4 Total Development Costs for the 2018 Period

Moon	Participant Street (Person)	Cost Per Person (Rp)	Development Cost (Rp)
January	2	1,300,000	2,600,000
February	2	1,000,000	2,000,000
March	2	700,000	1,400,000
April	4	500,000	2,000,000
May	4		-
June	2	150,000	300,000
July	2	2,100,000	4,200,000
August	5		-

September	2	1,450,000	2,900,000
October	2	600,000	1,200,000
November	4	1,100,000	4,400,000
December	5	950,000	4,750,000
Total			25,750,000

Table 5 Total Development Costs for the 2019 Period

Moon	Participant Street (Person)	Cost Per Person (Rp)	Development Cost (Rp)
January	2	950,000	1,900,000
February	2	2,600,000	5,200,000
March	4		-
April	2	3,600,000	7,200,000
May	2	2,100,000	4,200,000
June	2		-
July	2	1,250,000	2,500,000
August	2	3,500,000	7,000,000
September	2	5,500,000	11,000,000

October	2	2,100,000	4,200,000
November	2		-
December	2	5,100,000	10,200,000
Total			53,400,000

Table 6 Total Development Costs for the 2020 Period

Moon	Participant Street (Person)	Cost Per Person (Rp)	Development Cost (Rp)
January	2	3,600,000	7,200,000
February	2	3,800,000	7,600,000
March	2	3,500,000	7,000,000
April	5	400,000	2,000,000
May	2	2,600,000	5,200,000
June	2	5,100,000	10,200,000
July	2	4,200,000	8,400,000
August	2	4,000,000	8,000,000
September	2	4,300,000	8,600,000
October	6	500,000	3,000,000

November	2	2,800,000	5,600,000
December	2	3,600,000	7,200,000
Total			80,000,000

Table 7 Total Development Costs for the 2021 Period

Moon	Participant Street (Person)	Cost Per Person (Rp)	Development Cost (Rp)
January	2	4,000,000	8,000,000
February	2	3,800,000	7,600,000
March	2	2,800,000	5,600,000
April	2	1,900,000	3,800,000
May	2	2,200,000	4,400,000
June	4	400,000	1,600,000
July	2	2,600,000	5,200,000
August	2	4,200,000	8,400,000
September	2	2,800,000	5,600,000
October	2	2,600,000	5,200,000
November	2	1,600,000	3,200,000

December	2		-
Total			58,600,000

Calculation of Development Costs Per Employee

After knowing the total development costs per year, carried out by PT. Kalibaru Karet., it is necessary to know the development costs in the average per employee. The purpose of this calculation is to obtain representative independent variables from development activities annually. Through this independent variable, correlation will be analyzed to find out its relationship with employee performance. To obtain the independent variable (development costs per employee), it can be obtained by dividing the total annual employee development costs with employees in that year and is formulated by:

$$\text{Development/Employee Costs} = \frac{\sum \text{Total Development Cost. Employee of the Year n}}{\sum \text{Total Employee Year n}}$$

For more details, development costs per employee can be calculated as presented in table 4.12

Table 8 Cost of Human Resources Development of PT Kalibaru Karet. 2016 to 2021

Year	Total Development Cost. Officer (a)	Officer Street (Person) (b)	Development Fee Per Employee (Rp) (c) = (a) / (b)
2016	90,900,000	36	2,525,000
2016	102,600,000	30	3,420,000
2017	52,600,000	27	1,948,148
2018	25,750,000	36	715,278
2019	53,400,000	26	2,053,846
2020	80,000,000	31	2,580,645
2021	58,600,000	26	2,253,846

From the table above, independent variable data has been obtained which is the development cost per employee in each year. For furthermore in the use of correlation analysis, this independent variable will be denoted by (X)

Calculation of Working Hours (Man Hours)

Man hours can be found or calculated using the following formula: Person Working

Hours = ∑ Employee x Effective Working Days x Working Hours Per Day   (Hour-Person) In the formulation above, it is calculated that the average effective working day is 300 days in one year, with daily working hours of 8 hours per day. By knowing: HR that is developed every year, average effective working days each year and working hours per day, then man hours every year, namely from 2016 to 2021, can be calculated and the results can be seen on table 4.13.

Table 4.13. Hours of Work (Man Hours) Every Year, (2016 to 2021)

Year	Number of Employees/HR Developed (Person) a	Effective Working Days (Days) b	Working Hours Per Day (Hours) c	Hours of Work Person (Hours-Person) d = a x b x c
2016	36	300	8	86.400
2016	30	300	8	72.000
2017	27	300	8	64.800
2018	36	300	8	86.400
2019	26	300	8	62.400
2020	31	300	8	74.400
2021	26	300	8	62.400

Calculation of Employee Performance

Employee Performance or Human Resources can be calculated using the following formula:

$$\text{Employee Performance} = \frac{\text{Total Benefit Generated}}{\text{Number of Hours of Work of People (Man Hours)}}$$

By using this formula, the performance of employees each year can be calculated. As an example, the calculation of performance for 2016. The benefits/profits obtained by the company in 2016 were IDR 706,955,040, with one person working hours 86,400. With these data, the People's Performance in 2016 is as follows: 2016 Performance = IDR 706,955,040 / 86,400 hours = IDR 8,182,350 hours. By means of the same calculation the same is done to determine employee performance in the following year, and the results can be seen in table 4.14.

Table 9 Employee Performance Annually for 7 Years (2016-2022)

Year	Benefits/Profits Obtained (Rp) a	Number of Working Hours of People (hours) b	Employee Performance (Rp/Hour) c = a/b
2016	706,955,040	86.400	8,182,350
2016	567,100,800	72.000	7,876,400
2017	304,900,200	64.800	4,705,250
2018	293,280,480	86.400	3,394,450
2019	451,223,760	62.400	7,231,150
2020	492,687,960	74.400	6,622,150
2021	312,698,880	62.400	5,043,530

Connection Development Human Resources With Employee Performance

Employee performance can be used as an indicator to find out work results that can be a good handle for company for assess employee performance. High performance can reached through human resource development activities. This is important for employees to direct, all the potential that exists in him to achieve company goals which in the end can be a motivation to enhance employee performance. In general, it can be said that HR development activities are comparable and aligned with employee performance. To see the relationship between human resource development and employee performance, it can be seen in table 4.15.

Table. 4.15. Development Cost (X) Per Employee And Employee Performance (Y)

No	Year	Development Cost Per Employee (In Rp) (X)	Employee Performance (Rp/Hour) (AND)
1	2016	2,525,000	8,182,350
2	2016	3,420,000	7,876,400
3	2017	1,948,148	4,705,250
4	2018	715,278	3,394,450
5	2019	2,053,846	7,231,150
6	2020	2,580,645	6,622,150
7	2021	2,253,846	5,043,530

To find out the extent to which the relationship or linkages between development officer or human resource development with employee performance, then used statistical analysis consisting of regression simple linear and correlation analysis as well as hypothesis testing to see whether the independent variable and the dependent variable are interdependent or not For ease of calculation and analysis, the computer program SPSS ver.16 is used and the results are as follows

Regression

Notes

Output Created		16-Jun-2022 15:55:26

Comments		
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Missing Value Handling	Definition of Missing	
		User-defined missing values are treated as missing.
	Cases Used	
		Statistics are based on cases with no missing values for any variable used.
Syntax		
		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN PERFORMANCE DEPENDENT /METHOD=ENTER PENG

		/RESIDUALS HIST(ZRESID) NORM(ZRESID).
Resources	Processor Time	00:00:00.625
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	Additional Memory Required for Residual Plots	656 bytes

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	PENG[a]	.	Enter

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	PENG[a]	.	Enter

a. All requested variables entered. Dependent Variable: KINERJA

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.674	.609	777.427

a. Predictors: (Constant), PENG

b. Dependent Variable: KINERJA

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6243114.886	1	6243114.886	10.330	.024[a]
	Residual Total	3021966.543	5	604393.309		
		9265081.429	6			

a. Predictors: (Constant), PENG

b. Dependent Variable: KINERJA

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1301.863	959.861		1.356	.233
PENG	.002	.001	.821	3.214	.024

a. Dependent Variable: KINERJA

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2238.88	5501.25	4238.71	1020.058	7
Residual	-834.076	931.442	.000	709.691	7
Std. Predicted Value	-1.961	1.238	.000	1.000	7
Std. Residual	-1.073	1.198	.000	.913	7

a.   Dependent Variable: KINERJA

Histogram

Dependent Variable: KINERJA

Mean =7.49E-16
Std. Dev. =0.913
N =7
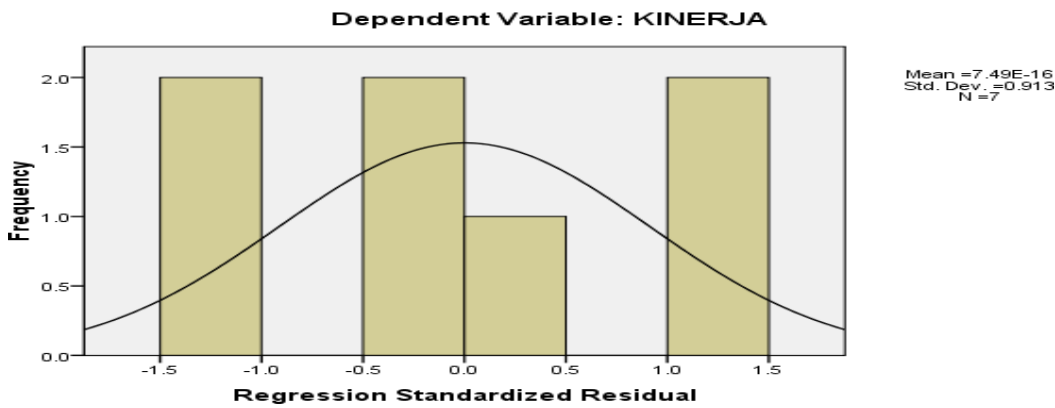
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: KINERJA
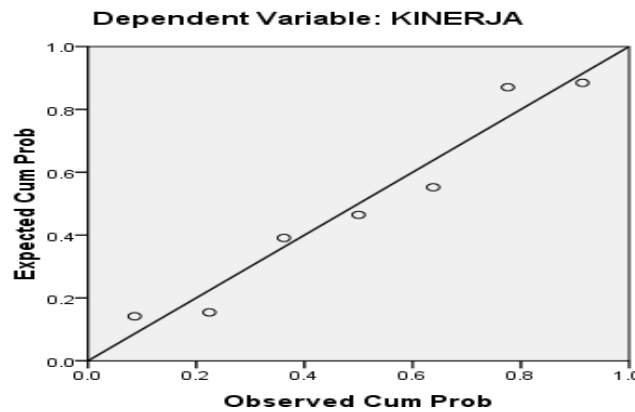
Regression Equation of Human Resource Development with Employee Performance
Based on testing using a simple linear correlation and regression test with the SPSS program, it shows that the pairvariable human resource development (X) with employee performance (Y),it is known that the regression coefficient b is 1,301,863 and a constant valuea equal to 0.002 Thus the regression equation between development variables source human power with employee performance are:$\hat{Y} = 0.002 + 1,301,863 X$.

From equality the can be interpreted that when human resource development and employee performance are measured,then every increase in HR development on employee performance of 1 will be followed by an increase in employee performance of 0.002 in the same direction at a constant 1.301.863.

For know whether the regression line equation can used to draw conclusions and whether the regression line equation that has been obtained is significant or not, it can be known by the F test. Regression significance test $\hat{Y} = 0.002 + 1,301,863 X$. Obtained Fcount = 10.330 (See Anova and F) with a significance level of 0.024. Because the probability

(0.024) is much smaller than 0.05, it can be concluded that the regression $\hat{Y} = 0.002 + 1,301,863$ X is significant. Likewise, based on testing the data pair for the variable human resource development (X) with employee performance (Y), it produces a correlation coefficient(r) of 0.821. This figure indicates that the relationship between human resource development and employee performance is strong and positive. This gives an understanding that, if the capabilities of human resources or employees are developed or improved, their performance will also increase. The amount of contribution or contribution or influence of human resource development variables on employee performance can be determined by squaring the value of the correlation coefficient(R2) and the result is0,674.

Statistically this value gives an understanding that human resource development has an influence of 67.4% on employee performance, while 32.6 The remaining % is influenced by other factors not examined in this final project. To find out whether the correlation coefficient r obtained from the calculation results is significant or not, a test is carried out with the t-test analysis. For the purposes of the t test, the value of α is 0.05, degrees of freedom (dk) = n-2 = 7-2 = 5. So t table = ta/2;5.= 2.571 From the calculation results obtained tcount = 3214, while t(a/2;df) = t(0,025;5) = 2.571 in this case t count > t table (3214> 2.571), it can be concluded that the regression $\hat{Y} = 0.002 + 1,301,863$ X is significant, which means that the two variables, namely human resource development and employee performance (performance) are not mutually exclusive but interdependent in other words, that by increasing the development of human resources or employees, performance will be obtained increasing number of employees.

CONCLUSION

From the results of the research that has been done, it can be concluded as follows:

The cost of developing human resources every year tends to increase.

There is a strong and positive relationship between human resource development and employee performance at PT. Kalibaru Rubber. Medan. This can be shown by the level of relationship between the two variables with a correlation coefficient (r) of 0.821.

The form of the regression equation between the human resource development variables and employee performance is: $\hat{Y} = 0.002 + 1,301,863$ X.

The influence of human resource development on employee performance in PT. Kalibaru Rubber. large enough. This can be shown by the coefficient of determination between the two variables of 0.674 or 67.4%, meaning that by doing human resource development for employees in a well-programmed manner, it will be able to give an effect of 67.4% on employee performance and the remaining 32 .6% influenced by other factors outside of this study.

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