The Influence of Human Resource Development and Empowerment on Employee Performance

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ABSTRACT

This study aims to analyze the effect of human resource development (X_1) and human resource empowerment (X_2) on employee performance (Y) at PT. Hijau Lestari Raya Fibreboard, Banyuasin Regency. Human resource development includes training, skill enhancement, and continuous education for employees, while human resource empowerment focuses on increasing motivation, engagement, and autonomy in the workplace. Employee performance is measured based on productivity, efficiency, and work quality. The research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees of the company. The data analysis was conducted using multiple linear regression to determine the influence of the independent variables (X_1 and X_2) on the dependent variable (Y). The results indicate that both human resource development (X_1) and human resource empowerment (X_2) have a positive and significant impact on employee performance (Y). Skill development and opportunities for participation in decision-making have been proven to enhance work effectiveness and productivity. Therefore, the company is recommended to continuously improve training programs and empower employees to achieve optimal performance.

Keywords: Human Resource Development, Employee Empowerment, Employee Performance.

INTRODUCTION

The digitalization era has brought significant changes to the business world and has led to an increasingly intense level of competition among companies in capturing market share. Companies are required to become effective and efficient organizations in order to survive amid these dynamics. One of the key factors in facing these challenges is the quality of human resources (HR) possessed by the company. Superior HR is a primary asset capable of mobilizing and optimizing other organizational resources to achieve the company's strategic goals.

According to Harahap (2019), human resources are the most important element in an organization because they possess power derived from knowledge, skills, and individual capabilities. Without the support of reliable HR, an organization will not be able to operate effectively, even if it has adequate facilities and infrastructure. Therefore, HR development and empowerment are crucial factors in creating a company's competitive advantage in the digital era.

Employee performance, as one of the indicators of organizational success, is greatly influenced by perceptions of fairness, work motivation, and individual competence. Lukman (2020) explained that optimal performance can be achieved when there is a balance between the benefits received by employees and fairness in task distribution and incentives. In line with this, efforts to develop and empower human resources are considered important in improving the knowledge, skills, and attitudes of employees needed to handle current and future tasks (Effendi, 2021).

However, previous research has shown differing findings regarding the influence of HR development and empowerment on employee performance. Istiqomah (2023) found a significant influence of HR development on employee performance, while Winata (2022) stated that HR empowerment had no significant effect. Meanwhile, Galura (2021) indicated that leadership communication style and HR empowerment had an impact on performance improvement, and Roswaty (2019) emphasized the importance of training and development in affecting employee performance. These differences suggest that the impact of these variables may vary depending on the context and situation of the organization.

PT Hijau Lestari Raya Fibreboard is a company engaged in the MDF (Medium Density Fibreboard) wood processing industry located in Banyuasin Regency, South Sumatra. Over the past three years, the company has experienced a decline in the export value of its processed wood products, as recorded in the export performance data for the 2021–2023 period. This decline indicates challenges in achieving the company's targets that need to be reviewed from the aspect of HR performance quality.
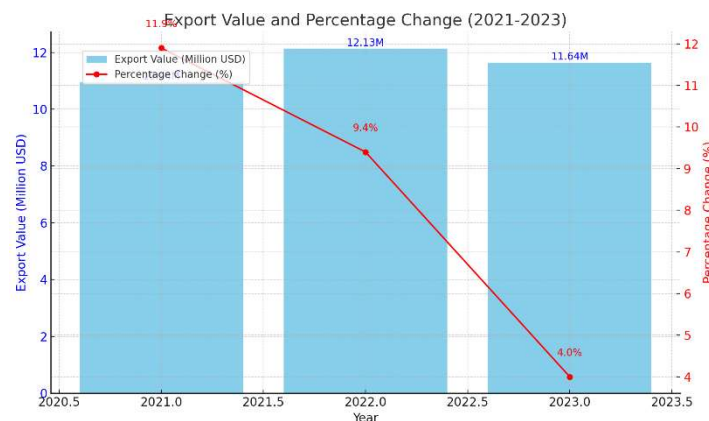
Source: PT Hijau Lestari Raya Fibreboard, 2024

Figure 1. Export Performance Data

According to the Director of PT Hijau Lestari Raya Fibreboard, one of the main causes of the declining export performance is the suboptimal development and empowerment of human resources within the company. This is evident from the low implementation of skills training, lack of employee involvement in decision-making, minimal appreciation of employee achievements, and weak organizational communication. These factors have become obstacles in driving optimal employee performance.

Based on these issues, this study aims to examine the influence of human resource development and empowerment on employee performance at PT Hijau Lestari Raya Fibreboard, Banyuasin Regency. The results of this research are expected to contribute to strategies for improving both HR performance and overall organizational performance.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is the process of planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employees in order to achieve organizational goals. The purpose of HRM is to strategically, ethically, and responsibly enhance the productive contribution of the workforce to the organization (Darmadi, 2022).

Human Resource Development

Human Resource Development (HRD) is a process of improving individuals' technical, theoretical, conceptual, and moral abilities through continuous training and education, enabling them to assume new roles and responsibilities within the organization (Harahap, 2019). The aim is to prepare employees to face both current and future job challenges. Indicators of HR Development (Lukman,2020):

1. Performance improvement
2. Changes in behavior and personality
3. Training evaluation results
4. Feedback from training participants
5. Expert assessment

Human Resource Empowerment

Human ResourceEmpowerment is a managerial process that aims to provideemployees with authority, responsibility, and resources to make decisions related to their tasks, with the intention of increasing motivation and work productivity (Wahana Putra, 2020). Indicators of HR Empowerment (Widayanti & Sariyathi, 2019):

1. Meaning: the job is meaningful to theemployee
2. Competence: confidence in task completion
3. Self-determination: freedom to take initiative
4. Impact: belief in the impact of their contribution on the organization

Employee Performance

Employee Performance is the quality and quantity of work achieved by an employee in carrying out tasks according to the responsibilities assigned (Asaloei, 2023). Performance results from a combination of motivation, ability, organizational support, and role clarity. Indicators of Employee Performance (Harahap, 2019):

1. Work quality
2. Work quantity
3. Responsibility
4. Teamwork
5. Initiative

RESEARCH METHODS

This section explains the methodological framework used in this study, including the research design, limitations, variables involved, participants and setting, measurement, and data analysis techniques. The purpose is to provide a clear and structured overview of how the research was conducted to ensure reliability and validity of the findings.

Research Design

This study uses a quantitative research approach with an associative type to determine theeffect of human resource development and empowerment on employee performance. The research design is causal, which aims to examine the influence between variables. The data collected is in the form of numbers and analyzed using statistical formulas. The study employs a survey method with a questionnaire as the main data collection tool, distributed to employees of PT Hijau Lestari Raya Fibreboard, Kabupaten Banyuasin.

Research Limits

This study is limited to the internal employees of PT Hijau Lestari Raya Fibreboard in Kabupaten Banyuasin. The variables studied are human resource development, human resourceempowerment, and employee performance. The research focuses solely on direct influence among these variables and does not consider external factors such as market dynamics, macroeconomic changes, or industry-wide shifts that may also affect employee performance

Variable Identification

This study involves two independent variables and one dependent variable. The first independent variable is human resource development, which includes planning, training, and career development of employees. The second independent variable is human resourceempowerment, which consists of employee involvement in decision-making, increased responsibility, and appropriate delegation of authority. The dependent variable is employee performance, which is measured through indicators such as productivity, work quality, punctuality, and discipline.

Participants and Setting

The population and sample in this study comprises all employees of PT Hijau Lestari Raya Fibreboard in Kabupaten Banyuasin, totaling 80 people. The sampling technique used is saturated sampling (census), in which theentire population is taken as the sample. This research was conducted from February to April 2024, at the company's headquarters. Before data collection, participants were informed about the research objectives, and their consent was obtained. The research setting is within the formal work environment of the company, ensuring the authenticity of responses.

Measurement

Data Colletion

Data collection was carried out using a questionnaire method. The instrument was distributed in printed form directly to respondents during working hours. The questionnaire used a Likert scale ranging

from 1 (Strongly Disagree) to 5 (Strongly Agree). All items were developed based on indicators from the literature and expert validation to ensure reliability and validity.

Data Analysis

The analysis technique used in this study includes descriptive statistics to describeeach variable, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression to examine theeffect of independent variables on the dependent variable. The statistical analysis was processed using SPSS software version 26. Hypothesis testing includes partial tests (t-tests) and simultaneous tests (F-tests), with a significance level of 0.05.

RESULTS

Hypothesis Testing

Partial Test (t-test)

Before presenting the results of the t-test, it is necessary to evaluate statistical significance to examine whether there are significant differences between the compared groups. Therefore, the t-test results will provide a clearer picture of the influence of each variable on purchase decisions, as well as how significant that influence is in the context of this study, as shown in the table below.

Table 1. Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,423	2,994		0,809	0,421
X1	0,693	0,125	0,608	5,530	0,000
X2	0,298	0,142	0,231	2,096	0,039

Source: Primary Data Process by SPSS v.26, 2025

The t-test results show that the t-value for the Human Resource Development variable (X_1) is 5.530 and for the Human ResourceEmpowerment variable (X_2) is 2.096. Both t-values are greater than the t-table value of 1.991, with significance levels of 0.000 for X_1 and 0.039 for X_2 (both less than 0.05). This indicates that, partially, both Human Resource Development (X_1) and Human ResourceEmpowerment (X_2) have a significant effect on Employee Performance (Y). Thus, any effort to improve the development and empowerment of human resources will significantly contribute to enhancing employee performance.

Simultaneous Test (F-Test)

Before presenting the results of the F-test, it is important to understand that the F-test is used to examine whether there are significant differences among three or more groups or treatments. In the context of this study, the F-test provides a deeper understanding of whether there is a significant difference among the three observed variables. A significant F-test result indicates that at least one of the independent variables has a statistically significant effect on the dependent variable, which in this case is employee performance. The results of the F-test are presented in the table below:

Table 2. Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2483.160	2	1241.580	69.461	.000
Residual	1376.327	77	17.874		
Total	3859.488	79			

Source: Primary Data Process by SPSS v.26, 2025

The F-test results show that the calculated F value is 69.461, which is greater than the F-table value of 3.115, and the significance value is 0.000, which is less than 0.05. This confirms that, simultaneously, the variables Human Resource Development (X_1) and Human ResourceEmpowerment (X_2) have a significant effect on Employee Performance (Y). In other words, human resource development and empowerment jointly contribute significantly to improving employee performance. These findings highlight the importance for companies to consistently enhance their human resource development and empowerment programs to ensure sustainable improvements in employee performance.

Correlation and Determination Test

The structural model is evaluated using the R-Square (R^2) value for the dependent construct. The R^2 value can be used to assess whether theendogenous variable is substantively influenced by theexogenous variables, as shown in the table below:

Table 3. Correlation and Determination Test

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of theEstimate
1	.802[a]	.643	.634	4.228

Source: Primary Data Process by SPSS v.26, 2025

An R value of 0.802 indicates a very strong relationship between the independent and dependent variables. The R-Square value of 0.643 suggests that approximately 64.3% of the variation in Total_Y can be explained by Total_X_1 and Total_X_2. Based on the R-Square value of 0.643 obtained from the model

summary table, we can evaluate the strength of the relationship between the independent and dependent variables using the given interpretation scale. With an R-Square of 64.3%, the relationship falls into the Strong category (interval 60.00–79.9). This means that the regression model used demonstrates a strong relationship between the independent variables (Total_X_1 and Total_X_2) and the dependent variable (Total_Y), where approximately 64.3% of the variation in Total_Y can beexplained by the two independent variables.

DISCUSSION

The Influence of Human Resource Development (X_1) on Employee Performance (Y)

The analysis results indicate that Human Resource Development (X_1) has a positive and significant effect on Employee Performance (Y). This is evidenced by the t-value of 5.530, which is greater than the t-table value of 1.991, and a significance value of 0.000, which is less than 0.05, indicating a statistically significant relationship. This means that the better the management of human resource development within an organization, the higher the resulting employee performance. This aspect of management includes training, competency enhancement, and well-structured career planning initiated by the company. These findings are in line with the study conducted by Wibowo (2021), which concluded that human resource development has a direct and positive relationship with improvements in employee performance.

The Influence of Human Resource Empowerment (X_2) on Employee Performance (Y)

The t-test results show a t-value of 2.096, which is greater than the t-table value of 1.991, and a significance value of 0.039, which is less than 0.05. This confirms that the relationship is statistically significant. It emphasizes that giving employees trust, involving them in decision-making, and assigning them greater responsibilities can enhance motivation and overall performance. The study conducted by Gumelar and Prasetya (2021) supports these findings. Their analysis showed that the t-value for the Human ResourceEmpowerment variable (X_2) was 2.036, which exceeded the t-table value, with a significance level of 0.000, which is lower than the alpha level of 0.05.

The Influence of Human Resource Development (X_1) and Empowerment (X_2) on Employee Performance (Y)

Based on the F-test results, an F-value of 69.461 with a significance value of 0.000 was obtained, which is less than 0.05. This indicates that human resource development and empowerment simultaneously contribute significantly to improving employee performance. The R-Square value of 0.643 indicates that 64.3% of the variation in employee performance can beexplained by the development (X_1) and empowerment (X_2) variables, while the remaining 35.7% is influenced by other factors not

included in this study. These findings are consistent with the research by Wibowo (2021), which demonstrated that human resource development is positively correlated with employee performance improvement. Additionally, the study by Gumelar (2021) also supports these results, showing that human resource empowerment through increased responsibility and involvement in decision-making has a significant impact on employee performance.

CONCLUSION

Based on the analysis, it can be concluded that both Human Resource Development (X_1) and Human Resource Empowerment (X_2) have a positive and significant effect on Employee Performance (Y), both partially and simultaneously. The correlation coefficient shows a strong relationship between the variables, and the R Square value indicates that 64.3% of the variation in employee performance is explained by development and empowerment, while the remaining 35.7% is influenced by other factors not examined in this study.

SUGGESION

Based on the findings, the company should regularly enhance HR development and empowerment programs to improve employee performance. Employees are encouraged to actively participate in training and take initiative in their roles. Future research can expand by including other variables such as motivation or leadership and involve different companies for broader results.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Ahmad Aziz Maulana conducted the research, collected and analyzed the data, and prepared the manuscript as part of his undergraduate thesis. Meilin Veronica (Supervisor 1) and Muhammad Kurniawan (Supervisor 2) provided guidance, supervision, and critical revisions throughout the research and writing process.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this study.

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DATA AVAILABILITY

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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ETHICAL APPROVAL

This study was conducted in accordance with ethical guidelines. Verbal and written consent were obtained from all participants and relevant stakeholders at PT Hijau Lestari Raya Fibreboard prior to data collection.

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