



Implementation of HR Development to Improve Employee Performance



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Article history:

Received: 09 July 2019

Accepted: 30 September 2019

Published: 05 November 2019

Keywords:

company;
development;
employees;
HR;
spa;

Abstract

This study aimed to determine how the implementation of human resource development to improve employee performance on Banyualit Spa 'n Resort. Human resource development is the people or employee preparation to assume higher responsibilities in the organization or company. Performance is the work result/a process measurement or a person's achievements regarding tasks assigned to them. The research design used in this study was a descriptive study with a qualitative approach. It was conducted at the Banyualit Spa 'n Resort located in Lovina, Singaraja Bali. The study results indicated that the Banyualit Spa 'n Resort has developed human resources well. However, it needs to be improved.

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1 Introduction

Human resources (HR) is most important asset for a company. The role of HR for the company is not only seen from the productivity of its work but also can be seen from the quality of work produced. Thus, its capabilities and skills need to be continuously developed. If the company HR has a high knowledge level then the companies competitiveness will be even higher (Jatmika & Andarwati, 2017). The purpose of training and HR development is to improve employee ability both affective (attitude), cognitive (knowledge) and psychomotor (behavior) and prepare employees in facing changes. It has occurred to overcome the obstacles might arise in the work. Thus, they will have an impact on performance.

Employee performance has a strong relationship on employee competencies (Martini *et al.*, 2018). Based on their competence, it will make them work happily without any burden. Thus, it will have a direct impact on their performance. Employee performance can be influenced on the supporting factors included the education and work level discipline comes from individuals and organizations (Arnawa *et al.*, 2017). The performance must be the main company focused on determining their employee ability. Due to the employee performance will be directly related to company performance. The better employee performance is the more able to bring towards better company.

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Banyualit Spa 'n Resort is a resort located in Lovina Singaraja, Bali. The standard employee education qualifications do not correspond to the education level. They must be owned on the resort employees. However, room occupancy rates from 2016 to 2018 have increased. Unlike the circumstances will not survive. Due to in the future can not be predicted to survive with various developments and changes have occurred mainly from competitors and technology is increasingly developing.

Having seen from this phenomenon, HR development needs to be carried out. Thus, the employee can further improve their performance. It also greatly affects the increase in revenue. Therefore, the authors are interested in conducting research. Referring to the background of the problems that have been described, the main issues in this study is how to implement HR development to improve employee performance in Banyualit Spa 'n Resort?

Literature Review

[Aprilioni \(2017\)](#), stated that the HR development is the preparation for people or employees to assume higher responsibilities in an organization or company. HR development is closely related to the increase on intellectual abilities needed to carry out better work. [Marwansyah \(2014\)](#), HR development is the implemented activities lead to continuous learning and self-development and contribute to realizing individual and organizational goals. This is a continuous learning process deepens an employee's values understanding, interests, talents, personal attributes, and strengths on their competencies.

HR development goals are closely related to organizational goals. The programs designed must always be closely related to the various changes surround the organization included the change possibility in terms of work and more importantly related to the organization's strategic plan. Thus, the existing resources organizations can be effectively and efficiently used ([Arifah et al., 2015](#)). [Suwanto et al., \(2016\)](#), stated there are various principles useful for HR development, included:

- a) Motivation,
- b) Progress report,
- c) Practice,
- d) Individual differences.

[Mangkunegara \(2016\)](#), stated that the development model is as follows:

- 1) *On the job*, the trainees immediately work in the place to learn and imitate a job under the supervisor guidance.
- 2) *Vestibule*, is a training method conducted in the class that is usually held in an industrial company to introduce work to new employees to train them to do the work.
- 3) *Example*, is a training method that is carried out on the way of demonstration and explanation of how to do a job through examples or experiments is exemplified.
- 4) *Simulation*, is a situation or event that is displayed as closely as possible to the actual situation but is only an imitation.
- 5) *Apprenticeship*, is a way to develop carpentry skills, therefore, the concerned employees can learn all their work aspects.
- 6) *Classroom methods*, are meeting methods in the class lectures, conferences, programmed instruction, case study methods, role-playing, discussion methods, and seminar methods.

[Nitta \(2010\)](#), stated that the development models are divided into several theories, namely as follows:

- a) *Training methods*, is a training model in the class that can also be used as a development model.
- b) *Under study*, is a development technique is done in the direct practice for someone who is prepared to replace their supervisor's position.
- c) *Job rotation and planned progression*, is a development technique. It is done on the moving participants from another position periodically to increase their expertise and skills in each position.
- d) *Coaching and counseling coaching*, is an education model means the superiors teaching expertise and work skills to their subordinates. Counseling is a way of Education by holding discussions between workers and managers about personal matters, such as their desires, fears, and aspirations.
- e) *Junior board of executive or multiple management*, is a permanent advisory committee consisting of prospective managers who participate on thinking or solving company problems and recommended to the manager.
- f) *Business games*, is the development carried out with pitted to compete to solve certain problems.
- g) *Sensitivity training*, is to help employees better understand themselves.

Martini *et al.*, (2017), stated HR model development is as follows:

- a) *Clerical model*. This model functions the HR department in obtaining and maintaining reports, data, notes, and carry out routine tasks.
- b) *Legal model*. This model of HR operations derives strength from expertise in the legal field.
- c) *Financial model*. The financial aspects of HR management lately are growing due to the managers are increasingly aware of the huge influence on HR included indirect costs compensation, for example, health insurance costs.
- d) *Managerial model*. It has two versions namely the first version of the HR manager understanding the productivity-oriented line framework manager.
- e) *Humanistic model*. The central idea in this model is HR department is formed to develop and foster the value and potential of HR in organizations. HR specialists must understand employees and help them maximize self-development and performance improvement,
- f) *Behavioral science model*. This model considers is the organizational science behavior is the HR basis activities.

Sedarmayanti (2010), stated that the performance is the work result or a measure process or the person achievement regarding duties assigned to them. Mangkunegara (2006), stated that performance is an outcome in quality/quantity and responsibility on the employee in carrying out the tasks assigned to them. The indicators used to measure employee performance according to Mangkunegara (2006), included: (1) quality of work, (2) quantity of work, (3) creativity, (4) work knowledge, (5) cooperation, (6) freedom, (7) initiative, and (8) personal quality. The factors affect employee performance according to Wiryawan *et al.*, (2007), included:

- 1) *Internal employee factors*. Factors from within the employee that is inherited from birth and factors obtained when he develops
- 2) *Organizational internal environmental factors*. In carrying out their duties, they need the organization's support wherein they work.
- 3) *Organizational external environmental factors*. Organizational external environmental factors are circumstances, events, or situations that have occurred on the external environment organization affect employee performance.

2 Materials and Methods

The research design will be used in this research is descriptive research with a qualitative approach. This study used qualitative methods intended to discover and understand what will be studied. A qualitative approach is believed to be able to direct the search for new concepts through the interpretation of the processes and subsequently, meanings study can be used to build predictions and provide an expansion to what is studied.

The present research was conducted at Banyualit Spa 'n Resort located at Jalan Laviana, Kalibukbuk, Lovina, Singaraja. Banyualit Spa 'n Resort was chosen as a research location on the following considerations room occupancy rates have increased even though the average employee education level does not meet the educational qualifications. The research focused is included HR Development implementation and how does the company design HR development methods and designs that suit HR development needs. There are three data collection techniques used on collecting the data, namely:

- a) *Interview*. A technique for finding information, through a question and answer session with someone needed to obtain the information needed. The interviews are freer than structured interviews.
- b) *Documentation*. Sugiyono (2017), stated that the document is an events record that has already passed. Data collection is done on collecting documents related to research conducted at the Banyualit Spa Hotel and Resort.
- c) *Observation*. Observation is a data collection technique that requires the researchers down to the field on observing matters related to space, place, actors, objects, time, events, goals, and feelings.

The selection of informants is carried out using a purposive sampling method where the selected informants are considered to meet certain criteria of the researcher thus the data provided by the informants is the right data, accurate, sufficient, and in accordance with the research objectives. The criteria determined by the researcher:

- a) The informant knows into information related to the company state. This information is needed to gather information about the company's situation, being faced problems, and the efforts will be used in dealing with these problems.

- b) The informant who worked at the Banyualit Spa Hotel and Resort aims to provide informants with better information for researchers.
- c) The informants referred to the study included HRD, an operational manager, and a hotel employee.

The validity data test in this study using the triangulation method. It is a data checking method utilizes something else on comparing the interview results with research objects. Triangulation used included triangulation sources. It is carried out to test the credibility of the data on the data checking that has been obtained through several sources. Triangulation of data sources has explored the truth of certain information through various methods and data sources processing. For example, besides conducting interviews and observations, written documents, pictures or photographs. Each method will produce different evidence or data, which in turn will provide different views about the phenomenon under study. On the data analysis, the activities carried out are data reduction, data display, and conclusion drawing/verification.

- a) Data reduction
- b) Data display
- c) Conclusion drawing/verification

The information is obtained from the process of observation, documentation, and interviews are expected to provide an overview of the implemented HR development to improve employee performance. The study results were obtained in-depth interview techniques with informants as a retrieval data form and documentation are then used to analyze. This analysis focused on the informants consisting of four people. There are managers, HRD, and two employees in Banyualit Spa 'n Resort.

The researchers used qualitative methods to see and describe a phenomenon. Qualitative research is a research procedure that produces descriptive data. Those are written and oral words based on the observed actors or informants. For the analysis phase, a list of questions for interviewing, data collection, and analyzing the data that the researchers did.

3 Results and Discussions

Marwansyah (2014), stated that HR development is the implemented activities lead to continuous learning and self-development and contribute to realizing individual and organizational goals. This is a continuous learning process that deepens an employee's understanding for their values, interests, talents, personal attributes, and strengths their competencies.

Martini *et al.*, (2017), stated that HR is organization part that should carry out important activities. Looking at HR is very important in an organization or company. Due to the better HR performance in a company, it will automatically provide a very positive effect on the company itself. Therefore, the company must be able to develop the performance their employees. HR development is one of the most important things to improve the company's development going forward. Mrs. Purnami and Mr. Suweca stated as leaders at Banyualit Spa 'n Resort, they said the HR development was very necessary due to they could improve the work quality. It is related to the HR development carried out at Banyualit Spa 'n Resort can be explained as follows:

a) *On the job*

The participants immediately work on the spot to learn and imitate a job under the guidance of a supervisor. On the job is divided into 2 ways, namely:

- 1) The *information way* is the trainer tells the trainees to pay attention to other people who are doing work, then they are instructed to practice it.
- 2) The *formal way* is the supervisor appoints a senior employee to do their work, then, the participants do the work in accordance with the methods carried out onwards senior employees.

b) *Coaching and counseling coaching*

It is an education model means superiors teaching expertise and work skills to subordinates. Counseling is a way of education on holding discussions between workers and managers about personal matters, unlike their desires, fears, and aspirations. This is supported on the interview results to HRD, operational manager, and employees who are in Banyualit Spa 'n Resort as follows:

The operational manager said, 'Actually, the employee development is more over time defines all employees to learn job desc directly. If they work in the field on being supervised their seniors for example supervisor, occasionally also

hold training both for new employees who have already work decades. However, the time is not necessarily due to time constraints and participants due to here only have 30 employees’.

The HRD said the same term ‘On the developing employee performance used a training system (apprenticeship) for new employees to be able to adjust their job desc, then, continue to be given more in-depth guidance conducted on the seniors in each work unit. Training is also sometimes done together with each supervisor work unit. However, it is not too often, most often on direct providing train in the workplace. The employees are more direct in their respective job desc. We occasionally conduct training in each work unit but it is not neatly scheduled and very rarely’. If it is confirmed about what is conveyed to their superiors about the development process carried out in the parties. It was true the resort actually developed the performance for its employees used *on the job* and *coaching*.

Arnawa *et al.*, (2017), a humanistic model is a central idea for HR departments on forming to develop and foster the value and potential of HR in organizations. HR specialists must understand employees and help them maximize self-development and performance improvement. Based on this model, HR development carried out at Banyualit Spa ‘n Resort is the employee expertise development in English. It is conducted on the hotel due to the important skills in English, in hospitality world. There are some employees who are not too fluent in English. Thus, the resort places more emphasis on its employees in practicing English. If the employees are able to speak English fluently in serving foreign guests. This will affect the good resort image. A good image is expected to increase tourist confidence there. It is also can be a reference for the leadership at Banyualit Spa ‘n Resort to continue maintaining the performance quality of its human resources.

A development model is soft skills development due to the expertise in communicating with English is expected to increase employee confidence in dealing with foreign guests. Of course, it will lead to a good image for Banyualit itself. For companies engaged in hospitality services, the company’s good image can affect customer confidence on the quality of the service provided in Banyualit Spa ‘n Resort. Therefore, nowadays the guests who come either to stay, spa, and hold an event at Banyualit Spa ‘n Resort. It continues to increase.

4 Conclusion

On the implementing employee development to improve employee performance Banyualit Spa ‘n Resort used several methods are more focused on developing communication skills. As it is for some HR development implementation carried out, namely (a) the development on the employee skills on communicating used English is to enter humanistic development. (b) the expertise development on carrying out each job desc coaching and coaching counseling methods. (c) HR development is also done on the job due to it can streamline the time of each employee. The three models application were successfully used on Banyualit Spa Resort ‘n Resort. In order to develop the performance of its employees even better. It will certainly have a very positive impact on their image, to guests who come, due to the good image is expected to increase the tourist’s confidence and the public to stay, spa, or hold important events there.

Suggestion

- 1) Banyualit Spa ‘n Resort continues to run and improve HR development programs to improve their performance in carrying out all job desc from each department. Therefore, they can survive and develop even compete with advances in competitors and technology.
- 2) For future researchers to be able to provide more comprehensive results and broaden the research scope at looking at other existing phenomics.

Implication

- 1) HR development can improve employee performance. It can create a good corporate image that will automatically increase company revenue.
- 2) As a reference for the leaders on Banyualit Spa ‘n Resort to continue to develop their skills employees, thus, can maximize their performance. Therefore, it can have a positive impact on their work.

Conflict of interest statement

The authors declared that they have no competing interest.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

Acknowledgments

The authors would like to thank the reviewer for their consideration of the further process of the present paper. Thanks to the editor of IRJMIS for the valuable support, time as well as advice.

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