



Received: August 22, 2024

Revised: September 01, 2024

Accepted: October 30, 2024

\*Corresponding author: Heribertus Gulo,  
Department of Management, Faculty of  
Economics, Universitas Nias, Gunungsitoli,  
Indonesia.

E-mail: [herrygulo603@gmail.com](mailto:herrygulo603@gmail.com)

## DESCRIPTIVE OF QUANTITATIVE DATA | RESEARCH ARTICLE

## Analysis of Human Resource Development Training in Improving Employee Performance

Heribertus Gulo<sup>1</sup>, Maria Magdalena Bate'e<sup>2</sup>, Eliagus Telaumbanua<sup>3</sup>, Heseziduhu Lase<sup>4</sup>

<sup>1,2,3</sup> Department of Management, Faculty of Economics, Universitas Nias, Gunungsitoli, Indonesia. Email: [herrygulo603@gmail.com](mailto:herrygulo603@gmail.com), [maria.batee82@gmail.com](mailto:maria.batee82@gmail.com), [eliagus.tel@gmail.com](mailto:eliagus.tel@gmail.com), [laseheseziduhu@gmail.com](mailto:laseheseziduhu@gmail.com)

**Abstract:** In the contemporary period marked by globalization and modernization, Indonesian society has made significant strides, particularly in the fields of information and technology. Despite these advancements, there remain challenges that necessitate the development of individuals into exceptional human beings equipped with comprehensive skills. This study focuses on evaluating the effectiveness of human resource development training at the National Narcotics Agency office in Gunungsitoli City. The objective is to ascertain the implementation and impact of such training programs on employee performance. Employing a qualitative field research approach, the study was conducted at the aforementioned office, with agency employees serving as key informants. Data were primarily gathered through interviews, and the analysis utilized descriptive methods to articulate the current conditions observed in the field. Findings from the research indicate that training and development are crucial for enhancing employee competencies and aligning them with the organization's vision and mission, thereby fostering an adept workforce at BNNK Gunungsitoli.

**Keywords:** Human Resource Development, Employee Training, Gunungsitoli City National Narcotics Agency (BNNK)

### 1. INTRODUCTION

In the modern era, Indonesian society is navigating through a phase of intense globalization and rapid modernization, with significant advancements particularly notable in the domains of information and technology. This progress introduces challenges that the nation must confront, necessitating the cultivation of individuals who are not only superior in ability but also adept at adapting to these evolving circumstances. Effective human resource management is pivotal for organizations to keep abreast of technological advancements and breakthroughs, which are integral to delivering high-quality services to the community. A crucial strategy for enhancing service quality involves leveraging technology to increase the skillset of employees, thereby fostering innovative and efficient work practices.

Training and development programs have become indispensable across organizations, equipping human resources with the requisite competencies to thrive in a dynamic environment. This necessity poses a significant challenge that human resource practitioners need to address with urgency. Training initiatives should be meticulously designed based on specific needs, such as addressing declining performance or filling competency gaps. The effectiveness of these training processes is essential, as they equip employees with the necessary skills to efficiently fulfill their roles and contribute to achieving the organizational objectives.

Field observations at the Gunungsitoli City National Narcotics Agency office reveal several operational challenges, including some employees' inability to fully harness new technologies, leading to work inefficiencies. Moreover, the varied educational backgrounds of employees, ranging from high school diplomas to postgraduate degrees, contribute to performance disparities. The protracted service procedure for issuing narcotics-free certificates also points to a deficiency in specialized expertise among staff. These insights underscore the pressing need for tailored training and development programs at the Gunungsitoli City National Narcotics Agency. Such initiatives are



crucial for enhancing employee competence, optimizing work processes, and ultimately, elevating the overall performance of the organization.

## 2. LITERATURE REVIEW

### 2.1. Human Resources Training and Development

Human resource preparation and development constitute an ongoing educational cycle where the HR department plays a pivotal role in helping employees refine their skills, assimilate new concepts, and expand their knowledge about their specific roles as well as the broader workplace environment. Regular investment in employee training and development is essential for the growth and sustainability of companies. With the increasing integration of technology in work settings, it is critical for organizations to formulate a comprehensive training and development strategy that keeps the workforce up-to-date with emerging trends, technologies, and skills. Training is fundamentally aimed at enhancing technical skills and knowledge to improve worker performance. As noted by Dessler (2020), training involves the process of equipping employees with the necessary skills to perform their jobs effectively. It provides essential knowledge and its practical application in the workplace, thereby enhancing work efficiency and aiding in the achievement of a company's or organization's strategic objectives. This systematic approach to training not only improves individual performance but also contributes to the overall operational excellence of the organization.

### 2.2. Indicators of Human Resource development

Motivation acts as a catalyst that inspires an individual to strive towards their aspirations with vigor. It can manifest in various forms, from the motivational power bestowed by superiors, which ignites a desire to influence and control others and their surroundings, to the intrinsic motivation for achievement, which fuels an individual's drive to make substantial contributions in every endeavor they undertake.

Personality, meanwhile, is the tapestry woven from an individual's habits, attitudes, and traits, shaped through interactions with others. This complex weave is deeply linked to one's values, standards, and behaviors, together forming a character. Character is not just about the surface qualities but also encompasses the ability to maintain honor and integrity, reflecting one's mental state, behavior, morals, and deep-seated qualities.

Skills are the tools through which tasks are completed with competence. These abilities are crucial for job performance and can be honed through training or can be innate. Effective training programs enhance these skills, enabling employees to perform their tasks with greater efficiency and productivity, thereby fostering a work environment that thrives on continuous improvement and excellence.

### 2.3. Employee Performance

Performance stands as a pivotal concept within human resource management, significantly shaped by the prevailing organizational culture. As the realms of science advance and competition intensifies, the imperative to conduct thorough research and performance assessments becomes increasingly crucial. Achieving outstanding execution in any organization involves clear guidance and strategies that empower individuals to excel and produce positive outcomes. To foster such high performance, it is essential to provide employees with instructions that not only direct but also allow them to envision and forge their own paths to success and proficiency. Moreover, incorporating inspirational tasks within the workflow can significantly enhance motivation and engagement among employees. Ultimately, the foundation of good performance is built on the discipline of the workforce,

underscoring the importance of a well-structured and encouraging work environment that drives individuals to meet and exceed established standards.

#### 2.4. Purpose of Performance Appraisal

According to Cahayani as cited by Riki and Nurmasari, the objectives of performance appraisal are multifaceted and integral to fostering a productive and motivated workforce. Firstly, performance appraisals aim to enhance mutual understanding among employees regarding the expectations and requirements of their performance. This clarity is crucial as it aligns the workforce towards common goals and standards. Secondly, appraisals serve as vital feedback mechanisms. By documenting and acknowledging the contributions of employees, appraisals not only recognize their efforts but also motivate them to improve or maintain their current levels of achievement. This recognition can be a powerful motivator, encouraging employees to strive for continuous improvement. Thirdly, performance appraisals provide a platform for employees to express their desires and aspirations, and to discuss their career trajectories or current job roles. This dialogue can increase employees' awareness of their professional paths and encourage proactive engagement with their roles.

Furthermore, appraisals help in defining or redefining future objectives. By setting clear, achievable goals, employees are inspired to utilize their full potential, aiming for growth and excellence in their roles. Lastly, performance appraisals are used to ensure that the implementation and development plans are in sync with the training needs of the employees. They involve reviewing and potentially approving training plans, making necessary adjustments to align with overall objectives and ensuring that the workforce is adequately equipped to meet organizational demands. This systematic evaluation and planning are essential for maintaining a competent, well-trained workforce that can effectively respond to changing organizational needs.

### 3. RESEARCH METHOD

In this research, the authors adopted a qualitative methodology utilizing descriptive methods to gather data. This approach involved collecting data from sources that could be either written or spoken, derived from persons or informants who were directly observed. The research focused on a single variable, defined by Sugiyono (2017) as an attribute, trait, or value of individuals that exhibit specific variations determined by the researchers for the purpose of study and subsequent conclusion formulation. Data sources for this study were twofold:

1. Primary data: As defined by Sugiyono (2018), primary data is information obtained directly from the source or through firsthand research. In this case, data were collected through interviews with various informants at the Gunungsitoli City National Narcotics Agency Office, including the heads of various departments and all employees.
2. Secondary data: Sugiyono (2017) describes secondary data as information not directly collected from the source but acquired through document files or other indirect means. For this study, secondary data included organizational documents such as structural charts, employee salary lists, and other records pertinent to the research topic.

The research methods encompassed several components including design, subject selection, procedural steps, instruments, and techniques for data analysis. In qualitative research, the researcher themselves are often the primary instrument for data collection, employing methods such as observation, questioning, listening, and precise recording of information. For efficient data gathering during interviews, researchers utilized guidelines that outlined the sequence of questions to be asked, thereby streamlining the data collection process. The designated informants for these interviews were members of the Human Resources department at the Gunungsitoli City National Narcotics Agency

Office. The techniques used for data collection included direct observations, interviews, and the collection of documentation to secure visual materials and written data. The process of data analysis involved several steps: data collection, data reduction (the process of distilling and prioritizing information), data presentation, and the drawing of conclusions. This structured approach facilitated a thorough exploration of the research topic, enabling a comprehensive understanding of the investigated phenomenon.

## 4. RESULT AND DISCUSSION

### 4.1. Human Resource Development Training Analysis Results

According to the insights shared by informant Taniaro Gea, there is a consensus with the views of informants Leos Balthasar and Alfen Notatema regarding their participation in training and development sessions. These sessions were communicated in advance by the leadership, specifically by the Head of the General Subdivision, who informed them of the schedule and venue for the training. This systematic dissemination of information ensures that employees are well-prepared and aware of upcoming development opportunities.

Further insights from the interview with informant Imelda Lase highlight that employee performance is routinely evaluated by the leadership to determine their suitability and need for further training and development. This assessment is crucial as it helps tailor the training efforts to the specific needs and potential areas of improvement for each employee. In alignment with the experiences of other informants, Alfen Notatema confirmed that the training and development initiatives conducted by BNNK Gunungsitoli are well-suited to meet the participants' needs, indicating a well-structured and relevant training framework. Similarly, informant Aperiana Gulo, echoing the sentiments of Parulian Pardede, emphasized the importance of high motivation among employees to engage actively in training and development, which is essential for the smooth execution of their responsibilities.

Finally, informant Fahmansyah Manik reflected on the tangible benefits of such programs, noting that participation in training and development significantly enhances employee skills and positively impacts their overall performance. This testament underscores the effectiveness of the training programs in fostering skill enhancement and improving job performance across the board.

### 4.2. Employee Performance Analysis Results

From the feedback gathered through interviews with various informants at the organization, it is clear that training and development programs have a significant and positive impact on employee performance and are deemed essential by the participants.

Ismed Tanjung, one of the informants, emphasized the beneficial effects of these programs on his work output. He noted a marked improvement in his performance, particularly in keeping pace with technological advancements and other areas, underscoring the critical role that continuous learning plays in maintaining and enhancing employee competency.

Agnes Manurung highlighted another important aspect of training and development—its practical application in the workplace. She pointed out that the knowledge and skills acquired during these sessions are directly applied to their daily tasks, reinforcing the idea that training is not just for personal development but is crucial for organizational efficacy. Agnes also stressed that training sessions are conducted with definitive objectives, countering any notion that they might be held without specific goals.

Wirataman Zendrato's feedback further validated the relevance of the training content, stating that the programs are well-aligned with the needs of the participants. This alignment ensures that the training is not only effective but also addresses the specific challenges and requirements that the employees face in their roles.

Lastly, Ika Septania expressed a proactive attitude towards these development opportunities. She acknowledged her gaps in performing her duties and showed a keen interest in participating in training programs. Her gratitude for being considered as a participant reflects the value employees place on such initiatives, viewing them as a means to enhance their skills and contribute more effectively to the organization.

Overall, the consistent feedback across interviews underscores the importance of training and development in fostering a skilled, motivated, and efficient workforce, tailored to meet both personal and organizational goals.

#### 4.3. Discussion

Analyzing the impact of human resource development training on employee performance is crucial for the National Narcotics Agency office in the city of Gunungsitoli, particularly given the diverse range of job duties among the employees. In an organization like this, where roles can vary from technology-driven tasks to pioneering new initiatives, the need for effective and efficient training is paramount. The significance of such training programs extends beyond merely enhancing individual capabilities. They play a pivotal role in ensuring that all employees, regardless of their specific functions, are equipped to handle the evolving demands of their jobs, which may include adapting to new technologies or implementing innovative procedures. This adaptability is essential for maintaining high standards of service and operational efficiency within the agency. Moreover, as the agency deals with critical tasks, the effectiveness of its operations directly impacts its ability to serve the community effectively. Training programs tailored to meet the unique needs of various job functions within the agency not only boost the performance of individual employees but also enhance the overall productivity and effectiveness of the agency. Thus, human resource development training is not just a tool for personal development but a strategic asset that drives the organization's success and its capacity to fulfill its mission effectively.

## 5. CONCLUSIONS

The training and development initiatives undertaken by the National Narcotics Board of Gunungsitoli City are meticulously aligned with established procedures and closely tailored to meet the specific needs of the participants. This strategic approach ensures that the training not only addresses the immediate requirements of the employees but also supports their long-term professional growth. The benefits of these human resource development programs are evident in the enhanced work processes observed among the employees. By equipping them with the necessary skills and knowledge, the training helps streamline operations and improve efficiency within the agency. This improvement is crucial in an organization tasked with responsibilities as critical as those handled by the narcotics agency, where precision and effectiveness are paramount. Furthermore, the impact of these training programs extends beyond individual performance enhancements to foster broader organizational progress. As employees become more proficient and capable, the overall capability of the agency to execute its duties effectively also increases. This progress is not just in the form of improved individual performance but also in the enhanced collective ability of the agency to achieve its goals and mandates more successfully.

## REFERENCES

- Anas Tamsuri, (2022). Literatur Review Penggunaan Metode Kirkpatrick Untuk Evaluasi Pelatihan Di Indonesia. *Jurnal Inovasi Penelitian*, Vol.2 No.8 Januari 2022, ISSN 2722-9475.
- Anissa Nur Safitri, (2022). Pengaruh Lingkungan Kerja, Pemberdayaan, Dan Kepemimpinan Terhadap Kinerja Karyawan (Studi di PT.Phapros, Tbk Semarang). *Jurnal Ekonomi dan Bisnis*, Vol. 11 No. 2 September 2022, P - ISSN : 2503-4413, E - ISSN : 2654-5837, Hal 14 – 25.

- A.R. Rizaldi. (2019). Kinerja Pegawai Dalam Tinjauan Budaya Organisasi. (Studi Kasus). *Seiko : Journal of Management & Business*, 2(2), 131–144, Vol 2, No 2 (2019), <https://journal.stieamkop.ac.id/index.php/seiko>.
- Fadli Sandewa (2018). Faktor-Faktor yang Mempengaruhi Kinerja Pegawai di Kabupaten Banggai Kepulauan. *Jurnal Ilmiah Clean Government*, Vol. 1, No. 2, Juni 2018, ISSN: E-2620-3014, : P-2614-7742.
- H. Zuchri Abdussamad, S.I.K.,M.Si (2021), Metode Penelitian Kualitatif
- Hendita Yosepa. (2020). Pengembangan sumber daya manusia (SDM) terhadap tingkat Etos kerja karyawan pada hotel santika sukabumi. *Jurnal Ilmu Manajemen*, Volume 8 Nomor 3.741-747.
- Imam Pratama, dan Yunita Fitri Wahyuningtyas. (2021). Pengaruh Beban kerja dan Kualitas Kerja Terhadap Karyawan Akademik Farmasi Indonesia Yogyakarta di Masa Pandemi. *Jurnal Riset Akuntansi dan Bisnis Indonesia STIE Widya Wiwaha*, Vol 1,No.1, Juli 2021,264-277, ISSN:2808-1617.
- Krismiayati, K. (2017). Pengembangan Sumber Daya Manusia dalam Meningkatkan Kualitas Pendidikan di SD Negeri Inpres Angkasa Biak. *Jurnal Office*, 3(1), 43. <https://doi.org/10.26858/jo.v3i1.3459>
- Kurniawati. (2020). Pengembangan Sumber Daya Manusia (1st ed.). Universitas Terbuka.
- Meri Sandora1 Via Ayu Permadani. (2021), Pengaruh Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Xyz Rokan Hulu Provinsi Riau, Volume 12, Nomor 4, 27 Desember 2021, P.ISSN: 1410-7988 E.ISSN: 2614-123X.
- Mardia,dkk (2023). Pelatihan dan Pengembangan Sumber Daya Manusia. *Yayasa xiv*; 152 hlm; 16 x 23 cm ISBN: 978-623-342-790-6.
- Moh Rifki (2019). Analisis metode pelatihan dan pengembangan Sumber daya manusia (sdm) di balai latihan Kerja (blk) jember. Institut Agama Islam Negeri Jember.
- Nurhayati Ali Hasan. (2018). Pendidikan Dan Pelatihan Sebagai Upaya Peningkatan Kinerja Pustakawan. *LIBRIA*, Vol. 10, No. 1, Juni 2018, 95-115.
- Noe, R. A. (2020). *Employee Training & Development* (8th ed.). Mc Graw Hill Education.
- Nurul Khurotin (2018). Analisis Pelatihan Dan Pengembangan Sumber Daya Manusia Di Pt. Beon Intermedia Cabang Malang. Universitas Brawijaya.
- Riki Kurniawan dan Nurmasari. (2017), Analisis Kinerja Pegawai Pada Bidang Pelayanan Dan Informasi Di Badan Penanaman Modal Dan Pelayanan Perizinan Terpadu Kabupaten Siak. *Publika*, Vol 3, No. 1 Hal. 122-134 (2017).
- Riska Gustiana1, Taufik Hidayat2, Achmad Fauzi3. (2022). Pelatihan Dan Pengembangan Sumber Daya Manusia (Suatu Kajian Literatur Review Ilmu Manajemen Sumber Daya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, Volume 3, Issue 6, Juli 2022, E-ISSN: 2686-5238, P-ISSN 2686-4916. <https://doi.org/10.31933/jemsi.v3i6>.
- Rusliadi (2020). Pengembangan Sumber Daya Manusia Melalui Pelatihan Teknis Di Dinas Kependudukan Dan Catatan Sipil Kabupaten Takalar. Universitas Muhammadiyah Makassar.
- Shinta Devi Apriliana1\*, Ertien Rining Nawangsari2. (2021). Pelatihan Dan Pengembangan Sumber Daya Manusia (Sdm) Berbasis Kompetensi. *Jurnal Forum Ekonomi*, 23 (4) 2021, 804-812. <http://journal.feb.unmul.ac.id/index.php/FORUM EKONOMI.I>.
- Sugiyono (2017). Metode Penelitian Kuantitatif, Kualitatif.
- Sugiyono (2018). Metode Penelitian Kualitatif.
- Sugiyono (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabet.
- Undang-Undang Nomor 18 Tahun 2020 tentang Pengembangan.
- Yuni Nurlita, Siti Maryam, Lisa Harry Sulistyowati. (2020), Pengaruh Kompetensi dan Kompensasi terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis dan Manajemen*, Vol 4,(2), 2020, 191-200 e-2579-9401, p-2579-9312