

# The Role of Human Resource Development and Motivational Factors in Improving Employee Performance at PT Aerofood Indonesia, Surabaya Unit

Fadhlulrrahman Surya Prayoga<sup>1\*</sup>, Achmad Sholihin<sup>2</sup>

<sup>1,2</sup>S1 Economic Management, YAPAN College of Economics, Indonesia

\* Corresponding author:

Email: [fsuryaprayoga@gmail.com](mailto:fsuryaprayoga@gmail.com)

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## Abstract.

*This study aims to analyze the influence of Human Resource Development (HR) and Motivational Factors on Employee Performance at PT Aerofood Indonesia Unit Surabaya. This study uses a quantitative method with a survey approach. Data collection was carried out through the distribution of questionnaires to 41 respondents who were selected using the simple random sampling technique. Data were analyzed using validity test, reliability test, classical assumption test, multiple linear regression analysis, t test, F test, and determination coefficient (R<sup>2</sup>) test with the help of the SPSS program. The results of the study showed that the HR Development variable had a positive and significant effect on Employee Performance with a t-count value of 5.718 and a significance value of 0.000 < 0.05. The Motivation Factor variable also had a positive and significant effect on Employee Performance with a t-count value of 2.970 and a significance value of 0.005 < 0.05. Simultaneously, the variables of Human Resources Development and Motivation Factors had a positive and significant effect on Employee Performance with an F-count value of 215.888 and a significance value of 0.000 < 0.05. In addition, the determination coefficient (R<sup>2</sup>) value of 0.919 indicates that 91.9% of the variation in Employee Performance can be explained by the variables of Human Resources Development and Motivation Factors, while the remaining 8.1% is influenced by other factors outside the study. The results of this research are expected to be considered for companies in improving the quality of human resource development and work motivation to achieve more optimal employee performance.*

**Keywords:** Human Resource Development (HRD), Work Motivation, Employee Performance, Human Resource Management, PT Aerofood Indonesia and Surabaya Unit.

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## I. INTRODUCTION

The success of a company is not only determined by the capital, technology, or facilities it has, but also by the quality of the human resources that carry out all the activities of the organization. Meanwhile, the rapid development of technology makes quality human resources the key to the company's sustainability. On the other hand, technological advances also make it easier for new competitors to enter the business world, so that competition between companies becomes even tighter. Based on the perspective, humans are positioned as something more valuable than other means of production [1], so companies or organizations consider the development of their human resources (HR) as valuable assets [2]. With good human resource development or management, an employee can easily face and complete the demands of tasks both now and in the future [3]. High performance can be achieved if employees are able to work optimally and utilize their potential to support organizational development [4].

In addition to human resource development, work motivation is an internal and external motivation that moves a person to work optimally in achieving organizational goals [5]. Career development plays an important role in improving employee performance because it provides opportunities for individuals to develop the skills, knowledge, and competencies needed in the job [6]. This is supported by a number of studies [7] and [8] which conclude that human resource development has a positive effect on improving employee performance. In addition, research [5] shows that training and development programs that are in accordance with job needs are able to increase productivity, work effectiveness, and organizational competitiveness. Therefore, human resource development is seen as an important long-term investment to create superior and sustainable human resources.

The importance of work motivation and human resource development is also felt by PT Aerofood Indonesia Unit Surabaya as a company engaged in aviation catering services. In carrying out its operations, the company not only needs employees who have good competence, but also employees who have high

enthusiasm and motivation for work. Work motivation at PT Aerofood Indonesia Unit Surabaya is realized through the provision of work direction by superiors, periodic performance evaluations, self-development opportunities, and a reward system for employees who show good performance. These efforts are made to encourage employees to be able to work according to the company's operational standards that demand punctuality, service quality, and food safety. With good motivation, it is hoped that employees can carry out their duties and responsibilities optimally so that they can support the improvement of the company's overall performance.

Several previous studies have shown inconsistent results regarding the influence of human resource development and work motivation on employee performance. Research conducted by Putra et al. (2022) stating that human resource development has a positive and significant effect on employee performance through increased work motivation [9]. These findings are supported by Anggita and Bernando (2023) who found that job training and work motivation can significantly improve employee performance [7]. However, research conducted by Abdan & Prawitowati (2023) shows that work motivation does not have a significant effect on employee performance and work motivation is an important factor that can encourage increased productivity and employee performance [10]. The difference in the results of the study shows that there is still a research gap, especially in a study that examines the influence of human resource development and simultaneous work motivation on employee performance in the aviation catering service industry which has high demands for service quality, food safety, and punctuality. Therefore, this research needs to be conducted to clarify the relationship between human resource development, work motivation, and employee performance at PT Aerofood Indonesia Unit Surabaya.

The urgency of this research is based on the increasing demands of the aviation industry for service quality, operational efficiency, and punctuality, which are highly dependent on employee performance. As a company engaged in aviation catering services, PT Aerofood Indonesia Unit Surabaya requires human resources who not only have adequate competence, but also high work motivation to support the smooth operation of the company. In the midst of increasingly dynamic business environment changes, human resource development and work motivation are strategic factors that need special attention because they both play a role in improving employees' abilities, productivity, and work quality. Therefore, this research is important to provide a more comprehensive understanding of the role of human resource development and work motivation in improving employee performance and become a consideration for companies in formulating more effective HR management policies.

## **II. METHODS**

This study uses a quantitative approach with a type of causal associative research to test and explain the cause-and-effect relationship between independent variables and dependent variables. The quantitative method is a research method used to collect and analyze data in the form of numbers through statistical techniques so that it can be used to test hypotheses that have been formulated previously [11]. This approach was chosen because the research aims to analyze the influence of Human Resource Development (HR) and Work Motivation on Employee Performance at PT Aerofood Indonesia Surabaya Unit.

The independent variables in this study consisted of HR Development (X1) and Work Motivation (X2), while the dependent variable was Employee Performance (Y). The research population is all employees of PT Aerofood Indonesia Unit Surabaya with a total of 332 employees. The sampling technique used is simple random sampling, which is a sampling technique that provides an equal opportunity to each member of the population to be selected as a research respondent [11]. Through this technique, a research sample of 41 respondents was obtained which was considered to be able to represent population characteristics.

The research data was collected through the distribution of questionnaires using a five-level Likert scale consisting of very poor, not good, moderately good, good, and very good. The research instruments are prepared based on the indicators of each variable obtained from theoretical studies and previous research. The research stages include problem identification, preparation of research instruments, distribution of questionnaires, data collection, data processing, data analysis, and drawing conclusions.

Data analysis was carried out with the help of SPSS software through validity tests, reliability tests, classical assumption tests which included normality tests, multicollinearity tests, and heteroscedasticity tests, then followed by multiple linear regression analysis, partial tests (t tests), simultaneous tests (F tests), and determination coefficient ( $R^2$ ) tests. The test was carried out to determine the influence of Human Resources Development and Work Motivation on Employee Performance both partially and simultaneously.

### III. RESULTS AND DISCUSSION

#### Descriptive Analysis

Descriptive analysis was carried out to provide an overview of the condition of each research variable consisting of Human Resources Development, Work Motivation, and Employee Performance. The results of the descriptive analysis showed that HR Development had an average value of 34.76 with a standard deviation of 6.88, Work Motivation had an average value of 35.22 with a standard deviation of 6.78, while Employee Performance had an average value of 27.90 with a standard deviation of 5.79. These results show that respondents have a good perception of human resource development and work motivation implemented by the company, and show a relatively good level of performance. In addition, the standard value of the deviation that is smaller than the average value of each variable indicates that the data is relatively homogeneous.

#### Multiple Linear Regression Analysis and Partial t-Test

Table 1. Results of Multiple Linear Regression Analysis and t-Test

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Hours Error	Beta	t	Sig.
(Constant)	-.966	1.427		-.677	.502
HR DEVELOPMENT (X1)	.541	.095	.644	5.718	.000
MOTIVATIONAL FACTORS (X2)	.286	.096	.334	2.970	.005

#### a. Dependent Variable: EMPLOYEE PERFORMANCE

Based on the results of data processing using multiple linear regression analysis presented in Table 1, the regression equation model is obtained as follows:

$$Y = -0.966 + 0,541X_1 + 0,286X_2 + e$$

These results show that HR Development ( $X_1$ ) and Motivation Factors ( $X_2$ ) have a positive effect on Employee Performance ( $Y$ ). The regression equation shows that the HR Development variable ( $X_1$ ) has a positive regression coefficient of 0.541, while the Motivation Factor variable ( $X_2$ ) has a positive regression coefficient of 0.286 on Employee Performance. The direction of this positive relationship proves that improving the quality of human resource development and work motivation will be followed by improving employee performance. In addition, the value of the greater HR Development coefficient shows that this variable has a more dominant influence in improving employee performance than the Motivation Factor.

The t-calculated value is  $5.718 > t\text{-table } 2.022$  and  $\text{sig. } 0.000 < 0.05$ . Meanwhile, the Motivation Factor also had a positive and significant effect with a t-count value of  $2.970 > t\text{-table } 2.022$  and  $\text{sig. } 0.005 < 0.05$ . Simultaneously, Human Resources Development and Motivational Factors have a significant effect on Employee Performance with an F-count value of  $215,888 > F\text{-table } 4,098$  and  $\text{sig. } 0.000 < 0.05$ . In addition, an  $R^2$  value of 0.919 indicates that 91.9% of the variation in Employee Performance can be explained by both variables, while the remaining 8.1% is influenced by other factors outside the study.

#### Concurrent Hypothesis Testing (f-test)

Table 2. Test Results f

Model	Sum of Squares	Df	Mean Square	F	Sig.

Regression	1231.249	2	615.625		
Residual	108.361	38	2.852	215.888	.000b
Total	1339.610	40			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), MOTIVATIONAL FACTORS, HUMAN RESOURCE DEVELOPMENT

The results of the F test showed an F-count value of 215.888 with a significance level of  $0.000 < 0.05$ . The value of the F-calculation is greater than the F-table of 4.098, so  $H_0$  is rejected and  $H_3$  is accepted. These results prove that the variables of Human Resources Development ( $X_1$ ) and Motivation Factors ( $X_2$ ) simultaneously have a positive and significant effect on the Performance of Employees of PT Aerofood Indonesia Surabaya Unit. Thus, the better the human resource development that the company implements and the higher the work motivation that employees have, the more the overall employee performance will increase.

Determination Coefficient Analysis ( $R^2$ )

Table 3. Results of Determination Coefficient Analysis ( $R^2$ )

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.959a	.919	.915		1.689

MOTIVATIONAL FACTORS, HUMAN RESOURCE DEVELOPMENT

Based on the results of the determination coefficient test, an R Square ( $R^2$ ) value of 0.919 or 91.9% was obtained. These results show that the variables of Human Resources Development ( $X_1$ ) and Motivation Factors ( $X_2$ ) are able to explain the variation in Employee Performance ( $Y$ ) by 91.9%. Meanwhile, the remaining 8.1% was influenced by other variables outside the research model that were not studied in this study. The high determination coefficient value shows that the regression model used has a very good ability to explain the influence of HR Development and Motivational Factors on Employee Performance of PT Aerofood Indonesia Surabaya Unit.

#### IV. DISCUSSION

Based on the results of the descriptive analysis, the HR Development variable has an average value of 34.76 with a standard deviation of 6.88. This value shows that respondents consider the human resource development program implemented by PT Aerofood Indonesia Unit Surabaya to be in the good category. This condition indicates that the company has provided opportunities for employees to improve their competencies through training, coaching, and job skill development [12]. Effective human resource development can help employees improve their ability to complete work so that it has an impact on increasing productivity and work quality [13]. These findings are in line with research [14] which states that sustainable HR development programs are able to significantly improve employee competencies and performance. In addition, research [15] explains that companies' investments in human resource development can create a workforce that is more adaptive to changing business and technological environments.

Meanwhile, the motivation factor variable obtained an average score of 35.22 with a standard deviation of 6.78. This value indicates that the level of employee work motivation is in the good category. High work motivation reflects the drive in employees to achieve work targets, increase productivity, and make the best contribution to the Company [16]. Motivation provided through awards, development opportunities, and a conducive work environment can increase employee morale. These findings are supported by research [17]. which states that work motivation is an important factor in improving employee commitment and performance. In addition, the research Amaliyah & Amin (2023) It shows that highly

motivated employees tend to show better levels of productivity and work responsibility than employees with low motivation [18].

In the Employee Performance variable, an average score of 27.90 with a standard deviation of 5.79 was obtained. This value shows that the performance level of employees of PT Aerofood Indonesia Unit Surabaya is in a good category with relatively homogeneous data dissemination. indicates that most employees are able to carry out their duties and responsibilities in accordance with the standards set by the company. The high level of performance is allegedly influenced by the implementation of effective human resource development programs and high work motivation. In the aviation catering service industry, employee performance is a very important aspect because it is directly related to service quality, food safety, and operational punctuality. Therefore, companies need to continue to maintain and improve HR development policies and provide motivation so that employee performance remains optimal and able to support the achievement of organizational goals.

## V. CONCLUSION

Based on the results of research that has been conducted on the influence of HR Development and Motivational Factors on Employee Performance of PT Aerofood Indonesia Surabaya Unit, it can be concluded that the HR Development variable has a positive and significant effect on employee performance. These results show that the better the human resource development program implemented by the company through training, coaching, and competency improvement, the higher the performance produced by employees. In addition, the Motivation Factor has also been proven to have a positive and significant effect on employee performance. High work motivation is able to encourage employees to work more optimally, increase productivity, and make a better contribution to achieving company goals.

Simultaneously, Human Resources Development and Motivation Factors have a positive and significant effect on the Performance of Employees of PT Aerofood Indonesia Surabaya Unit. The results of the study also show that Human Resources Development is the most dominant variable affecting employee performance compared to Motivation Factors. A determination coefficient value ( $R^2$ ) of 0.919 indicates that 91.9% of the variation in employee performance can be explained by both variables, while the remaining 8.1% is influenced by other factors outside the study. Thus, companies need to continue to improve the quality of human resource development programs and maintain and increase employee work motivation so that the performance produced is more optimal and able to support the achievement of organizational goals in a sustainable manner.

## VI. GRATITUDE

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