

THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT PELINDO TERMINAL PETIKEMAS NEW MAKASSAR

Jayadi¹

Politeknik Negeri Ujung Pandang, Indonesia

Widia

Politeknik Negeri Ujung Pandang, Indonesia

Dian Gita

Politeknik Negeri Ujung Pandang, Indonesia

ABSTRACT

In the era of increasingly dynamic business competition, human resource development has become a crucial factor in improving employee performance and ensuring organizational sustainability. The significance of this study lies in its contribution to providing an overview of the effectiveness of human resource development and identifying its influence on employee performance at PT Pelindo Terminal Petikemas New Makassar. This study aims to determine the effect of human resource development on employee performance at PT Pelindo Terminal Petikemas New Makassar. The research population consisted of 149 employees, with a sample of 60 respondents determined using the Slovin formula and the proportionate stratified random sampling technique. Data were collected through questionnaires and interviews, then analyzed using validity and reliability tests, simple linear regression, the coefficient of determination, and the t-test with the assistance of SPSS version 25. The results of this study indicated that human resource development, measured through education and training indicators, has a positive and significant effect on employee performance, which is measured through job knowledge, teamwork ability, and independent creativity. The coefficient of determination also shows that human resources contribute significantly to the improvement of employee performance.

Keywords: Human Resource Development, Employee Performance

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¹E-mail Corresponding Author: jayadi@poliupg.ac.id

1. INTRODUCTION

The development of science and technology in the current era requires every individual to continuously improve their abilities in order to adapt to various changes, both those occurring now and in the future. Over time, the challenges faced by organizations have become increasingly complex, demanding innovation and creativity in both public and private organizations. The success of career development greatly depends on the quality of human resources; therefore, training programs need to be systematically designed and carried out continuously every year. Thus, career development is part of formal human resource management activities and needs to be integrated with other HR functions (Hasmawati et al., 2025).

Human resources are the most valuable asset in an organization because the success or failure of achieving organizational goals is greatly influenced by the quality of its employees. Even if an organization has sufficient capital, technology, and facilities, there are still aspects that can only be carried out by humans (Nando & Ratnawili, 2023). In addition to playing a role in determining success, the position of Human Resources (HR) in organizations today is no longer seen merely as a means of production, but also as the main driving force and determinant of the continuity of all organizational activities. HR plays a crucial role in determining the direction of organizational progress and development. Therefore, human resources have an important and strategic role in ensuring the sustainability and growth of an organization. Enhancing intellectual capacity aims to support the implementation of work more optimally. Human resource development is directed toward providing various learning opportunities designed to assist employees in their personal development process (Fatoni & Fahmi, 2025).

The role of humans in a company is the most crucial aspect because employees serve as the main driving force that determines the continuity of the organization's operations. The achievement of the company's goals greatly depends on how its human resources are managed. Human resources with optimal performance will support the organization in realizing its predetermined goals, vision, and mission (Firgan et al., 2023). Competence encompasses the fundamental characteristics of an individual that support success in a particular position. Since it is rooted in personality, competence shapes behavior that influences performance. Therefore, employee performance tends to improve in line with the level of competence they possess (Fitri et al., 2024).

Employees' ability to carry out tasks is often referred to as performance. Employee performance is influenced by various factors, both internal such as motivation, competence, and knowledge (Buana & Rahmayati, 2024) and external factors, such as the work environment and organizational culture, which play an important role in providing facilities, atmosphere, managerial support, and favorable physical conditions so that employees can work optimally. Maghfiroh & Reza (2025) stated that to achieve optimal performance, organizations need to manage and develop human resources in a planned and sustainable manner, including through education and training, as training has been proven to improve competence and motivation, which in turn positively impacts performance.

Human resource development refers to productive individuals who act as driving forces within an organization and serve as valuable assets for institutions and companies; therefore, their

skills need to be trained and developed (Anwar & Alfina, 2019). Furthermore, Pattasang & Rosadi (2021) state that human resources are individuals who possess abilities, knowledge, skills, and potential that can be utilized by an organization or company to achieve its goals. Human resources are important assets that must be properly managed to ensure optimal investment in the organization. The implementation of human resource development aims to increase employee motivation and work spirit, so they are prepared to carry out tasks with performance behavior that aligns with the company's expectations. When employees' work ethic is at a high level, it will automatically have a positive impact on improving the company's productivity and the overall effectiveness of organizational performance (Faradila & Sopiah, 2023).

Surya & Dede (2024) define performance as the outcomes produced from certain activities within a specific period of time. Meanwhile, Yusuf & Muhammad (2024) argue that performance is a function of the willingness to perform work, the skills needed to complete tasks, and a clear understanding of what is being done and how to do it. Furthermore, Afriansa et al. (2023) explain that employee performance is the result of thought and effort exerted by an employee in carrying out their work. These results may take tangible forms that are observable and quantitatively measurable. However, in many cases, performance can also take the form of non-physical contributions that cannot be counted or seen directly, such as ideas for solving problems, innovations in products or services, and the discovery of more efficient work methods or procedures.

PT Pelindo Terminal Petikemas New Makassar, as one of the State-Owned Enterprises (BUMN) engaged in port services, has made efforts to implement employee development programs, both through education and training, to enhance the competencies of both new and permanent employees.

Based on the initial interviews, the implementation of training and education programs at PT Pelindo Terminal Petikemas New Makassar has not been evenly distributed, as they are mainly provided to employees in specific departments such as Finance, Human Resources (HR) & General Affairs, Operations, and Engineering, even though other departments also require training to support their tasks. Development opportunities are not yet consistent, resulting in unequal employee competencies across departments. Furthermore, issues related to discipline and a lack of interdepartmental coordination are still present, which may affect the effectiveness of employee performance. This situation indicates a gap between employee needs and the company's current human resource development programs.

Therefore, this study is entitled "The Influence of Human Resource Development on Employee Performance at PT Pelindo Terminal Petikemas New Makassar." Based on this background, the formulation of the research problem is (1) How to develop human resources in training at PT Pelindo Terminal Petikemas New Makassar, (2) How is the performance of employees at PT Pelindo Terminal Petikemas New Makassar, (3) How does human resource development affect employee performance at PT Pelindo Terminal Petikemas New Makassar. The research aims to analyze the implementation of human resource development through training, evaluate employee performance, and determine the influence of human resource development on employee performance at PT Pelindo Terminal Petikemas New Makassar.

2. RESEARCH METHOD

This research was conducted at PT Pelindo Terminal Petikemas New Makassar over the course of one month, from May 19 to June 19, 2025. The population of this study consisted of all employees of PT Pelindo Terminal Petikemas New Makassar, totaling 149 individuals. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 60 respondents. The sampling technique used was proportionate stratified random sampling, which involves selecting samples randomly while considering the proportion of employees in each department. This approach was applied to ensure that the sample accurately represented all departments within the population. Data collection methods included questionnaires and interviews. The questionnaires were distributed to respondents in the form of structured questions to be answered, aiming to allow respondents to assess the human resource development programs they have experienced and their effects on their performance. Meanwhile, interviews were conducted to obtain clearer and more accurate information by directly engaging with the Human Resource (HR) staff of PT Pelindo Terminal Petikemas New Makassar, who are responsible for organizing human resource development programs for the company's employees.

The questionnaire items for variable X on Human Resource Development were developed based on Hazni (2024), with two indicators: training and education. Meanwhile, the questionnaire items for variable Y on employee performance were developed based on Elvira (2024: 12), with three indicators: job knowledge, teamwork ability, and independent creativity. The data analysis techniques were used to transform the research data into information that would later be used to draw conclusions for the study. To test the proposed hypotheses, descriptive analysis, instrument testing, validity and reliability tests, and inferential analysis were employed. The data collected in this study were processed using IBM SPSS version 25.

Respondent responses in this study were assessed using a five-point Likert scale. The scale consists of five categories: strongly agree (scored 5), agree (scored 4), disagree (scored 3), disagree (scored 2), and strongly disagree (scored 1). This scale was used to measure the extent to which respondents agreed with each statement in the questionnaire (Sugiyono, 2019).

To obtain the scores from the respondents' responses to the given statements, it is necessary to interpret the values using intervals from the questionnaire into descriptive categories. The calculation method used follows Prabawa (2023: 40). The categorization process is as follows:

- 1) Determining the average minimum value is 1
- 2) Determining the average maximum value is 5
- 3) Define the range i.e. maximum value – minimum value = 5-1 = 4
- 4) Determine the number of classes: The number of classes (categories) is 5
- 5) Determine the length of the class interval i.e.:

$$\text{Interval class length} = \frac{\text{Range}}{\text{many interval classes}}$$

Where:

Range = Highest value – Lowest value

Many interval classes = 5

The following formula of length of interval class:

$$\text{Length of Interval Class} = 4/5 = 0.8$$

Table 1. Interval Class Length Calculation Results

Value	Respondent's Response	Conversion Results	
		Human Resource Development (HR)	Performance Official
1,00 – 1,79	Strongly Disagree	Very bad	Very Low
1,80 – 2,59	Disagree	Bad	Low
2,60 – 3,39	Disagree	Pretty Good	Quite low
3,40 – 4,19	Agree	Good	Tall
4,20 – 5,00	Strongly agree	Excellent	Very high

Source: Author, 2025

Based on these indicators, the conceptual framework of the research is showed in the following figure.

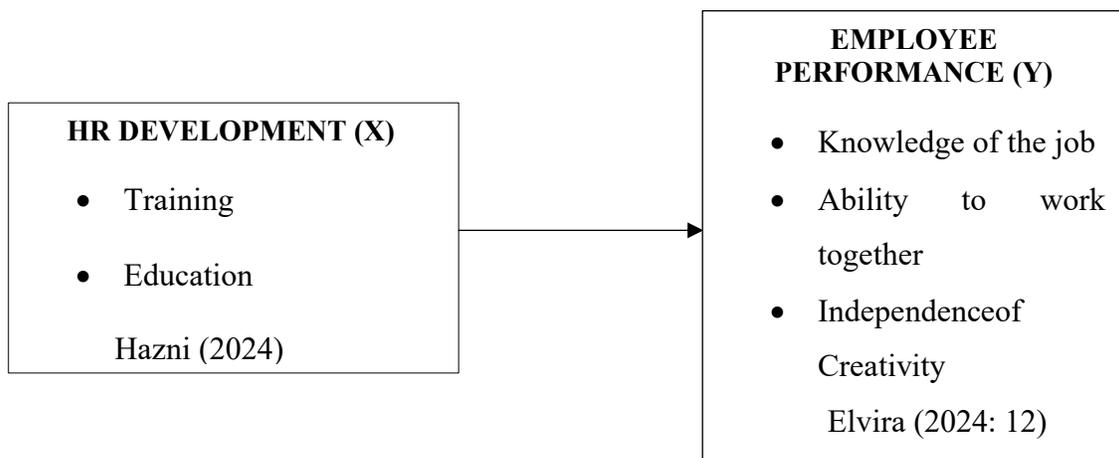


Figure 1. Conceptual Framework

3. RESULT AND DISCUSSION

3.1 Characteristics of Respondents

3.1.1 Characteristics of Respondents by Gender

The characteristics of respondents based on gender can be seen in the following table:

Table 2. Characteristics of Respondents by Gender

Gender	Frequency (F)	Percentage (%)
Man	26	43,33
Woman	34	56,67
Sum	60	100

Source: Author, 2025

Based on Table 2 above, it can be seen that among the employee respondents of PT Pelindo Terminal Petikemas New Makassar, the majority who filled out the questionnaire were female, totaling 34 respondents (56.67%), while the remaining 26 respondents (43.33%) were male.

3.1.2 Characteristics of Respondents by Age

The characteristics of respondents based on age can be seen in the following table:

Table 3. Characteristics of Respondents by Age

Age	Frequency (F)	Percentage (%)
20-30 Years	25	41,67
31 – 40 Years	31	51,67
41 – 50 Years	3	5
> 50 Years	1	1,66
Sum	60	100

Source: Author, 2025

Based on Table 3 above, it can be concluded that the majority of employee respondents at PT Pelindo Terminal Petikemas New Makassar are in the age range of 31–40 years, totaling 31 respondents (51.67%), while the fewest are in the age group of over 50 years, with only 1 respondent (1.66%).

3.1.3 Characteristics of respondents based on length of work

The characteristics of respondents based on length of employment can be seen in the following table:

Table 4. Characteristics of respondents based on length of work

Length of Work	Frequency (F)	Percentage (%)
< 1 - 5 Years	22	36,67
6 – 10 Years	32	51,67
>10 Years	7	11,66
Sum	60	100

Source: Author, 2025

Based on Table 4 above, it can be concluded that the majority of respondents have a length of employment between 6–10 years, totaling 31 employees (51.67%), while the fewest are

those with more than 10 years of service, totaling 7 employees (11.66%).

3.1.4 Characteristics of respondents based on last education

The characteristics of respondents based on their last education can be seen in the following table:

Table 5. Characteristics of Respondents by Last Education

Education	Frequency (F)	Percentage (%)
High School/Vocational School/Equivalent	2	3,3
Diploma	12	20
Bachelor	36	60
Master	10	16,7
Sum	60	100

Source: Author, 2025

Based on Table 5, it can be concluded that the last education that was possessed by the most respondents of PT Pelindo Terminal Petikemas New Makassar was 36 S1 graduates (60%) and the fewest were high school/vocational/equivalent graduates with a total of 2 people (3.3%).

3.2 Variable Frequency Distribution

Descriptive statistical analysis is carried out to assess the characteristics of a data. This aims to ensure that the facts and characteristics of the research conducted can be conveyed systematically and clearly. The explanation of the frequency distribution in each variable will be described as follows:

3.2.1 Variable frequency distribution of Human Resource Development (HR)

The descriptive analysis of the variables of Human Resources (HR) development was carried out based on the answers that had been given by as many as 60 respondents. The answer can be seen in the following table.

Table 6 Results of the Recapitulation of Respondents' Responses to Human Resource Development Indicators

No	Item Indicator	Average
1	Education	4,32
2	Training	4,16
	Average	4,19

Source: SPSS Data Processing Results, 2025

Based on Table 6 the results of the average calculation on each variable indicator item, it was obtained that the Education indicator had the highest average score of 4.32, which shows that the respondents gave a very good assessment of education in Human Resources (HR) development activities. The training indicator obtained an average score of 4.16, which is also in the good category, reflecting that the training provided was considered quite effective by the respondents.

3.2.2 Frequency Distribution of Employee Performance Variables

In this employee performance variable, the average value of respondents' answers is explained in the following table:

Table 7. Results of the Recapitulation of Respondents' Responses to Employee Performance Indicators

No	Item Indicator	Average
1	Knowledge of the job	4,42
2	Ability to work together	4,33
3	Independence of Creativity	4,36

Source: SPSS Data Processing Results, 2025

Based on Table 7, If the data analysis, the average score on each of the variable indicator items was obtained as follows: the Knowledge about work indicator obtained an average score of 4.42, which indicates that the respondent has a very good understanding of the tasks and responsibilities in his job. Furthermore, the Ability to work together indicator obtained an average score of 4.33, which reflects that respondents show high collaboration ability in the work environment. Meanwhile, the Independence and creativity indicator obtained an average score of 4.36, which indicates that employees are able to work independently and show creativity in completing tasks. Overall, all three indicators were in the very good category, which means that respondents' perception of the measured variables was at a positive level.

3.3 Data Instrument Test Results

1. Validity Test

The Validity Test is carried out to measure the extent to which the Questionnaire is considered valid. The validity test is carried out on each question item in the Questionnaire with the criterion that if $r(\text{calculate}) \geq 0.3$ with a significance level of 0.5%, then the granules are declared valid. On the other hand, if $r(\text{calculate}) \leq 0.3$, it means that the question item is declared invalid. This validity test was carried out with a *bivariate person* correlation analysis formula using the IBM SPSS version 25 application.

The validity test of the questionnaire in this study was carried out on 60 respondents (N=60) with X1-X9 as the question item of variable X and Y1-Y12 for the question item of variable Y. The results shown by the test can be detailed in the following table:

Table 8. Results of the Validity Test of the Human Resource Development (HR) Questionnaire

Question	r count	R table	Nilai Sig.	Information
X1	0,657	0,254	0,000	Valid
X2	0,749	0,254	0,000	Valid
X3	0,651	0,254	0,000	Valid
X4	0,728	0,254	0,000	Valid
X5	0,759	0,254	0,000	Valid
X6	0,738	0,254	0,000	Valid
X7	0,697	0,254	0,000	Valid
X8	0,750	0,254	0,000	Valid

X9	0,704	0,254	0,000	Valid
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Source: SPSS Data Processing Results 25, (2025)

The results of the validity test for variable X showed that all statement items from X1 to X9 had a calculated r value greater than the table r of 0.254, and a significance value (Sig.) of 0.000 which was smaller than 0.05. For example, the calculated r-value for item X1 is 0.657, X2 is 0.749, X3 is 0.651, and so on. Since the entire r-value is calculated $>$ r of the table and the significance value $<$ 0.05, it can be concluded that all statement items in variable X are declared valid. As for the validity test on variable Y, it can be seen in the following table:

Table 9. Results of the Employee Performance Validity Test at PT Pelindo IV (Persero)

Question	r count	R table	Nilai Sig.	Information
Y1	0,665	0,254	0,000	Valid
Y2	0,598	0,254	0,000	Valid
Y3	0,764	0,254	0,000	Valid
Y4	0,677	0,254	0,000	Valid
Y5	0,682	0,254	0,000	Valid
Y6	0,758	0,254	0,000	Valid
Y7	0,670	0,254	0,000	Valid
Y8	0,655	0,254	0,000	Valid
Y9	0,709	0,254	0,000	Valid
Y10	0,664	0,254	0,000	Valid
Y11	0,535	0,254	0,000	Valid
Y12	0,741	0,254	0,000	Valid

Source: SPSS Data Processing Results, 2025

Based on the results of the validity test on 12 question items of variable Y, it was obtained that the total value of r was calculated to be greater than the r of the table (0.254) and the significance value (Sig.) of each item was 0.000. This shows that each question item has a significant relationship with its total variable score. For example, item Y1 has a calculated r-value of 0.665, Y2 of 0.598, Y3 of 0.764, and so on, with all of these values exceeding the r-value of the table. Since all items have a Sig. value of $<$ 0.05 and r count $>$ r table, it can be concluded that all question items from Y1 to Y12 are valid.

2. Reliability Test

A reliability test is carried out to see the extent of consistency of a Questionnaire used, so that if the Questionnaire is used again to research the same object at different times, it will still produce the same answer or conclusion.

The reliability test was carried out using the reliability analysis formula in SPSS. The criterion in the reliability test in this study is that if the Cronbach Alpha value \geq 0.60, then the question is reliable. On the other hand, if the Cronbach Alpha value $<$ 0.60, then the questions on the questionnaire are unreliable. The results of the reliability test in this study can be seen in the table below:

Table 10 Results of the Reliability Test of Human Resource Development Variables (X) and

Variable	Cronbach Alpha	Information
X	0,878	Reliable
Y	0,892	Reliable

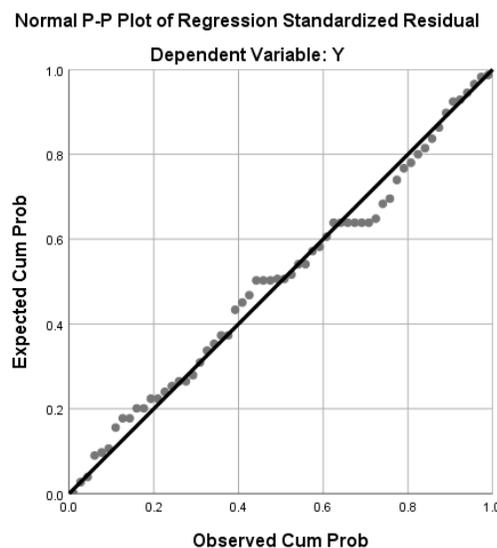
Employee Performance Variables (Y)

Source: SPSS Data Processing Results 25, (2025)

Based on the results of the reliability test using Cronbach's Alpha method, a value of 0.878 for variable X and 0.892 for variable Y was obtained. This value indicates that both variables are above the minimum acceptable reliability limit, which is 0.70. Thus, it can be concluded that the instruments or question items used to measure the X and Y variables in this study have a high level of internal consistency and are declared reliable. This means that the questionnaire used can be trusted and produces consistent data when used in repeated measurements.

3.4 Inferential Statistical Analysis Results**3.4.1 Classical Assumption Test****1. Normality Test**

The normality test is used to detect the distribution of freely bound and normally-bound variable data. To test normality, it can be seen through the normal display of *probability plots* which will give a clear picture of the distribution of data. The criterion is that if the data is scattered around/close to the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. Conversely, if the data is scattered or far from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality. From this statement, a normality test was carried out on the variables in the study as can be seen in the following figure:

**Figure 2. P-Lot Chart, Normality Test Results**

Source: SPSS Data Processing Results 25, (2025)

Normal Drawing *P-P Plot of Regression Standardized Residual* is used to test the assumption of normality in regression analysis. In the plot, the standardized residue data points mostly follow a diagonal line (normal line). This shows that the residual distribution is close to the normal distribution. In other words, there are no significant deviations from the diagonal line, so it can be concluded that the residual data is normally distributed. This assumption of normality is important to ensure that the regression model used meets one of the main requirements in linear regression analysis, so that the results of the analysis can be validly interpreted.

2. Autocorrelation Test

The autocorrelation test was carried out to determine whether there was a correlation between the interference errors that existed in a period t and the previous period ($t-1$). If there is a correlation, then it is considered that there is an autocorrelation problem. The test method used is the Durbin-Watson (DW) test with the criterion that if the DW value is between -2 to $+2$, then it is stated that there is no autocorrelation. The results of the Durbin-Watson test in this study can be seen in the following table:

Table 11. Autocorrelation Analysis Results

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.704 ^a	.495	.487	3.963	1.789

a. Predictors: (Constant), Human Resources (HR) Development
b. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results, 2025

Based on Table 11 which shows the results of the autocorrelation analysis, the Durbin-Watson value is obtained as 1.789. This value is in the range between 1.5 and 2.5, which is the tolerance limit for stating that there is no autocorrelation in the regression model. Autocorrelation is a condition in which residuals (prediction errors) are correlated with each other, which can interfere with the validity of regression models. In the absence of autocorrelation, the regression model in this study has fulfilled one of the important classical assumptions in linear regression analysis, so that the results of the analysis can be trusted and used to draw statistical conclusions.

3. Heteroscedasticity Test

The heteroscedasticity test is used to test whether in a regression model there is an inequality of variation from one residual observation to another. If the variation is fixed, then it is called homoscedasticity and if it is different, it is called heteroscedasticity. A good regression model is if heteroscedasticity does not occur.

In this test, heteroscedasticity can be seen on the scatterplot graph with the criterion that if the dots in the graph are randomly spread and the direction of the spread is above or below the number 0 on the Y axis, then homoscedasticity occurs. Meanwhile, if the scattered points form a certain pattern, then there are symptoms of heteroscedasticity in the regression and the model is not suitable for use for more details, it can be seen in the image below:

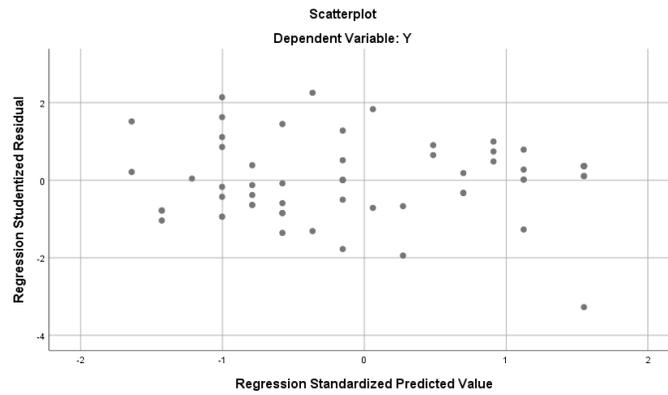


Figure 3. Seat-Plotted Graph, Heteroscedasticity Test Results

Source: SPSS Data Processing Results, 2025

From the image above, it can be seen that the dots are scattered randomly and do not form a specific pattern such as wavy or transverse. Therefore, it can be concluded that heteroscedasticity did not occur in the regression model used.

3.5 Hypothesis Testing

The t-test or Partial test is a test used to determine how large or significant the influence of the Human Resources (HR) development variable (independent) is on the employee performance variable (bound). The criteria for the t-test is that if the Sig value is < 0.05 , then H_1 is accepted and this shows a significant influence of independent variables on dependent variables. Meanwhile, if the value of Sig. ≥ 0.05 , then H_0 is accepted, which shows that there is no significant influence of independent variables on dependent variables. For more details, you can see the following table:

Table 12 Test Results t Coefficients^a

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	21.363	4.167		5.127	.000
	X	.827	.110	.704	7.546	.000

a. Dependent Variable: Y

Source: SPSS Data Processing Results, 2025

Based on the output in the *Coefficients* table, it is known that the Human Resource Development (HR) variable (X) has a significant effect on Employee Performance (Y). This is indicated by a significance value (Sig.) of 0.000, which is smaller than the significance limit of 0.05. The value of the regression coefficient (B) of 0.827 indicates that every one unit increase in the Human Resource Development (HR) variable will increase Employee Performance by 0.827 units, assuming that other variables are considered fixed. The calculated t-value of 7.546 is much greater than the t-table, so statistically variable X is proven to have a significant effect on Y. In addition, the constant value of 21.363 shows that if the value of Human Resource Development (HR) is zero, then the basic value of Employee Performance is 21.363. Thus, it can be concluded

that Human Resource Development (HR) has a positive and significant influence on Employee Performance.

3.6 Discussion

1. Human Resource Development at PT Pelindo Terminal Petikemas New Makassar

Human resource development is one of the important variables that reflects the extent to which the company provides opportunities for employees to improve their skills through education and training. Based on the results of the descriptive analysis, the Human Resources (HR) development variable obtained an overall average score of 4.19 which is included in the good category. This shows that in general, the Human Resources (HR) development program at PT Pelindo Terminal Petikemas New Makassar has been implemented quite well.

The education indicator obtained an average score of 4.32 which is the highest score and belongs to the very good category. This result illustrates that the education that employees have is in accordance with their field of work so that they are able to increase knowledge, understanding, and responsibility in carrying out their duties. The training indicator obtained an average score of 4.16 with a good category. This shows that the training provided is beneficial for improving employee skills, even though the implementation is not evenly distributed so that there are still employees in certain parts who feel less given the opportunity.

Thus, it can be concluded that the highest scoring indicator is education, while the lowest scoring indicator is training. These results show that education makes a stronger contribution in supporting the development of Human Resources (HR), while training still needs to be improved so that the benefits are more evenly distributed to all employees.

2. Performance of Employees of PT Pelindo Terminal Petikemas New Makassar

Employee performance is a variable that shows the extent to which employees are able to carry out their duties and responsibilities in accordance with the standards set by the organization. Based on the results of the descriptive analysis, the employee performance variable obtained an overall average score of 4.37 which was in the good category. These results show that the performance of PT Pelindo Terminal Petikemas New Makassar employees has gone well and is close to the very good category.

The indicator of knowledge about work obtained an average score of 4.42, which is the highest score and belongs to the excellent category. These results show that employees have a good understanding of their duties and responsibilities so that they can carry out work effectively according to procedures. The indicator of the ability to work together obtained an average score of 4.33 with a good category. These results show that employees are able to establish good cooperation with colleagues and superiors, although there is still room for improvement in terms of coordination between departments. The independence/creativity indicator obtained an average score of 4.36 with a good category. These results show that employees are quite independent in completing work and starting to show creativity, although this creativity still needs to be further improved in order to produce work innovations.

Thus, the indicator with the highest score is knowledge of work (4.42), while the lowest score is the ability to work together (4.33). This result illustrates that employees' understanding of their work is good, but cooperation and creativity need to be further improved so that employee performance is more optimal.

3. The Effect of Human Resource Development on Employee Performance at PT Pelindo Terminal Petikemas New Makassar.

The influence of human resource development on employee performance was measured using a simple linear regression analysis. Based on the regression test results, the coefficient value was positive with a significance level below 0.05. This indicates that human resource development (HRD) has a significant effect on employee performance. In other words, the better the implementation of HRD through education and training programs, the higher the level of employee performance achieved.

This finding is consistent with Wibowo dan Kusmiyanti (2023), who state that human resource development is a process of enhancing individuals' abilities through education and training to improve both individual and organizational effectiveness. Similarly, Hasibuan (2020) emphasizes that HRD aims to improve employees' technical, theoretical, conceptual, and moral capabilities to achieve better performance and organizational goals.

The research results show that the education indicator, with the highest average score of 4.32, contributes to improving employees' job knowledge, which obtained an average score of 4.42. This indicates that relevant education enhances employees' understanding in performing their duties and responsibilities. This supports the opinion of Anwar (2023), who argue that education plays an essential role in shaping employees' insight, mindset, and analytical abilities in accomplishing their work.

Furthermore, the training indicator, with an average score of 4.16, also influences employees' ability to work collaboratively (4.33) and their independence/creativity (4.36). However, since its implementation has not been evenly distributed, the impact is not yet fully optimal in improving teamwork and creativity. According to Sofyandi (2020), training is one of the most effective methods to enhance employees' skills, work motivation, and adaptability to changes in the work environment. Therefore, it can be concluded that human resource development plays a crucial role in supporting employee performance improvement. Education that aligns with job requirements strengthens employees' understanding of their tasks, while evenly distributed training programs enhance skills, teamwork, and creativity.

Overall, this study reinforces that effective human resource development promotes better and more productive employee performance, contributing to organizational success. This aligns with Mangkunegara (2021), who states that well-planned and continuous HRD creates competent and productive employees capable of making maximum contributions toward achieving organizational objectives.

4. CONCLUSION

Based on the discussion of the results of the research that has been described by the researcher regarding the influence of human resource development on employee performance at PT Pelindo Terminal Petikemas New Makassar, it can be concluded that three things can be concluded (1) Human resource development in training at PT Pelindo Terminal Petikemas New Makassar in the good category. The most important indicator is education, while the indicator with the lowest score is training, which although it is beneficial for improving skills, its implementation is still uneven so that there are employees who feel less given the opportunity. (2) The performance of employees of PT Pelindo Terminal Petikemas New Makassar is in the

high category. knowledge of the job, which shows that the employee has a very good understanding of the duties and responsibilities undertaken. Meanwhile, the lowest aspect is the ability to work together, although it remains in the high category, but still needs improvement so that coordination between parts is more optimal. (3) The effect of human resource development on employee performance at PT Pelindo Terminal Petikemas New Makassar.

This research provides a theoretical contribution by strengthening previous literature findings that human resource development particularly through education and training plays a crucial role in improving employee performance. The results of this study add empirical evidence to the context of port services companies in Indonesia, particularly at PT Pelindo Terminal Petikemas Makassar, which has rarely been researched. Practically, this research provides direct input for companies regarding the importance of evaluating and improving the quality of education and training programs to ensure they are more targeted and aligned with job needs. Therefore, this research can serve as a basis for management in formulating more effective HR development policies to improve employee productivity and performance.

The results of the study show that the development of Human Resources (HR) has a positive and significant effect on employee performance. Appropriate education has been proven to strengthen employees' understanding of carrying out tasks, while training contributes to improving skills, cooperation, and creativity, although the implementation is still uneven. Overall, effective Human Resources (HR) development plays an important role in driving employee performance improvement to a higher level, while supporting the achievement of organizational goals. The two suggestions for this research are (1) For PT Pelindo Terminal Petikemas New Makassar, it is hoped that it can increase the equitable distribution of the implementation of the training program so that all employees get the same opportunity to develop skills according to their field of work. In addition, companies need to strengthen the ability to cooperate between employees through team building activities, soft skills training, considering that education has proven to be the most prominent indicator in supporting employee performance, the integration between formal education and technical training is also important so that theoretical understanding can be balanced with practical skills. Furthermore, companies need to periodically monitor and evaluate their human resource development programs so that their effectiveness can continue to be measured and improved. (2) For the next author, I hope that this research can be developed to be better.

This research has several limitations, including that the research was only conducted on PT Pelindo Terminal Petikemas New Makassar so that the results obtained could not be generalized to all Pelindo business units and other port service companies. In addition, the research instrument used in the form of questionnaires has limitations because it relies heavily on the honesty and subjective perception of the respondents, so that there is a bias in the answers. The variables analyzed in this study are only focused on human resource development as an independent variable and employee performance as a dependent variable, so there are still other factors that have the potential to affect employee performance but have not been discussed thoroughly. This research was also carried out for a certain period of time so that the results obtained only describe the conditions in the research period and do not reflect the dynamics of human resource development and employee performance in the long term. In addition, limited access to internal company data is

an obstacle that limits the depth of analysis that can be carried out.

Therefore, for the next researcher, it is recommended to expand the scope of research, not only limited to PT Pelindo Terminal Petikemas New Makassar, but also to include other Pelindo business units or similar port service companies so that the results of the research can be generalized more widely. The research instruments used are expected to be improved in order to be able to dig deeper information and minimize the subjectivity bias of respondents. The research variables can also be expanded, for example by including organizational culture, job satisfaction, compensation, and employee involvement so that the analysis of employee performance becomes more comprehensive. In addition, it is recommended that the research be conducted over a longer period of time or using a longitudinal design, in order to see changes in human resource development and employee performance dynamically over time.

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