

The Role of Human Resource Development and Empowerment in Enhancing Human Resource Management Performance at XYZ Foundation

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Abstract: Human resource development and empowerment are key elements in enhancing the effectiveness and efficiency of HR management performance in today's competitive era. This study aims to examine the extent to which HR development and empowerment influence HR management performance improvement. Using a descriptive-qualitative approach, the study explores the relationship between training, competency development, employee involvement, and managerial performance within organizations. Literature review findings indicate that investing in HR development significantly enhances productivity, loyalty, and the quality of HR management.

Keywords: HR Development; HR Empowerment; HR Management Performance

1. Introduction

Human resources (HR) are the most vital asset in an organization, determining its sustainability and success in achieving strategic goals. In a dynamic and competitive business environment, organizations must continuously adapt by improving the quality and capacity of their HR. Therefore, HR development and empowerment are foundational elements in modern organizational management.

HR development encompasses various competency enhancement efforts, including training, further education, job rotation, and coaching, aimed at improving both technical and soft skills. This aligns with Hasibuan (2022), who defines HR development as a systematic process oriented toward improving individual quality within the organization.

Meanwhile, HR empowerment is a strategic approach that aims to increase employees' confidence, responsibility, and autonomy in decision-making. According to Robbins & Judge (2021), empowering employees boosts morale, creativity, and work efficiency as they feel valued and trusted by the organization.

Organizations that effectively develop and empower HR gain a strong competitive advantage. Trained and empowered employees are able to adapt to change and contribute maximally to effective and efficient managerial performance (Sutrisno, 2023).

However, in practice, not all organizations recognize the importance of investing in HR development. Many still view training as a cost burden rather than a long-term investment. Without high-quality HR, organizations will struggle to face globalization, digitalization, and increasingly intense market competition.

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HR empowerment is also often overlooked due to the misconception that it reduces managerial control. In fact, a study by Handayani & Sari (2023) shows that proper empowerment strengthens organizational structure by increasing employee ownership and responsibility toward their tasks.

Prasetyo & Widodo (2021) emphasize that organizations with robust HR development and empowerment programs experience significant improvements in productivity, job satisfaction, and employee loyalty. This highlights the strong link between HR quality and the success of HR management.

Therefore, a comprehensive understanding of appropriate HR development and empowerment strategies is essential. These approaches should not only focus on technical skill enhancement but also on character building, motivation, and internalizing organizational values within every individual.

This research explores the role of HR development and empowerment in supporting optimal HR management performance, focusing on the practical application of these strategies and their impact on organizational effectiveness.

2. Theoretical Framework

2.1. Human Resource Development

HR development is a systematic process designed to improve individual skills and competencies in alignment with organizational needs. This includes training, education, coaching, mentoring, and job rotation as part of the company's long-term investment (Mondy & Martocchio, 2020).

Structured HR development programs foster a work environment that is more adaptive to technological and market changes. Continuous training enables employees to consistently enhance work quality and productivity (Prasetyo & Widodo, 2021).

HR development is also closely linked to strategies for increasing individual capability to meet the demands of complex and dynamic tasks. This helps organizations build a human capital-based competitive advantage.

The importance of HR development is reflected in talent management practices, where high-potential individuals are given greater development opportunities to maximize performance (Hasibuan, 2022).

The success of HR development depends on active management involvement in designing programs, ensuring content relevance, and evaluating training effectiveness regularly.

Empirical studies show that organizations committed to HR development tend to have higher employee retention rates and stronger work cultures (Sutrisno, 2023).

In the era of globalization and digital transformation, HR development becomes a core pillar for strengthening organizational competitiveness. Employees with strong digital and interpersonal skills are valuable assets for the Industry 5.0 era.

Besides technical mastery, HR development also emphasizes soft skills such as communication, leadership, and teamwork, which are essential for decision-making and interdepartmental collaboration.

Investing in HR development impacts not only individual performance but also creates synergistic effects on team and unit effectiveness.

Thus, HR development is a continuous process that enables organizations to improve internal capabilities while responding to external environmental changes with agility and effectiveness.

2.2 Human Resource Empowerment

HR empowerment is a strategy that encourages employees to actively participate in decision-making and independently carry out tasks. Robbins & Judge (2021) emphasize that empowerment fosters a sense of ownership, commitment, and work motivation.

A key indicator of empowerment is granting employees the autonomy to determine the most effective way to perform their work, making them feel trusted and appreciated by the organization.

Empowerment also involves providing access to organizational information, supporting skill development, and offering a fair and transparent reward system (Handayani & Sari, 2023).

In an empowering work environment, employees tend to be more innovative and proactive in solving problems, as they feel accountable for their outcomes.

Empowerment strategies foster not only loyalty but also a more collaborative and trusting work atmosphere—crucial for building solid teams.

Successful empowerment is strongly influenced by participative leadership styles that act as facilitators rather than mere controllers of organizational decision-making.

Organizations that systematically implement empowerment experience improvements in productivity, efficiency, and service quality, as employees are motivated to give their best (Prasetyo & Widodo, 2021).

Empowerment is also related to employees' psychological aspects—confidence, recognition, and job satisfaction—which drive sustained performance.

In the long term, empowerment helps build an adaptive, innovative, and responsible work culture that aligns with the organization's core values.

Thus, HR empowerment is a strategic approach in modern management that positively impacts employee engagement and HR management effectiveness.

2.3 Human Resource Management Performance

HR management performance reflects how effectively HR functions support the achievement of the organization's vision, mission, and strategic goals. Ulrich et al. (2020) state that performance can be measured through indicators such as productivity, efficiency, and employee satisfaction.

Performance is evaluated not only through output but also by examining supporting processes such as HR policies, HR information systems, and retention strategies.

A core challenge in improving HR management performance is ensuring all HR functions operate synergistically, including recruitment, training, performance management, and harmonious employee relations.

High performance is achieved when these functions are supported by technology-based systems, such as HRIS, enabling real-time reporting, evaluation, and decision-making.

In the era of globalization and digital transformation, HR performance is also judged by the ability to align business needs with evolving employee competencies.

Regular evaluation of HR management systems allows for timely adjustments to ineffective strategies or policies (Hasibuan, 2022).

HR performance indicators such as employee engagement, work-life balance, and diversity are also crucial in creating an inclusive and sustainable organization.

Good HR management performance enhances a company's reputation and long-term competitiveness in the eyes of stakeholders.

HR departments must also possess analytical capabilities to project future workforce needs based on business trends, workforce demographics, and labor regulation changes.

Thus, HR management performance is a vital indicator of organizational success, reflecting HR's capacity to deliver strategic value through effective and efficient workforce management.

3. Results And Discussion

3.1. Correlation Analysis Results

Pearson correlation analysis was used in this study to evaluate the relationships between items in the instrument, which comprised 15 statements. The results showed that all item pairs had significant correlations at the 1% significance level ($p < 0.01$), indicating strong and consistent relationships among items. This validates that the instrument effectively measures the intended constructs.

For instance, item_2 and item_3 showed $r = 0.896$ ($p = 0.000$), while item_5 and item_6 recorded $r = 0.907$ ($p = 0.000$). Even the lowest correlation, such as item_10 and item_13, still showed significance ($r = 0.434$, $p = 0.013$).

Hence, it can be concluded that all items are significantly and positively related, meeting construct validity standards.

4. Discussion

The correlation analysis results indicate that the research instrument possesses solid construct validity. This is evidenced by significant correlations among all items, confirming that each one successfully measures a specific aspect of the variables being studied, such as motivation, job satisfaction, and performance implementation.

Priyatno (2020) notes that high inter-item correlation is a key indicator of an instrument's internal consistency. This aligns with quantitative research principles that require strong indicator correlations before conducting reliability testing or structural modeling (Ghozali, 2021).

Additionally, significant item correlations reinforce the assumption that no item deviates or measures a different pattern, as noted by Utami & Lestari (2020).

Based on these findings, the instrument is considered suitable for further testing, such as Cronbach's Alpha for reliability or linear regression analysis, to explore variable relationships more deeply.

5. Conclusion

This study shows that human resource development and empowerment play strategic roles in improving overall HR management performance. Investments in training, education, coaching, and technical and soft skills enhancement positively impact productivity, loyalty, and organizational effectiveness.

Meanwhile, HR empowerment—through autonomy, information access, and fair rewards—fosters motivation, ownership, and accountability, thereby strengthening team and organizational performance.

Correlation analysis also confirms the instrument's strong construct validity, making it appropriate for advanced testing. Item consistency reflects its reliability in measuring the targeted variables.

Overall, the findings underscore that HR development and empowerment are not merely supporting activities but core elements in building an organization's competitive edge amid globalization and digital transformation.

6. Recommendations

Based on the findings, several recommendations are proposed to strengthen HR development and empowerment strategies for improving HR management performance:

- a. Enhancing Organizational Commitment to HR Development
Organizations should integrate HR development into long-term business strategies. Sustainable training programs must be aligned with future competency needs, including digital skills, leadership, and cross-functional collaboration.
- b. Fostering a Culture of Empowerment in the Workplace
Management should create a work environment that supports employee empowerment through responsibilities, access to information, and transparent appreciation systems. A culture of trust and active participation leads to more innovative and proactive employees.
- c. Integrating Technology in HR Management
The use of modern HR technology systems like HRIS increases efficiency and accuracy in data management, performance evaluations, and data-driven decision-making. It also facilitates monitoring of training outcomes.
- d. Regular Evaluation of HR Programs
Organizations should routinely evaluate HR development and empowerment programs to ensure alignment with organizational goals and labor market dynamics.
- e. Further Research
To deepen the understanding of HR development and empowerment impacts on organizational performance, future studies should apply advanced quantitative methods (e.g., regression or structural models) and involve a broader industry scope for generalizable results.

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