

The Role of Human Resource Development in Improving Employee Performance at PT. Ray Developer

Qonita Ray^{1*}, Muhammad Fauzan Azhmy², Saskia³

^{1,2,3}Magister Manajemen Fakultas Ekonomi Bisnis Universitas Harapan Medan

*Corresponding Author Email: rayna467@gmail.com

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Abstract: This study explores the role of human resource development in enhancing employee performance at PT Ray Developer. Human resource development (HRD) is a crucial factor in improving employee productivity and effectiveness and achieving organizational goals. The research employs a qualitative approach with a survey method involving employees of PT Ray Developer as respondents. Data collection methods include a questionnaire designed to measure various aspects of HRD, such as training, career development programs, and performance evaluation, and their impact on employee performance. Data analysis indicates that the HRD programs implemented at PT Ray Developer significantly improve employee performance. Relevant training and structured career development programs have enhanced employee motivation, skills, and competencies, improving work outcomes and efficiency. The findings provide insights into investing in HRD to boost organizational performance. Recommendations include refining training programs to be more specific and developing more apparent career paths to support sustainable employee growth. This research also contributes to understanding the relationship between HRD and employee performance, offering guidance for other companies in designing effective HRD strategies.

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Introduction

A company or organization, in carrying out its activities, requires human resources who have the capacity in a field in general. Human resource management is one of the efforts made by companies to manage their human resources. These resources are directed to achieve the company's pre-set goals. Human resources can be defined as a tool to achieve a goal or the ability to benefit from existing opportunities. Whoever manages the information will manage various resources to achieve the organization's goals. Resources or management elements owned by the company can be categorized into six types of resources, namely: man (human), money (financial), material (physical), machine (technology), method (method), market (market) Malayu S.P Hasibuan (2016:21).

In order to achieve a perfect success rate, every company must improve the quality of its resource management. Human resources are an important asset in the progress and development of a company. Because, the success or failure of a company is greatly influenced by the human resources

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in it. However, a company will not be able to run well if it does not have employees who are able to carry out their duties well (Greece et al., 2020). Basically, the most important thing to achieve a maximum goal is to start from the thing that most supports the achievement of a goal, namely human resources (HR). So it is necessary to carry out what is called management or development that aims to create productive humans.

Until now, the quality of human resources in Indonesia is still relatively low. BPS data shows that the workforce in Indonesia is still dominated by elementary school graduates and below (no/never schooled/not yet graduated from elementary school/graduated from elementary school), which is 39.10 percent (February 2022). Based on the results of research by the International Institute for Management Development (IMD) World Talent Ranking (WTR) 2023, the competitiveness of Indonesia's human resources in 2023 rose 4 ranks from 51 to 47, from 64 countries in the world. According to Harisson, through superior, resilient and quality human resources both physically and mentally will have a positive impact not only on increasing the nation's competitiveness and independence, but also in supporting national development.

In recent years, PT Ray Developer has undergone significant changes in efforts to improve the performance of its employees through the role of human resource management (HR). This phenomenon is the main concern of the company because it realizes that optimal employee performance is the main key in achieving the company's goals. PT Ray Developer has experienced a decline in employee productivity in recent periods. Internal reports show that there is a misalignment between the company's goals and the output produced by employees. Some of the causative factors include low skill levels, lack of motivation, and ineffective communication between management and employees. Internal surveys conducted show that the level of employee job satisfaction is at an unsatisfactory level. Many employees feel undervalued and don't get enough recognition for their contributions.

This has a direct impact on employee morale and loyalty to the company. Although companies have training programs, many employees feel that the training provided is irrelevant or insufficient to meet their job needs. This results in a significant skills gap and hinders employee performance. The results of this initiative began to be seen with an increase in employee productivity, an increase in job satisfaction, and a decrease in employee turnover.

PT Ray Developer has suffered losses due to fraud in administration. This happened because, at that time, the human resource management system was the only important thing that existed; there was no management performance assessment and work programs to achieve targets. From the events that occurred, PT Ray Developer thinks that human resources must be improved. If this problem is ignored, it will worsen the company's condition. To overcome this, it is necessary to manage human resources carried out by the company. Based on the description above, the author is interested in researching "The Role of Human Resource Development in Improving Employee Performance at PT Ray Developer". Based on these problems, the objectives of the study are: 1) To Analyze the Role of Human Resource Management in Improving Employee Performance of PT Ray Developer, 2) To Analyze the Right Strategy for Human Resource Development in Employee Performance at PT Ray Developer.

Research Method

This descriptive qualitative research method aims to gain a deep understanding of certain phenomena from the perspective of participants or informants. This research was carried out at PT. Ray Developer, Jl. Ramlan Yatim No.7, Kotamatsum III, Kec. Medan Kota, Kota Medan, Kota Medan 2012 Adapun alasan peneliti meneliti di PT. Ray Developer because the researcher worked at the PT until now. The subjects of the study are Company Leaders, Company Managers, and Company Employees. The data collection technique used in this study is observation and documentation interviews. The data analysis techniques used are as follows:

1. Data collection, namely the collection of information through observation, interviews, and documentation.
2. Data reduction refers to the process of selecting, centralizing, reducing, abstracting, and changing "raw data" in recorded field records. It is a type of analysis that sharpens, selects, focuses, discards, and organizes data so that final findings can be formed and confirmed.
3. A data model (Data Display) is described as a structured collection of information that describes findings and actions. Creating and utilizing models, such as data reduction, is an integral aspect of analysis.
4. Conclusion drawing/verification is the final stage in data analysis, which is carried out by looking at the results of data reduction while still referring to the formulation of the problem in relation to the goal to be achieved. The data obtained is compared with each other to get conclusions as a solution to existing problems.

Result and Discussion

Result

1. The Role of Human Resource Development in Improving the Performance of PT Ray Developer Employees.

Based on data obtained through interviews, observations, and questionnaires distributed to employees and company management, this study found that human resource development has a significant impact on improving performance.

The aspects of human resource development evaluated include training, coaching, skill improvement, and performance assessment.

Human resource development (HR) plays a crucial role in improving employee performance at PT Ray Developer. HR development aims to ensure employees have the skills, knowledge, and abilities needed to carry out their duties effectively.

Table 1. Interview and Observation with the Company Manager at PT Ray Developer

No.	Question	Answer	Answer Analysis
1.	What is the impact HR development against your team?	Human Resource Development Increase team member skills, improve collaboration, and improve efficiency overall work.	This impact indicates that HR development can repair various aspects of performance team directly.
2.	How you Identify Training Needs For Team Members You?	We do the assessment regular performance, Collect bait back from the team, and Analyzing Gaps skills for Determine the needs Training.	This process ensures that the training given following needs and The disadvantages Identified.
3.	What type of training that you consider most helpful For Team Members You?	Technical training and Soft skills training such as communication and leadership is very useful for Improve team performance Thoroughly.	Technical and soft training Skills Balance between practical skills and interpersonal needed on-sitework.
4.	How you Measure effectiveness training that given to the team?	We measure effectiveness Training through Evaluation performance after training, feedback from participants, and the achievement of the target Set.	Effectiveness measurement Training through Performance and feedback Assist in assess whether Training to achieve desired goals.
5.	What are the biggest challenges that you are facing in the implementation of Training for teams You?	The biggest challenge including customizing Scheduled training dense and ensure that all team members are involved and utilizing training.	Recognize these challenges Assist in designing solutions that overcoming obstacles in the implementation of Training.
6.	Are you Engage Members team in designing training programs? If so, how How?	Yes, we involve Team members through surveys and discussions for Identify their needs and Ensuring that Relevant training programs and useful.	Member engagement Team in Design Training ensures that the program Meet the needs and their hopes.
7.	How you Ensuring that Skills Obtained from Training applied in workplace?	We deliver projects real and tasks that allows members team to implement new skills and Monitor its implementation In a day's work-day.	Application of skills new in the project real help in Ensuring that Impact Training directly on daily work.

The results of observations and interviews show that PT Ray Developer manages and implements human resource development strategies to improve team performance. Answers from managers cover various important aspects, including the identification of training needs, training effectiveness, challenges, and the impact of HR development, providing a clear picture of how HR development is being applied to improve employee performance in the company.

Table 2. Interviews and Observations with Company Employees At PT Ray Developer.

No.	Question	Answer	Answer Analysis
1.	How does HR development affect your day-to-day work?	HR development helps me with new skills that I can apply directly in my work, increasing my efficiency and effectiveness.	The new skills gained from training improve the efficiency and effectiveness of employees' work, demonstrating the positive impact of human resource development.
2.	What type of training do you find most beneficial to you?	Technical training directly related to my job and training in soft skills such as communication and time management are very beneficial	Technical training and soft skills balance practical and interpersonal skills needed in the workplace.
3.	Do you feel the training is tailored to your needs	Most of the training is very relevant to my needs, although some areas may require additional focus.	The relevance of training to individual needs is essential to ensure that employees get the most out of training.
4.	How does the training you receive affect your performance?	The training I received improved my skills, helped me better overcome job challenges and hit targets more effectively.	The improvement of skills gained from training contributes to achieving targets and completing tasks more effectively.
5.	Do you feel there is adequate support from the manager in the application of the new skill?	Yes, my manager provides support adequate from the manager in the application of new skills?	Good manager support helps in the application of new skills, ensuring that training has a positive impact on performance.
6.	What are the main challenges you faced after taking the training?	Key challenges include a lack of time to apply new skills and the need to adapt to rapid changes in the workplace.	Addressing these challenges is important to ensure that new skills are applied effectively and provide maximum benefits.
7.	Do you feel motivated to take part in the training provided by the company?	Yes, I feel motivated because the training provided is relevant to my career development and provides opportunities	The perceived relevance and benefits for career development often influence the motivation to attend training.

The observation results show that PT Ray Developer feels and utilizes the human resource development program. This answer covers various aspects, including the benefits of training, manager support, challenges faced, and expectations for future training programs. It helps in understanding how HR development affects employee performance and job satisfaction and provides input for training program improvement. The central phenomenal analysis of Human Resource Development in Improving Employee Performance at PT Ray Developer aims to explore and understand how HR development practices affect employee performance and how employee and manager experiences in this context.

The central phenomenal approach will focus on the meaning and subjective experience of HR development and its impact on employee performance. The central phenomenon in this context is how human resource development contributes to improving employee performance at PT Ray Developer. This analysis examines employee and manager experiences regarding HR development and identifies key themes that emerge from their experiences. This central phenomenal analysis shows that HR development significantly improves employee performance at PT Ray Developer. Relevant training and good managerial support contribute to applying new skills, increased productivity, and job satisfaction. However, challenges such as schedule adjustments and the need for more practice in training must be addressed to maximize the benefits of human resource development. Companies need to continuously adapt and improve their training programs to meet the needs of employees and support the achievement of better performance.

1. The Right Strategy for Human Resource Development on Employee Performance at PT Ray Developer.

In an era of increasingly fierce business competition, human resource development (HR) is one of the key factors to achieve competitive advantage and improve company performance. PT Ray Developer as one of the leading companies in the property development sector, realizes the importance of effective human resource management to spur employee productivity and work quality. This research aims to explore and understand the human resource development strategies implemented at PT Ray Developer and evaluate their impact on employee performance.

Through in-depth interviews with leaders, managers, and employees, this study explores how HR development strategies are implemented and how they affect employee performance in the company. The main focus of this study is to identify best practices in human resource development, evaluate the effectiveness of the strategies implemented, and identify the challenges faced in the process. The results of the interviews provided valuable insights into various aspects of HR development at PT Ray Developer, including training programs, managerial support, use of technology, and the direct impact on employee productivity and job satisfaction. By analyzing the answers from leaders and employees, this study aims to provide strategic recommendations that can help companies improve HR performance and achieve organizational goals more effectively.

Table 3. Interviews and Observations with Company Employees At PT Ray Developer

No	Question	Answer	Answer Analysis
1	What are the main strategies that companies implement in human resource development?	Our key strategies include training focused on technical and leadership skills, as well as a clear career development program.	This strategy demonstrates a comprehensive approach, covering different aspects of skills and career paths for HR development.
2	How do you assess the effectiveness of the implemented HR development strategy?	We assess effectiveness through performance evaluations, feedback from employees, and the achievement of company targets related to human resource development.	Effectiveness assessments involving performance evaluations and employee feedback provide a holistic picture of the impact of HR development strategies
3	What are the main	Key challenges include ensuring the	Identifying these challenges

	challenges faced in implementing HR development strategies?	relevance of training to job needs and addressing employees' time constraints for training.	helps in designing solutions that address problems that arise in the implementation of the strategy.
4	How do companies adapt their HR development strategies to industry changes?	We regularly update training materials and collaborate with industry experts to ensure that our strategy remains relevant.	Adjusting strategies to keep up with industry changes shows the company's efforts to remain competitive and relevant.
5	What is the role of technology in a company's HR development strategy?	Technology plays a role in providing e-learning training, performance analysis tools, and communication platforms to support human resource development.	The use of technology facilitates wider and flexible access to training and development tools.
6	How do companies ensure that training is implemented effectively in the workplace?	We implement real projects and relevant tasks to ensure that the skills learned are applied in daily work.	The direct application of new skills through real projects ensures that training has an impact on daily performance.
7	What steps does the company take to motivate employees to participate in HR development programs?	We provide incentives, recognition, and additional career opportunities for employees who are active in participating in the HR development program.	Motivation through incentives and recognition can increase engagement and participation in development programs.
8	How does the company identify training needs that are specific to each department?	We conduct training needs analysis based on performance assessments, department feedback, and skills gap analysis.	An analytics-driven approach helps in identifying and meeting the specific training needs of each department.
9	What kind of feedback is collected from employees after training?	We collect feedback on the relevance of training materials, the quality of delivery, and the application of skills in employment.	This feedback helps in evaluating the quality of training and making necessary improvements.

The results of the observation show that Ray Developer and how the strategy is implemented to improve employee performance. Answers from leaders include important aspects such as effectiveness assessments, challenges, technology roles, employee motivation, and training relevance. This analysis helps in understanding how HR development strategies affect employee performance and what can be done to improve the program. The HR development strategy at PT Ray Developer shows a positive impact on employee performance through comprehensive training programs, career development, and the use of technology. Increased productivity, job satisfaction, and decreased turnover rates are significant results of the strategies implemented. However, there are challenges related to training time and material relevance that need to be addressed to maximize program effectiveness. Companies are expected to continue to adjust and improve their HR development strategies to support employee growth and the achievement of organizational goals.

Table 4. Interview and Observation with the Company Manager at PT Ray Developer

No.	Question	Answer	Answer Analysis
1.	What is the company's main strategy in HR development?	We focus on technical training, leadership development, and mentoring for Increase Skills and potential employee	This strategy indicates an all-round effort to improve the technical skills and leadership of employees.
2.	How do companies identify training needs for employees?	We use performance assessments, feedback from supervisors, and business needs analysis to determine training needs.	This method helps to ensure that the training provided is relevant to the needs of the individual and the organization.
3.	What type of training is considered most effective in a company?	Training based on real cases and simulations is considered the most effective because it is directly related to daily work.	A thorough evaluation ensures that the training is effective and delivers the desired results.
4.	How do you assess the success of the training program conducted?	We assess success through post-training evaluations, changes in performance, and feedback from trainees.	Adjusting strategies to keep up with industry changes shows the company's efforts to remain competitive and relevant.
5.	What are the biggest challenges faced in the implementation of human resource development strategies?	The biggest challenge is ensuring the availability of time for employees to attend training, without interfering with daily productivity.	Overcoming time challenges is important to ensure that training can be followed without compromising work efficiency.
6.	How does the company ensure the relevance of training to the latest industry developments?	We work closely with training institutes and follow industry trends to update training materials regularly.	Cooperation with training institutions and monitoring industry trends helps keep training materials relevant.
7.	Are there any specific initiatives for leadership development?	Yes, we have a leadership program that involves intensive training and mentoring from senior executives of the company.	Intensive leadership and mentoring programs help prepare employees for managerial and executive positions.

The HR development strategy is implemented at PT Ray Developer and how it impacts employee performance. Answers from managers include various aspects such as training effectiveness, challenges faced, and utilization of technology, all of which contribute to improved employee performance and professional development.

The results of interviews with managers at PT Ray Developer show that the HR development strategies implemented, including technical and leadership skills training, career development, and the use of technology, have a significant positive impact on employee performance. These programs have increased productivity, job satisfaction, and reduced turnover rates. However, challenges related to training time and material relevance need to be addressed to further improve the effectiveness of human resource development programs in the future. This study provides recommendations to continuously update and adjust HR development strategies to remain relevant and effective in improving employee performance and achieving organizational goals.

Discussion

The Role of Human Resource Development in Improving the Performance of PT Ray Developer Employees.

Human Resource Development (HR) is an important aspect of organizational management that aims to improve the quality and productivity of employees. At PT Ray Developer, HR development is considered a key strategy to achieve optimal employee performance. This study aims to evaluate how HR development can affect employee performance and relate it to relevant HR management theories.

In the last decade, attention to the development of Human Resources (HR) has undergone a significant evolution. Especially in the context of an ever-evolving industry, such as the one faced by PT Ray Developer, human resource development plays a crucial role in improving employee performance. This study aims to evaluate how human resource development contributes to employee performance at PT Ray Developer by linking the findings of interviews with the latest theories from 2020-2024.

This theory, which has become increasingly relevant in recent years, focuses on developing specific competencies needed to achieve optimal performance. According to recent research (Bennett, 2021), a competency-based approach allows organizations to identify and develop the skills required for a specific role. At PT Ray Developer, the interview findings show that training designed to improve specific skills such as leadership, technology, and project management is highly effective. Training programs tailored to employees' competencies contribute to improving their performance, in accordance with this theory.

This theory, updated in a study by Bakker and Demerouti (2022), emphasizes the importance of employees' psychological well-being in influencing performance. Research shows that good psychological well-being increases motivation and productivity. The results of interviews at PT Ray Developer revealed that wellness initiatives, such as mental support programs and work-life balance, have a positive impact on employee performance. Employees who feel emotionally and mentally supported tend to be more motivated and productive.

In the context of rapid changes in the job market, the theory of HR agility development is becoming increasingly important (Volberda et al., 2021). This theory emphasizes the ability of employees and organizations to adapt quickly to change. The interviews showed that training in adaptive skills and flexibility was very beneficial for PT Ray Developer's employees. Programs that help employees adapt to new technologies and market changes improve their performance and effectiveness.

Digital learning theory is important in the digital era. According to research by Clarke and Mayer (2023), technology-based learning, such as e-learning and webinars, can improve the accessibility and effectiveness of training. At PT Ray Developer, the use of digital platforms for training allows employees to access training materials with flexibility. Interviews show that digital training integrated with the latest technology helps employees stay renewed and improve their performance.

The latest literature focuses on employee experience theory (Kahn, 2021), which emphasizes the importance of a holistic employee experience in improving performance. This includes experience from recruitment to career progression and day-to-day engagement. At PT Ray

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Developer, the interview results show that a positive employee experience, including a good onboarding process, development support, and the opportunity to provide feedback, contributes to better performance.

Competency-based training at PT Ray Developer is in accordance with the theory of competency-based development, which suggests the development of specific skills. The interviews' results showed that training designed to improve technical and leadership skills had a positive impact on employee performance. These training programs help employees become more skilled in their tasks, leading to increased productivity and work efficiency.

Psychological well-being theory associates mental well-being with better performance. At PT Ray Developer, wellbeing initiatives such as mental support programs and work-life balance policies help employees feel more engaged and motivated. Employees who feel emotionally supported tend to perform better, in line with the findings of psychological well-being theory.

HR agility theory shows the importance of adaptability in improving performance. The interviews' results show that training in adaptive skills helps employees adapt to changes in technology and the market. Training programs that increase employee agility contribute to better performance because employees can quickly adjust to the changing demands of the job.

Digital learning theory highlights how technology can improve the accessibility of training. At PT Ray Developer, the use of digital platforms for training allows employees to access training materials anytime and anywhere. The interviews' results show that well-designed digital training helps employees stay updated with the latest skills, which supports their performance.

Employee experience theory suggests that positive experiences throughout the employee cycle affect performance. At PT Ray Developer, a good onboarding process, development support, and opportunities for feedback create a positive employee experience. The interviews show that a positive employee experience contributes to better performance because employees feel valued and engaged.

To further improve performance, PT Ray Developer can continue to adjust the training program to the competencies needed in specific jobs. This involves identifying the key skills needed and ensuring that the training is designed to develop those skills.

Developing more psychological well-being initiatives, such as counseling and work-life balance programs, can help improve motivation and performance. Providing better emotional support can contribute to higher job satisfaction and productivity. Adding training elements that focus on adaptive skills and flexibility can help employees adapt quickly to change. Training that supports HR agility can increase employee readiness to face new challenges and industry changes. Expanding the use of digital learning platforms and ensuring that high-quality and accessible online training can improve training effectiveness. An interactive and integrated platform can support continuous learning and the latest skills.

Optimizing the employee experience from the recruitment process to career progression can improve engagement and performance. Implementing policies that support positive experiences and provide constructive feedback will strengthen employee satisfaction and productivity. The relationship between the results of the research and the latest theories regarding human resource development and employee performance at PT Ray Developer shows that an effective HR development strategy contributes significantly to improving employee performance. Competency-

based training, psychological well-being, HR agility, digital learning, and employee experience all play an important role in supporting optimal performance. By implementing strategic recommendations based on these findings, PT Ray Developer can further improve the effectiveness of their HR development programs, which will ultimately contribute to the achievement of organizational goals and long-term success.

SWOT Analysis on the Role of Human Resource Development in Improving Employee Performance of PT Ray Developer

Table 5. SWOT analysis on the role of Human Resource Development (HR) in improving employee performance at PT Ray Developer.

Aspects	Factor
Strengths	<ul style="list-style-type: none"> ▪ Structured continuous training and development. ▪ Full support from the leadership for human resource development. ▪ Access to adequate training resources. ▪ A good learning culture in the company environment.
Weaknesses	<ul style="list-style-type: none"> ▪ Budget limitations for more intensive human resource development programs. ▪ Lack of monitoring and evaluation after training to see the impact on performance. ▪ Not all employees are highly motivated to take part in training.
Opportunities	<ul style="list-style-type: none"> ▪ Technological advances that can be used in human resource development such as e-learning and online training platforms. ▪ Opportunities for cooperation with external training institutions. ▪ There is a need for the property industry for experts with the latest skills.
Threats	<ul style="list-style-type: none"> ▪ Competition in the property industry is getting tighter, so human resources must continue to keep up with developments. ▪ Employee turnover that can reduce the long-term impact of training investments. ▪ Changes in government regulations or policies that can affect the human resource development budget.

The role of human resource development in improving employee performance at PT Ray Developer. This graph displays the strengths, weaknesses, opportunities, and threats associated with HR development in the company, along with specific points in each category.

The Right Strategy for Human Resource Development on Employee Performance at PT Ray Developer.

Human Resource Development (HR) is a crucial element in improving employee performance in various organizations. At PT Ray Developer, HR development not only focuses on improving technical skills, but also on other aspects that affect productivity and job satisfaction. In this description, we will relate the results of research and interviews with the latest theories regarding the right strategy for HR development and how it impacts employee performance.

This theory focuses on developing the specific skills required for a particular position. According to this theory, training must be designed to meet specific competency needs so that employees can achieve optimal performance (Bennett, 2021). In the context of PT Ray Developer, training tailored to the required competencies shows positive results in improving employee performance. Interviews with managers and employees revealed that competency-based training not only improves technical skills but also improves leadership and project management.

This theory emphasizes that the psychological well-being of employees is directly related to productivity and motivation (Bakker & Demerouti, 2022). The results show that wellness initiatives, such as mental support programs and work-life balance policies, have a positive impact on employee performance at PT Ray Developer. Employees who feel emotionally and mentally supported show higher levels of productivity and job satisfaction.

This theory focuses on the ability of employees and organizations to adapt quickly to change (Volberda et al., 2021). In a dynamic industry like property development, the ability to adapt to new technologies and market changes is key. The findings from the interviews at PT Ray Developer show that training that improves employee agility, such as adaptive skills and flexibility, is essential to maintain high performance.

In the digital era, technology-based learning has become very important (Clarke & Mayer, 2023). This theory suggests that e-learning and digital platforms can improve the accessibility and effectiveness of training. At PT Ray Developer, the use of digital platforms for training makes it easier to access training materials and supports the development of the latest skills. The results of the interviews confirmed that good digital training improves employees' knowledge and their performance.

This theory focuses on how employee experience throughout its work cycle affects performance and engagement (Kahn, 2021). Employee experience from the recruitment process to career development can affect satisfaction and productivity. At PT Ray Developer, the results of the interviews show that a positive employee experience, such as a good onboarding process and development support, contributes to better performance.

The results of the study show that competency-based training at PT Ray Developer has a positive impact on employee performance. Competency-based learning theory supports these findings by emphasizing the importance of focused training on the specific skills required. At PT Ray Developer, training designed to meet specific competency needs such as leadership and project management not only improves employee skills but also contributes to the achievement of organizational goals.

Psychological well-being theory suggests that mental and emotional support is related to employee performance. At PT Ray Developer, wellness programs such as mental support and work-life balance policies help improve job satisfaction and employee motivation. The results of the interviews confirmed that employees who felt psychologically supported tended to be more productive and engaged in their work.

HR agility theory underlines the importance of adaptability in a dynamic work environment. The findings from PT Ray Developer show that training that improves adaptive skills helps employees better cope with technological and market changes. Training programs that focus on HR agility support employees' ability to adapt, which in turn improves their performance.

Digital learning theory emphasizes the advantages of digital platforms in improving training

effectiveness. At PT Ray Developer, the use of e-learning platforms makes it easier to access training materials and supports continuous learning. The results of the interviews showed that digital training integrated with the latest technology allows employees to stay updated and improve their skills, which contributes to improved performance.

Employee experience theory suggests that positive experiences throughout the work cycle affect engagement and performance. At PT Ray Developer, a positive employee experience, including good onboarding and career support, contributes to better performance. The interview findings show that a good recruitment process and career development support increase employee job satisfaction and productivity.

PT Ray Developer can continue to improve competency-based training programs by tailoring the training curriculum to the skills required for various positions. This involves identifying key competencies and ensuring that training is focused on developing those skills to improve employee performance. Developing more psychological well-being initiatives, such as mental support programs and more comprehensive work-life balance policies, can improve employee motivation and performance. Providing better emotional support will contribute to higher job satisfaction and productivity.

Adding training elements that focus on adaptive skills and flexibility can help employees adapt quickly to change. Training programs that support HR agility can increase employee readiness to face new challenges and industry changes. Expanding the use of digital learning platforms and ensuring that high-quality and accessible online training can improve training effectiveness.

An interactive and integrated platform can support continuous learning and the development of the latest skills. Optimizing the employee experience from recruitment to career progression will improve engagement and performance. The implementation of policies that support positive experiences and provide constructive feedback will strengthen employee satisfaction and productivity. The relationship between the results of the research and the latest theories regarding HR development strategies and employee performance at PT Ray Developer shows that effective HR development strategies have a significant impact on employee performance.

SWOT Analysis on the Right Strategy for Human Resource Development on Employee Performance at PT Ray Developer.

PT Ray Developer's Strengths have a number of advantages in human resource development that can support employee performance improvement. Among them are an experienced workforce and continuous training programs that continue to be carried out to improve the abilities and competencies of employees. In addition, strong support from leadership and the adoption of technology that suits the needs of the industry are also important pillars in creating a productive and innovative work environment.

Weaknesses However, there are several weaknesses that need to be improved. One of them is the limited budget allocated for human resource development, which has an impact on the limited amount of quality training that can be provided. The high level of employee turnover is also an issue that hinders the stability of the work team. In addition, the lack of special skills and inconsistency in the implementation of training make the effectiveness of human resource development programs potentially not optimal.

Opportunities In the midst of challenges, there are a number of opportunities that PT Ray

Developer can take advantage of. The growing property market provides opportunities for expansion and increasing human resource capacity through capacity building. Government incentives in skill development can be used to strengthen employee competencies, while cooperation with educational institutions paves the way for collaboration in training a more qualified workforce. Technological advancements also provide room for innovation in work processes and efficiency.

Threats On the other hand, PT Ray Developer is also faced with several external threats. Economic fluctuations can affect business stability and consumer purchasing power, which indirectly affects the need for labor. Competition for skilled employees is getting tougher, and rapid technological changes require companies to constantly adapt. In addition, changes in government regulations related to employment or the property sector can be an additional challenge for effective human resource management. Through this SWOT analysis, PT Ray Developer can formulate the right HR development strategy by strengthening internal strengths, taking advantage of external opportunities, and overcoming existing weaknesses and threats. Strategic steps such as increasing budget allocation for training, improving the quality and consistency of training, and utilizing partnerships with educational institutions can be solutions to improve employee performance on a sustainable basis.

Conclusion

The conclusion of this study shows that the development of Human Resources (HR) at PT Ray Developer has a great influence on improving employee performance. Competency-based training programs aimed at improving technical and managerial skills have proven to be effective, while psychological well-being, which includes mental support and work-life balance, increases motivation and job satisfaction. The ability to adapt to change is also an important factor, as well as the use of digital learning that makes it easier to develop the latest skills. A positive employee experience from recruitment to career development strengthens engagement and productivity. Strategy recommendations include the development of competency-based training, improvement of psychological well-being, adaptive skills training, optimization of digital learning, and improvement of employee experience.

Recommendation

Future research can broaden the focus by exploring specific types of training and the use of current technologies, such as AI or gamification, to support human resource development. Further research can also delve into the relationship between long-term psychological well-being and employee performance, as well as evaluate more effective work-life balance policies. In addition, research can examine the factors that affect adaptation to change, as well as the impact of employee experience in the recruitment and career development process on satisfaction and retention. Comparative studies between companies and a combination of qualitative and quantitative methods can also be conducted to identify best practices in HR development that can be applied at PT Ray Developer and other companies.

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