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**THE IMPACT OF HUMAN RESOURCE DEVELOPMENT ON  
EMPLOYEE PERFORMANCE AT THE EDUCATION AND CULTURE  
OFFICE OF WAJO REGENCY**

**PENGARUH PENGEMBANGAN SDM TERHADAP KINERJA  
PEGAWAI DINAS PENDIDIKAN DAN KEBUDAYAAN KABUPATEN  
WAJO**

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**Abstract**

This study aims to examine the impact of human resource development on employee performance at the Education and Culture Office of Wajo Regency. Human resource development refers to the initiatives taken by the organization to enhance employees' skills, knowledge, and capabilities to perform their functions effectively. This research uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to 58 respondents chosen from a population of 139 employees at the Education and Culture Office of Wajo Regency. The results of the analysis show that human resource development has a positive effect on employee performance, contributing 10.6%. Overall, employee performance was rated as very good, while human resource development was rated as good. This study is expected to contribute to designing more effective HRD programs and improving employee performance at the Education and Culture Office of Wajo Regency. Additionally, the results of this study can serve as a consideration for future HRD policy development, such as improving more specific training programs and enhancing employee motivation to support optimal performance.

**Keywords:** Human resource development, Employee performance, Employees, Education and Culture Office, Wajo Regency.

**Abstrak**

Penelitian ini bertujuan untuk mengetahui pengaruh pengembangan sumber daya manusia terhadap prestasi kerja pegawai di Dinas Pendidikan dan Kebudayaan Kabupaten Wajo. Pengembangan sumber daya manusia yang dimaksud adalah inisiatif yang diambil oleh organisasi untuk meningkatkan keterampilan, pengetahuan, dan kemampuan pegawai agar dapat menjalankan fungsinya dengan baik. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui kuesioner yang disebarkan kepada 58 responden yang dipilih dari populasi 139 pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Wajo. Hasil analisis menunjukkan bahwa pengembangan sumber daya manusia memberikan pengaruh positif terhadap prestasi kerja pegawai, dengan kontribusi sebesar 10,6%. Secara keseluruhan, prestasi kerja pegawai berada dalam kategori sangat baik, sementara pengembangan sumber daya manusia berada dalam kategori baik. Penelitian ini diharapkan dapat memberikan kontribusi dalam merancang program pengembangan SDM yang lebih efektif, serta

meningkatkan kualitas kerja pegawai di Dinas Pendidikan dan Kebudayaan Kabupaten Wajo. Selain itu, hasil penelitian ini dapat menjadi bahan pertimbangan bagi pengembangan kebijakan HRD di masa depan, seperti perbaikan program pelatihan yang lebih spesifik dan peningkatan motivasi pegawai untuk mendukung kinerja yang lebih optimal.

**Kata Kunci:** Pengembangan sumber daya manusia, Prestasi kerja, Pegawai, Dinas Pendidikan dan Kebudayaan, Kabupaten Wajo.

## INTRODUCTION

In the rapidly evolving landscape of organizations, the development of human resources (HRD) plays a critical role in determining the success and effectiveness of employees within an organization. As the workforce becomes increasingly diverse and the demands of the labor market continue to grow, the need for effective HRD strategies becomes paramount. This research focuses on the impact of human resource development on the performance of employees at the Education and Culture Office of Wajo Regency, aiming to shed light on how HRD practices can shape employee effectiveness and contribute to organizational success.

Human resources are often regarded as the most valuable asset of an organization. The competency, motivation, and dedication of employees directly influence an organization's ability to meet its goals and objectives (Mathis & Jackson, 2016). The importance of human resources cannot be overstated, as it is the workforce that drives innovation, maintains operations, and ensures that an organization adapts to the challenges of a constantly changing environment. In this context, HRD encompasses all the practices, programs, and initiatives aimed at improving employees' skills, knowledge, and competencies (Cascio, 2015). This includes training and development programs, career development initiatives, and performance management systems that provide employees with the necessary tools to succeed in their roles.

Employee performance, a crucial aspect of organizational success, is closely linked to HRD practices. Performance is generally defined as the degree to which an employee meets the requirements of their job and the expectations of the organization (Borman & Motowidlo, 1997). Employee performance is affected by a range of factors, including motivation, skills, organizational culture, leadership, and the overall work environment (Robinson & Judge, 2017). While individual characteristics and personal attributes play a role in performance, it is widely recognized that HRD initiatives significantly influence how well employees perform within their roles. By investing in HRD, organizations can enhance employee capabilities, improve job satisfaction, and ultimately increase productivity.

At the Education and Culture Office of Wajo Regency, employee performance is a key factor in achieving the organization's goals in the field of education and culture. The office's mission is to provide quality services and contribute to the development of education and cultural awareness in the region. However, challenges persist in terms of employee performance. For example, there have been instances where employees have struggled to meet the growing demands of their roles, especially in adapting to new teaching methods or managing cultural programs that require specialized knowledge. A concrete example includes the difficulty in implementing the latest educational technology and curriculum reforms due to insufficient training and support. In order to fulfill this mission, it is essential that employees possess the necessary skills, knowledge, and work ethics to carry out their tasks effectively. HRD initiatives within the office, therefore, serve as the foundation for improving performance and achieving organizational objectives. The office's employees must be equipped with the proper training, continuous professional development opportunities, and performance management systems that align



with their roles and responsibilities. Without effective HRD practices, employees may struggle to meet expectations, hindering the organization's progress.

As globalization continues to shape the workforce, organizations are increasingly faced with the challenge of developing employees who can navigate diverse and complex work environments. The ability to provide employees with the knowledge and skills required to succeed in a competitive global market is an essential component of any HRD strategy. HRD practices, such as training programs, leadership development, and career planning, help employees adapt to changes, enhance their performance, and develop professionally. This is particularly important in public institutions such as the Education and Culture Office, where employees must not only meet the expectations of their organization but also cater to the needs of the public they serve.

In the case of Wajo Regency, the local government has made significant efforts to improve the quality of education and culture in the region. However, despite these efforts, challenges persist in terms of employee performance, with some employees failing to meet the standards set by the organization. This underperformance can be attributed to a range of factors, including inadequate training, lack of motivation, and insufficient support for employees in their professional growth. The lack of a comprehensive HRD strategy within the office has led to disparities in employee performance, which in turn affects the overall success of the organization.

The importance of HRD in enhancing employee performance is not a new concept, and various studies have highlighted the positive relationship between HRD practices and performance outcomes. Research by DeSimone and Harris (2014) found that organizations that invest in HRD programs experience improved employee performance, increased productivity, and reduced turnover. Similarly, Armstrong (2014) emphasized that HRD is a critical driver of organizational success, as it helps employees develop the skills and competencies needed to meet the changing demands of their roles. Moreover, HRD practices contribute to employee motivation and job satisfaction, which are crucial factors in driving performance (Pinder, 2014).

The existing literature on HRD emphasizes the need for organizations to adopt a holistic approach to employee development, one that goes beyond just providing training and development opportunities. Effective HRD practices also involve creating a positive organizational culture, offering continuous feedback, and ensuring that employees have access to the resources they need to succeed (Kraiger et al., 2013). Furthermore, HRD strategies must be aligned with the organization's goals and objectives to ensure that they contribute to the overall success of the institution (Becker & Huselid, 2006).

## METHODS

This study adopts a quantitative research design using a survey method to examine the impact of human resource development (HRD) on employee performance at the Education and Culture Office of Wajo Regency. The study focuses on analyzing the relationship between HRD practices and employee performance outcomes, using a combination of primary and secondary data collection techniques. A descriptive and associative research approach is employed to describe the variables independently and evaluate the causal relationships between HRD and employee performance.

A quantitative approach was chosen for this study because it allows for the collection of numerical data that can be analyzed statistically to determine the relationships between variables (Creswell, 2014). The survey method was selected as it is effective for gathering data from a large sample of respondents, which is essential for testing hypotheses and identifying patterns in the data (Sekaran & Bougie, 2016). A structured questionnaire was developed to measure both the independent variable, HRD practices, and the dependent variable, employee performance.



The population for this study consists of employees at the Education and Culture Office of Wajo Regency, totaling 139 individuals. Since it is not feasible to survey the entire population due to time and resource constraints, a sample of 58 employees was selected based on the sample size calculation using the Slovin formula, which ensures that the sample is representative of the population (Slovin, 1960). This sample size provides a margin of error of 10% and is sufficient for statistical analysis and hypothesis testing.

However, it is important to acknowledge that the relatively small sample size of 58 respondents may influence the generalizability of the results. A sample size of this scale may not fully capture the diversity of perspectives, experiences, and characteristics within the larger population of employees. The findings of this study are therefore most directly applicable to the specific context of the Education and Culture Office of Wajo Regency. While the sample was selected randomly to minimize bias, the results may not be fully representative of other similar institutions, especially those with different organizational structures, cultures, or HRD practices. Therefore, caution should be exercised in applying these results to broader populations without further validation through additional studies involving larger and more diverse samples.

The sampling technique used in this study is simple random sampling. This method ensures that each employee in the population has an equal chance of being selected, reducing selection bias and increasing the generalizability of the findings (Sekaran & Bougie, 2016). The sample is drawn from various departments within the Education and Culture Office, ensuring that a diverse range of employees' perspectives is captured.

Data collection for this study was conducted using primary and secondary data sources. The primary data was gathered through a self-administered questionnaire, which was distributed to the 58 selected respondents. The questionnaire was designed to measure two key variables: HRD practices and employee performance. The HRD practices were assessed through dimensions such as training and development, non-training activities, promotion, and motivation. Employee performance was measured based on dimensions like work results, knowledge, initiative, time discipline, teamwork, and attitude.

The questionnaire contained both closed and Likert scale items. The closed-ended questions provided quantitative data, while the Likert scale items allowed respondents to rate the extent to which they agree or disagree with specific statements related to HRD practices and their performance (Bryman & Bell, 2015). The questionnaire was pre-tested with a small sample of employees to ensure clarity and reliability of the items. After the pre-test, the questionnaire was revised based on feedback to improve its effectiveness in capturing the intended data.

In addition to the primary data, secondary data were collected from organizational documents, reports, and relevant literature. This secondary data helped contextualize the findings and provided additional background information on HRD practices and performance management at the Education and Culture Office.

The two main variables in this study are human resource development (HRD) and employee performance. The independent variable, HRD, is conceptualized as the initiatives taken by the organization to improve employees' skills, knowledge, and capabilities to meet their job requirements (Cascio, 2015). The dependent variable, employee performance, refers to the degree to which employees meet the expectations and requirements of their job roles (Borman & Motowidlo, 1997).

Data analysis in this study will be conducted using both descriptive and inferential statistical techniques. Descriptive statistics will be used to summarize the data, providing a clear overview of respondents' characteristics and the distribution of responses across the variables (Field, 2013). Descriptive statistics, such as frequencies, means, and standard deviations, will be used to describe the HRD practices and employee performance in the sample.



Inferential statistics will be employed to test the hypotheses and examine the relationships between HRD and employee performance. Specifically, correlation analysis will be used to assess the strength and direction of the relationship between the independent and dependent variables (Pallant, 2016). Pearson's correlation coefficient will be calculated to determine the degree of association between HRD practices and employee performance. A significance level of 0.05 will be used to determine if the relationships observed are statistically significant.

Additionally, regression analysis will be used to predict the impact of HRD on employee performance. The regression model will help to quantify the relationship and provide insights into the contribution of HRD practices to employee performance. The model will be evaluated using the coefficient of determination (R-squared), which indicates the proportion of variance in employee performance that is explained by HRD practices (Field, 2013).

The hypotheses for this study are as follows:

1. H1: There is a positive and significant relationship between HRD practices and employee performance at the Education and Culture Office of Wajo Regency.
2. H0: There is no significant relationship between HRD practices and employee performance at the Education and Culture Office of Wajo Regency.

The first hypothesis tests whether HRD practices have a significant impact on employee performance. If the correlation coefficient between HRD and employee performance is significantly different from zero, the hypothesis will be accepted. Conversely, if the correlation is not significant, the null hypothesis will be accepted.

## RESULTS AND DISCUSSION

### Results

The analysis of the data collected from the 58 respondents at the Education and Culture Office of Wajo Regency provided key insights into the impact of human resource development (HRD) on employee performance. The data were analyzed using descriptive statistics, including frequencies, means, and standard deviations, followed by inferential statistics, such as Pearson's correlation and regression analysis.

### Descriptive Statistics

The first stage of the analysis involved calculating descriptive statistics for both HRD practices and employee performance. Table 1 shows the mean, standard deviation, and range of scores for both variables.

Table 1. Descriptive Statistics for HRD Practices and Employee Performance

Variable	Mean	Std. Deviation	Minimum	Maximum	Range
HRD Practices (X)	32,31	5,161	16	40	24
Employee Performance (Y)	52,91	5,162	37	60	23

Source: Research Results, 2024.

The mean score for HRD practices was 32.31, which indicates a relatively good level of HRD implementation. The standard deviation of 5.161 suggests some variability in the responses. The range of scores for HRD practices was 24, with the minimum score being 16 and the maximum being 40.



Similarly, employee performance had a mean score of 52.91, indicating that employees' performance was perceived as very good on average. The range for employee performance was 23, with a minimum of 37 and a maximum of 60, showing relatively less variability compared to HRD practices.

### Correlation Analysis

Pearson's correlation coefficient was computed to examine the relationship between HRD practices and employee performance. The results are presented in Table 2.

Table 2. Pearson Correlation between HRD Practices and Employee Performance

Variable	HRD Practices (X)	Employee Performance (Y)
HRD Practices (X)	1,000	0,326*
Employee Performance (Y)	0,326*	1,000

Source: Research Results, 2024.

The correlation coefficient of 0.326 between HRD practices and employee performance is statistically significant at the 0.05 level ( $p = 0.013$ ). This suggests that there is a moderate positive relationship between the HRD practices implemented at the Education and Culture Office of Wajo Regency and the performance of employees. While the correlation is positive, it falls within the "low" range of correlation strength (Pallant, 2016), indicating that other factors, in addition to HRD, may contribute to employee performance.

### Regression Analysis

To further examine the impact of HRD practices on employee performance, a simple linear regression analysis was conducted. The results of the regression analysis are shown in Table 3.

Table 3. Regression Analysis Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
Constant	42,390	4,133		10,256
HRD Practices (X)	0,326	0,126	0,326	2,578

Source: Research Results, 2024.

The regression analysis shows that HRD practices significantly contribute to employee performance ( $B = 0.326$ ,  $p = 0.013$ ). The R-squared value is 0.106, which indicates that HRD practices account for 10.6% of the variance in employee performance. This means that 10.6% of the variation in performance can be explained by the HRD practices implemented in the organization, while the remaining 89.4% is influenced by other factors not captured in this study.

### Discussion

The findings of this study highlight the importance of human resource development in improving employee performance at the Education and Culture Office of Wajo Regency. The moderate positive correlation between HRD practices and employee performance suggests that better HRD initiatives, such as training and development, career advancement, and motivation, have a direct impact on





employees' ability to perform their duties effectively. However, given that the correlation is of moderate strength, it is clear that other factors also play a significant role in influencing employee performance.

The regression analysis further supports the notion that HRD practices contribute to improved performance, though the effect is not overwhelmingly large. The coefficient of 0.326 suggests that HRD practices have a meaningful but modest impact on employee performance. The R-squared value of 0.106 indicates that HRD practices account for just over 10% of the variation in performance, which suggests that while HRD is important, other elements, such as organizational culture, leadership style, and individual motivation, might be contributing factors to performance (Robinson & Judge, 2017).

These findings are consistent with previous research on the relationship between HRD and employee performance. For example, DeSimone and Harris (2014) found that HRD programs lead to improvements in employee productivity, quality of work, and job satisfaction. Similarly, Armstrong (2014) emphasized that well-designed HRD initiatives contribute to enhanced employee performance by aligning employees' skills and competencies with organizational goals. This study adds to the growing body of literature supporting the notion that HRD is a key driver of performance in both public and private sector organizations.

Despite the positive impact of HRD on performance, the relatively low R-squared value indicates that there are additional factors influencing performance that were not explored in this study. Factors such as leadership, work environment, and employee motivation could play critical roles in shaping performance outcomes (Kraiger et al., 2013). Future research could explore these additional variables and how they interact with HRD to create a more comprehensive understanding of the determinants of employee performance.

One of the limitations of this study is the relatively small sample size of 58 respondents, which may not fully capture the diversity of experiences and perspectives within the Education and Culture Office. Expanding the sample size to include more employees or incorporating qualitative methods, such as interviews or focus groups, could provide a deeper understanding of the factors affecting performance. Additionally, since this study relied on self-reported data, there is the potential for response bias, as employees may overestimate their performance or underreport their experiences with HRD programs (Bryman & Bell, 2015). Future studies could mitigate this bias by using multiple data collection methods, such as supervisor assessments or objective performance data.

In conclusion, the results of this study suggest that HRD practices are a significant factor in improving employee performance at the Education and Culture Office of Wajo Regency. While HRD accounts for only a modest portion of the variance in performance, its positive impact underscores the importance of investing in employee development. The findings provide valuable insights for policymakers and organizational leaders seeking to enhance performance through HRD initiatives. By strengthening HRD practices, the Education and Culture Office can continue to improve the quality of service it provides to the community and contribute to the overall development of education and culture in Wajo Regency.

## CONCLUSION

### Conclusion

This study has examined the impact of human resource development (HRD) on employee performance at the Education and Culture Office of Wajo Regency. The findings reveal a moderate positive relationship between HRD practices and employee performance, with HRD accounting for 10.6% of the variance in performance. This suggests that HRD initiatives, including training and development, career advancement opportunities, and motivational strategies, play a significant role in improving the overall performance of employees. However, the remaining 89.4% of the variation in



employee performance can be attributed to other factors not covered in this study, such as organizational culture, leadership style, and individual employee motivation.

The results indicate that HRD practices at the Education and Culture Office are generally implemented at a good level, and employees' performance is considered very good on average. Despite the positive effect of HRD on performance, the correlation and regression results show that other external factors also contribute to employee performance outcomes. Therefore, while HRD is a key driver of employee performance, it should be integrated with other organizational strategies to fully optimize employee effectiveness.

### Recommendations

It is recommended that the Education and Culture Office of Wajo Regency further enhance its HRD initiatives by investing in targeted training and development programs that address specific skill gaps identified through performance evaluations. A comprehensive performance management system, including regular feedback and performance appraisals, would also be beneficial to help employees understand their strengths and areas for improvement. Additionally, future studies should explore external and organizational factors such as leadership style, organizational culture, and employee motivation that also impact performance, and integrate HRD practices with these factors. Expanding the sample size and employing multiple data collection methods, such as interviews or supervisor assessments, would improve the depth of future research and the generalizability of findings. Overall, a holistic approach combining HRD with organizational strategies and leadership practices will help optimize employee performance and contribute to the success of the organization.

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