
**ANALYSIS OF HUMAN RESOURCE DEVELOPMENT IN ENHANCING
EMPLOYEE PERFORMANCE AT PT SECURINDO PACKATAMA
INDONESIA WTC SUDIRMAN AREA**

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Abstract

This study was conducted to analyze human resource development in improving employee performance at PT Securindo Packatama Indonesia Area WTC Sudirman. This study used qualitative methods with a descriptive approach. Data collection techniques included in-depth interviews, observation, and documentation, involving one key informant and four other purposively selected key informants. The results indicate that human resource development at PT Securindo Packatama Indonesia Area WTC Sudirman has been implemented quite well through training, coaching, and supervision programs that have improved employee knowledge, skills, and discipline. However, development related to employee career aspirations and personal goals remains suboptimal. Employee performance is generally quite good, particularly in terms of work results and work behaviors that align with standard operating procedures (SOPs). However, several obstacles affect performance consistency, such as workload, shift work systems, and differences in ability between employees. This study concludes that human resource development plays a crucial role in improving employee performance, necessitating a more sustainable and varied HR development plan.

Keywords: Human Resource Development and Employee Performance

INTRODUCTION

Human resource development (HRD) is a strategic tool for building an organization in the face of a globalized era marked by challenges and increasingly fierce competition. HR plays a vital role within an organization, as a company's success or failure depends heavily on its ability to manage and develop employee potential. Therefore, HR development is not merely administrative but is also focused on enhancing employees' technical, conceptual, and ethical capabilities so they can work effectively and efficiently.

With technological advancements and rising service demands, companies are required to have qualified and competent employees. Employee performance is one of the primary factors determining a company's success in achieving its goals. Good performance is reflected in the quality and quantity of work output in line with assigned responsibilities. However, in practice, various obstacles that affect performance are still frequently encountered, such as poor timeliness, declining work motivation, and a mismatch between task execution and responsibilities.

PT Securindo Packatama Indonesia's WTC Sudirman branch, a company specializing in parking management, has implemented various human resource development programs, such as asset maintenance training, complaint handling, service excellence refresher training, technology training, and other skills training. These programs are expected to enhance employees' capabilities and professionalism so that customer service can operate optimally. However, based on initial observations, there are still instances where employees are not sufficiently responsive in addressing service challenges, such as payment system issues, lost tickets, or vehicle queues, which impact work efficiency.

Suboptimal employee performance indicates the need for more planned, sustainable human resource development that aligns with both organizational needs and employee aspirations. Therefore, it is important to analyze the implementation of human resource development and the current state of employee performance at PT Securindo Packatama Indonesia's WTC Sudirman Area. Based on this background, this study aims to analyze human resource development in improving employee performance at the company.

REVIEW OF LITERATURE

Human Resource Development

According to Dewi Irawati in Indha Enggal Rahayu (2021:14), human resources are an asset in all aspects of management, particularly those related to the existence of an organization. Meanwhile, human resources themselves are defined as the potential inherent in human beings to fulfill their role as adaptive and transformative social beings, thereby enabling them to manage themselves as well as all the potential found in nature to achieve a balanced and sustainable quality of life.

Human resources are crucial for companies or organizations in managing, organizing, and utilizing employees so they can function productively to achieve organizational goals. Human resources are a tangible, potential factor of production. The human factor of production involves not only physical labor but also intellectual work. Optimizing human resources is a central focus for organizations in enhancing employee performance. Thus, it

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can be said that human resources are a vital source or key factor for achieving good performance.

According to Mangkunegara (2016:13), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

RESEARCH METHOD

This study employs a descriptive research design and utilizes qualitative methods, which draw upon theoretical perspectives to facilitate the research process. These methods allow the researcher to provide an overview or characteristics that aid in the study, including:

1. The study does not involve statistical analysis.
2. The number of informants/respondents is relatively small, allowing respondents to provide in-depth information.
3. It is flexible, as the conditions of the research subjects are constantly changing, so the research is conducted in accordance with the prevailing conditions.

Research Location and Time

This research was conducted at PT Securindo Packatama Indonesia's WTC Sudirman branch, located at Jl. Jenderal Sudirman Kav. 29–31, RT 8/3, Kuningan Karet, Setiabudi Subdistrict, South Jakarta. The research began in August 2023 and was carried out in stages, starting from the introduction, submission of the research proposal, consultation, interviews, data processing, to the drafting of the thesis.

Research Instruments

The variable in this study is the Analysis of Human Resource Development in improving employee performance at PT Securindo Packatama Indonesia. The research indicators consist of:

Table 1
Research Indicators

Variabel	Indicator
Human Resource Development	1. Effectiveness of professional development in meeting needs
	2. Effectiveness of development in achieving personal goals
	3. Effectiveness of development in advancing career aspirations
Employee Performance	1. Outcome dimension
	2. Behavioral dimension
	3. Personal trait dimensi

Unit of Analysis

The units of analysis in this study are:

- Key informant: Assistant Car Park Manager
- Informants: 4 employees of PT Securindo Packatama Indonesia

Data Collection Procedures

The data collection techniques used in this study include:

1. Observation
2. Observation was conducted using a participatory approach, in which the researcher was directly involved in the daily activities of the individuals being observed as sources of research data.
3. Interviews
4. Interviews were conducted to obtain information directly from the source. The interview technique used was an open-ended interview, in which the questions were determined by the researcher but the answers were provided freely by the informants. Interviews were conducted with 4 employees of PT Securindo Packatama Indonesia regarding employee development to improve employee performance.
5. Documentation
6. Documentation was carried out by recording information from documents related to Human Resource Development Analysis in improving employee performance at PT Securindo Packatama Indonesia.

Data Analysis Techniques

The data analysis method used is descriptive analysis, which involves describing the collected data using words and images rather than numbers. Data analysis was conducted prior to fieldwork, during fieldwork, and after fieldwork was completed.

The data analysis model used is the Miles and Huberman model, which includes:

- Data reduction
- Data presentation
- Drawing conclusions or verification

Data Validity Check

Data validity in this study was determined using credibility criteria.

RESULTS AND DISCUSSION

Company SWOT Analysis

1. Strengths

One of PT Securindo Packatama Indonesia's key strengths is its well-developed training curriculum. At the WTC Sudirman location, every staff member is equipped not only with technical parking skills but also with training in service excellence. Furthermore, as a security and parking services company, discipline is the lifeblood of the organization. The strength of human resource development here lies in strict and systematic monitoring of attendance, grooming, and punctuality.

Furthermore, PT Securindo Packatama Indonesia is known as a pioneer in technology integration. Its human resource strength lies in employees' ability to quickly adapt to new systems (such as cashless payments, license plate recognition, and digital reporting systems). Working in the WTC Sudirman area brings a unique sense of pride to employees. The professional and elite work environment indirectly demands that employees consistently maintain the quality of their work.

The results of the interview with the Company Manager regarding the strengths of PT Securindo Packatama Indonesia are as follows:

“The human resources development program at this company excels in tailoring training materials to the organization’s needs and the competencies required by each department. Additionally, the combination of theoretical and practical methods enables employees to immediately apply what they’ve learned to their daily work. This helps staff grasp work procedures more quickly and improve their core skills. The development program also helps employees understand their duties and responsibilities more clearly. After completing the training, staff demonstrated improved ability in completing tasks, coordinating with coworkers, and applying standard operating procedures. This indicates that the development program has a positive impact on overall employee performance.”

The results of the research interviews with Company 1 staff regarding the strengths of PT Securindo Packatama Indonesia are as follows:

“The training program I took was very helpful in supporting my daily work. The material covered was relevant to my duties, especially regarding work procedures, so I was able to quickly understand how to perform my tasks correctly and efficiently. One of the program’s strengths is its training method, which combines theory and practice.

Through hands-on practice, I can try out and understand the steps of the job more clearly. Additionally, the training material is always relevant to my daily work, making it immediately beneficial.”

Results from a follow-up interview with a staff member from Company 2 regarding the strengths of PT Securindo Packatama Indonesia are:

“The professional development program has been quite helpful in carrying out my daily work. The training materials provided address the basic needs of my job, so I feel more confident and understand work procedures better. The strength of this program lies in the materials being relevant to the job and immediately applicable. The practical training methods help me try out the work steps in real-life situations, making them easier to understand and remember.”

The results of the interview with a staff member from Company 3 regarding the strengths of PT Securindo Packatama Indonesia are as follows:

“The professional development program is quite effective because it combines theory and practice. The material provided is relevant to my duties, which makes it easier for me to understand my work and apply it in the field. The strength of this program lies in the combination of theory and practice, as well as the material that aligns with the job. Through hands-on practice, I can apply the training material in real-world situations, which strengthens my understanding and improves my performance.”

The results of the subsequent interview with a staff member from Company 4 regarding the strengths of PT Securindo Packatama Indonesia are as follows:

“The professional development program provides direct benefits to my work. The training material helps me better understand my daily tasks and responsibilities, allowing me to complete my work more effectively and efficiently. The strength of this program lies in the materials being tailored to each staff member’s specific job needs. Thanks to the relevance of the materials and the hands-on approach, I can learn more easily and apply what I’ve learned in real-world situations.”

Based on interviews with managers and staff, the human resources development program at PT Securindo Packatama Indonesia's WTC Sudirman branch has several strengths that support improved employee performance. Managers stated that the training materials are tailored to the organization's needs and the competencies of each work unit, and combine theory with practice, making it easier for staff to apply what they've learned in their daily work. This aligns with the staff's perspective, who found the training highly relevant to their tasks and responsibilities, helping them understand work procedures, improve efficiency, and address operational challenges.

Hands-on practice is considered effective in reinforcing understanding, while management support and the company's learning culture encourage staff motivation to continuously develop their skills. Overall, the relevance of the materials, the practical approach, and management support are the key aspects that make this HR development program robust and contribute positively to improved employee performance.

2. Weaknesses

Based on the results of the initial analysis, weaknesses in human resource development at PT Securindo Packatama Indonesia's WTC Sudirman Branch are still evident in the suboptimal nature of the employee training and development system, which is not yet conducted in a continuous and structured manner. Training programs tend to be ad hoc and have not been fully tailored to the competency needs of individual employees, so that improvements in skills and knowledge have not had a significant impact on performance. Additionally, the lack of comprehensive performance evaluations and limited career development opportunities can reduce employee motivation. These conditions have the potential to hinder improvements in productivity and work effectiveness, meaning that human resource development has not yet been fully capable of supporting optimal employee performance.

The results of interviews conducted by the researcher with the Company Manager regarding weaknesses at PT Securindo Packatama Indonesia are as follows:

"Due to time constraints, some training materials could not be fully understood. Additionally, the identification of individual training needs has not been optimal, so not all employees' specific needs can be met. Furthermore, some training materials are still too general and do not sufficiently align with the specific technical requirements of each position. This results in the application of knowledge in the field sometimes falling short of its full potential. Budget constraints and organizational policies limit the number and duration of training sessions, and the evaluation of individual development needs is not yet fully structured."

The following interview results were obtained by the researcher from staff at Company 1 at PT Securindo Packatama Indonesia:

"Some training materials are still too general and do not fully align with on-site work conditions. This makes it difficult to apply certain knowledge practically. Time constraints mean that material is delivered quickly, making it difficult to fully grasp, especially for technical or more in-depth topics. Furthermore, training is too focused on theory, so hands-on practice receives insufficient attention. In fact, hands-on practice is very helpful for understanding work procedures and improving performance."

The results of the interview with staff from Company 2 at PT Securindo Packatama Indonesia are as follows:

“The development program is quite helpful for basic needs, but it hasn’t addressed certain technical aspects that are important for my work. There are some advanced skills that haven’t been specifically trained. Additionally, the training material is too general and the training duration is limited. This makes some material difficult to fully understand and less relevant to my specific job. The lack of advanced training and post-training mentoring makes it difficult to apply some material optimally in the field. Staff need additional guidance so that the skills acquired can truly be put to use.”

The results of the interview with a staff member from Company 3 at PT Securindo Packatama Indonesia are as follows:

“Some of the material is still too general and does not fully address the specific technical needs of my position. This means that implementation in the field is sometimes not optimal. Additionally, the limited training time meant that the material was covered quite quickly, making it difficult to absorb all the information, especially topics requiring in-depth understanding. The lack of follow-up mentoring or guidance after the training makes it difficult to apply some of the knowledge to the fullest extent. After the training, staff still need guidance so that the material can be effectively applied in their daily work.”

The results of interviews with staff members at PT Securindo Packatama Indonesia are as follows:

“The training sessions are sometimes too short. As a result, not all the material can be fully understood, especially technical or in-depth topics. Furthermore, some material is still too general and not fully aligned with my job responsibilities. Consequently, the application of this material in the field is not always optimal. Additionally, the lack of follow-up support after training makes it difficult to apply some of the material in daily work. Follow-up support or guidance would help staff apply their knowledge more effectively.”

Based on interviews with managers and staff, the human resources development program at PT Securindo Packatama Indonesia’s WTC Sudirman branch has several weaknesses that need to be addressed. Managers noted that limited training time and budget, as well as suboptimal identification of individual needs, are the main obstacles to improving the program’s effectiveness. This aligns with staff feedback, who found some training materials too general and not fully aligned with the specific requirements of their jobs.

The limited duration of the training makes it difficult to grasp some topics in depth, while the lack of follow-up mentoring or guidance after the training prevents the full application of the knowledge in the field. Therefore, staff suggested that training materials be more specific to their job roles, the duration be more adequate, and follow-up mentoring be provided so that the competencies gained can truly enhance performance optimally.

3. Opportunity

The opportunity for PT Securindo Packatama Indonesia’s WTC Sudirman Branch to develop its human resources is significant, given the growing demand for professional parking management and security services in strategic office and business districts such as WTC Sudirman. This situation creates an opportunity for the company to enhance employee competencies through technology-based training, professional certifications, and the development of soft skills to support service quality. Additionally, advancements in

information technology and HR management systems enable the company to implement more effective and efficient training methods and performance evaluation processes.

Government regulations regarding standards for facility or building management companies related to parking and security personnel also present an opportunity for companies to develop more competent and competitive human resources, thereby enabling them to continuously improve employee performance and strengthen the company's position amid competition in the service industry.

The results of interviews conducted by the researcher with the company manager at PT Securindo Packatama Indonesia are as follows:

"The use of technology and digital platforms for training allows staff to access materials more flexibly at any time. Additionally, management support for employee development opens opportunities to create more specific programs tailored to the needs of each work unit. The company also provides career development pathways and official certifications as part of the training, which can serve as motivation for staff. Furthermore, programs relevant to improving daily performance and aligning with their career goals will boost staff participation and enthusiasm."

The results of the interviews conducted by the researcher with staff at Company 1, PT Securindo Packatama Indonesia, are as follows:

"The use of digital-based training materials or e-learning. This way, I can access the materials anytime and learn more flexibly according to my job needs. The company also provides certification or official recognition after training, which can serve as motivation. Furthermore, if the training is directly related to improving daily performance, staff will be more enthusiastic about participating in the program.

Advanced training on the latest technologies and work systems. If this program is added, staff can work more efficiently and master the skills needed for complex tasks."

The following are the results of interviews conducted by the researcher with staff members at Company 2, PT Securindo Packatama Indonesia:

"Hands-on guidance makes training materials easier to understand and apply in daily work. Furthermore, programs directly related to improving technical skills and career development will make staff more motivated. In addition, receiving recognition or certification from the training serves as an added motivator. The use of digital training platforms or e-learning can provide an opportunity for staff to review materials as needed. This makes learning more flexible and effective."

The results of interviews conducted by the researcher with staff from Company 3 at PT Securindo Packatama Indonesia are as follows:

"Training that is more specific to each staff member's tasks and responsibilities. With relevant material, we can immediately apply it in our daily work." Providing awards or certifications for completed training can boost motivation. Additionally, programs focused on improving daily performance will make staff more enthusiastic. The company also offers digital-based training or e-learning so that staff can learn more flexibly. This allows staff to review the material as needed and apply it more effectively in the field."

The results of the interviews conducted by the researcher with staff from Company 4 at PT Securindo Packatama Indonesia are as follows:

“Companies can tailor training to be more specific to staff members’ job responsibilities. If the training material is directly relevant to their work, staff can apply it more quickly in the field. Furthermore, with mentoring or guidance from supervisors and senior staff during hands-on sessions, the training material becomes easier to understand and implement effectively. The use of digital-based training or e-learning provides an opportunity for staff to learn more flexibly and review materials as needed, making on-the-job application more effective.”

Based on interviews with managers and staff, there are several opportunities that can be leveraged to enhance the effectiveness of the HR development program at PT Securindo Packatama Indonesia’s WTC Sudirman Area. Managers noted that the use of technology and digital platforms for training is a key opportunity, allowing staff to access materials more flexibly and keep them up-to-date. Additionally, management support for employee development and collaboration with external training institutions enable programs to be more tailored and of higher quality.

Staff members highlighted opportunities such as training materials relevant to their specific duties, mentoring or direct guidance from supervisors or senior colleagues, and official certifications or awards that can boost staff motivation. Digital-based training or e-learning is also considered a key opportunity to make learning more flexible, allowing staff to review materials as needed, and making on-the-job application more effective. Overall, the combination of technology, guidance, specific materials, and motivation through certification opens up significant opportunities to optimally enhance employee competencies and performance.

4. Threats

The threats faced by PT Securindo Packatama Indonesia’s WTC Sudirman Branch in human resource development include intense competition among parking and security management service providers offering more attractive service quality and compensation packages. This situation has the potential to increase employee turnover, particularly among highly skilled and experienced staff.

Additionally, changes in labor regulations and increasingly stringent security operational standards require the company to continuously update employees’ skills and certifications, which entails significant costs and time. The rapid advancement of security technology also poses a threat if the company fails to enhance its human resources’ competencies swiftly and effectively, potentially leading to a decline in employee performance and the company’s competitiveness.

The results of interviews conducted by the researcher with company managers at PT Securindo Packatama Indonesia are as follows:

“Budget and time constraints, which can limit the quantity and quality of training provided. Additionally, resistance or a lack of motivation among some staff members can also reduce the program’s effectiveness. Rapid changes in technology and work systems pose a threat if staff cannot keep up with these developments. Industry competition, which demands speed and high-level skills, can also put pressure on employees who do not yet possess adequate competencies. Furthermore, a lack of internal support or delays in program implementation can hinder the achievement of objectives. If the program is not implemented consistently, the expected benefits of improving staff performance will not be realized.”

The following are the results of interviews conducted by the researcher with staff at Company 1 at PT Securindo Packatama Indonesia:

“Limited time to attend training due to a heavy daily workload. This makes it difficult to fully follow and understand some of the material. Rapid changes in technology and work systems can pose a threat if training materials are not consistently updated. Staff must continually adapt to remain competent. Furthermore, if the training material is too general or irrelevant to my job, its benefits will be diminished. Additionally, the lack of follow-up support after training also makes the application of knowledge less than optimal. Some staff also appear unenthusiastic about participating in training, so the overall effectiveness of the program may decline.”

The results of follow-up interviews conducted by the researcher with staff from Company 2 at PT Securindo Packatama Indonesia are as follows:

“Limited training time, due to the many tasks that must be completed every day. This prevents me from fully focusing during the training. Furthermore, training materials that are not specific to my job can reduce the benefits. Additionally, without follow-up or guidance, it is difficult to apply the knowledge gained in the field. The lack of motivation or interest among some staff members to participate in the training also poses a threat. If some staff members are not enthusiastic, the overall effectiveness of the program may decline.”

The results of interviews with staff at Company 3 conducted by the researcher at PT Securindo Packatama Indonesia are as follows:

“Rapid changes in technology and work procedures can pose a threat if training is not consistently updated. Staff must be able to adapt in order to remain productive and competent. If the training material is too general and irrelevant to my job, its benefits will be diminished. A lack of follow-up mentoring or coaching also makes the application of the material in the field less than optimal. Rapid changes in technology and work procedures can pose a threat if training is not consistently updated. Staff must be able to adapt to remain productive and competent.”

The results of interviews with staff from Company 4, conducted by the researcher at PT Securindo Packatama Indonesia, are as follows:

“The heavy daily workload limits the time available for training. As a result, focus during training is not optimal, and the material is difficult to fully apply. Rapid changes in technology and work systems can pose a threat if training materials are not consistently updated. Staff must continue learning to remain competent and productive. Training materials that are too general or not aligned with staff duties can reduce their effectiveness. The lack of follow-up support after training also makes the application of knowledge in the workplace less than optimal.”

Based on interviews with managers and staff, there are several challenges that need to be addressed in the implementation of the human resource development program at PT Securindo Packatama Indonesia’s WTC Sudirman branch. The main challenges cited by managers include budget constraints, limited training time, and varying levels of staff motivation, all of which can limit the program’s effectiveness. Additionally, rapid changes in technology and work systems pose a challenge for staff to constantly adapt to remain competent.

Staff members emphasized that their busy daily workloads often reduce their focus during training, making it difficult to apply the material optimally. Other challenges include training materials that are not sufficiently relevant to their job responsibilities, a lack of mentoring or follow-up after training, and differences in motivation among staff members. Overall, the combination of internal constraints and external pressures can hinder the achievement of HR development goals if not addressed with the right strategies.

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Data Analysis Using NVivo Version 14 for Windows

Data analysis in this study was conducted using NVivo software to assist the researcher in systematically managing, coding, and analyzing qualitative data. The data analyzed were derived from in-depth interviews with informants, field observations, and a review of documents related to human resource development and employee performance at PT Securindo Packatama Indonesia's WTC Sudirman branch. All data were first transcribed and imported into an NVivo project before undergoing further analysis.

1. Human Resource Development Analysis

The researcher conducted a study at PT Securindo Packatama Indonesia on the Analysis of Employee Development in Enhancing Employee Performance at PT Securindo Packatama Indonesia's WTC Sudirman Area. After the interviews were conducted, the data was visualized in the form of a project map using NVivo Ver. 14. The results are as follows:

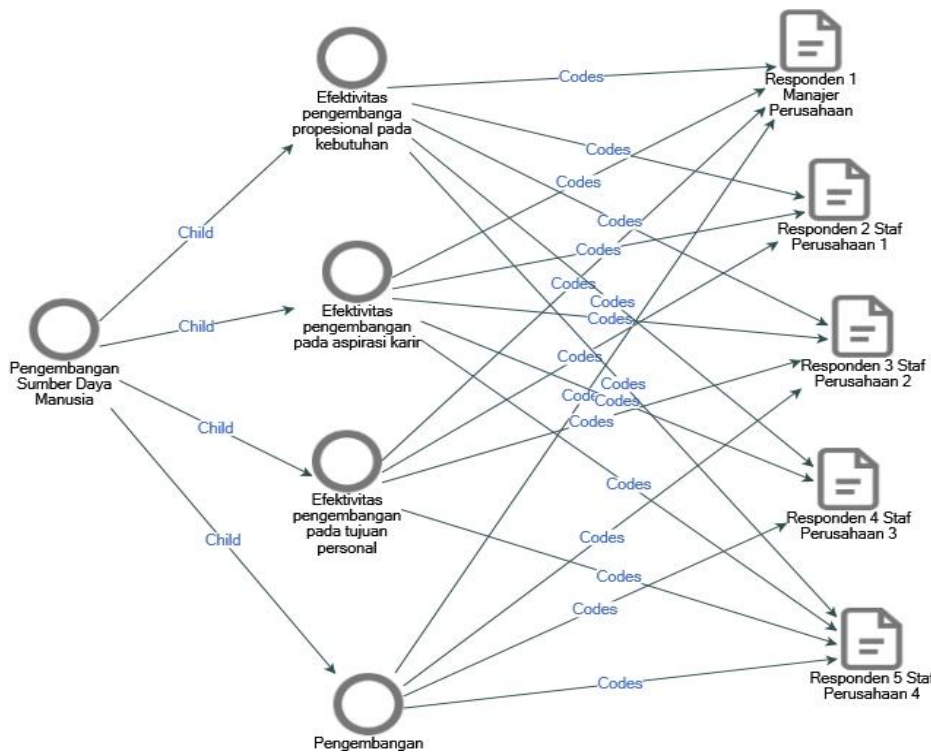


Figure 2

Based on the results of data analysis using the Project Map feature in NVivo software, it is evident that human resource development is the main theme directly linked to several subthemes of development effectiveness. The main theme of Human Resource Development is broken down into several categories (child nodes), namely the effectiveness of professional development in meeting needs, the effectiveness of development in relation to career aspirations, and the effectiveness of development in relation to personal goals. These categories represent the main dimensions of HRD analyzed in this study.

The Project Map indicates that all respondents including company managers and staff from various units provided statements coded into these three subthemes. This is evident from the numerous connections (codes) linking each respondent to every development effectiveness node. This indicates that human resource development at PT Securindo Packatama Indonesia's WTC Sudirman Area is understood and experienced by employees at various job levels, albeit from different perspectives and with varying experiences.

Furthermore, the subtheme of the effectiveness of professional development in meeting needs shows a fairly strong correlation with respondents, indicating that the alignment of training and development with job requirements is a primary concern for employees. Meanwhile, the effectiveness of development in relation to career aspirations illustrates how HR development programs are perceived as a means of supporting career advancement, although there are still varying perspectives among respondents. As for the effectiveness of development regarding personal goals, it reflects that HR development also

impacts the improvement of individual capabilities, such as self-confidence and work readiness.

Overall, this NVivo Project Map visualization demonstrates a strong correlation between human resource development and respondents' perceptions of the effectiveness of the development programs implemented by the company. These results confirm that HRD plays a crucial role in supporting employees' professional needs, career aspirations, and personal goals, which ultimately contribute to improved employee performance at PT Securindo Packatama Indonesia's WTC Sudirman Area.

Furthermore, the researcher also analyzed the data using the Hierarchy Chart method with the NVivo program, yielding the following results:



Figure 2
Hierarchy Chart of Employee Development

Based on the results of data analysis using the Hierarchy Chart in NVivo, it is evident that the Human Resource Development theme comprises several subthemes with varying levels of coding intensity. The visualization shows that the subtheme of the effectiveness of professional development in meeting needs has the most dominant proportion compared to other subthemes. This indicates that most of the respondents' statements emphasize the importance of aligning the development programs provided by the company with employees' job needs and professional demands.

Furthermore, the subtheme of development effectiveness regarding career aspirations also accounts for a significant portion, reflecting that human resource development is viewed as a means to support employees' career advancement and planning at PT Securindo Packatama Indonesia's WTC Sudirman Area. Respondents assessed that existing development programs influence opportunities for promotion and long-term competency development, although the degree to which these needs are met still varies.

Meanwhile, the subthemes of development and the effectiveness of development in relation to personal goals account for a relatively smaller share. This indicates that although employee development has contributed to the improvement of individual capabilities, this aspect has not yet become a primary focus in the implementation of development programs within the company. Overall, the results of this hierarchy chart illustrate that human resource

development at PT Securindo Packatama Indonesia's WTC Sudirman Area is more focused on meeting employees' professional needs and career aspirations than on personal goals; therefore, further efforts are needed to ensure that human resource development can proceed in a more comprehensive and sustainable manner.

2. Employee Performance Analysis

The researcher conducted a study at PT Securindo Packatama Indonesia on the Analysis of Human Resource Development in Improving Employee Performance at PT Securindo Packatama Indonesia's WTC Sudirman Branch. After the interviews were conducted, the data was visualized in the form of a project map using NVivo Version 14. The results are as follows:

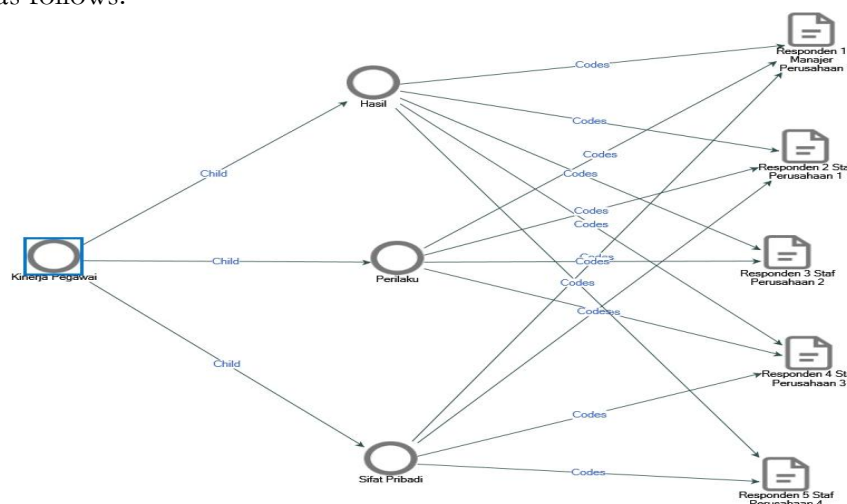


Figure 3
Employee Performance Project Map

The diagram above illustrates the hierarchical structure and data relationships in a study on employee performance. The primary focus of this study is divided into three main dimensions, represented as “Children” of the performance variable: Output, Behavior, and Personal Traits. This division demonstrates a comprehensive approach to assessing work effectiveness, where evaluation is not solely focused on final outcomes but also on how work processes are carried out and the individual characteristics that support them.

Data collection was conducted using a coding method (“Codes”) derived from five different respondents with managerial and staff backgrounds across various companies. It is evident that there is a dynamic distribution of information, where each performance dimension is supported by statements from multiple respondents. For example, the Outcomes dimension is linked to responses ranging from Company Managers to Company Staff 3, indicating cross-validation (triangulation) of data to ensure the accuracy of the assessment of this dimension from various job perspectives.

Overall, this visualization illustrates a high density of connections within the Behavior dimension, indicating that this aspect was the most frequently discussed topic among respondents during the data collection process. The cross-connections between the informants (Respondent 1 through Respondent 5) and the three dimensions suggest that the collected qualitative data is sufficiently rich and integrated. This allows the researcher to draw

strong conclusions regarding which factors are most crucial in shaping employee performance within the organizational environment under study.

The researcher then analyzed the data using the NVivo program to examine the hierarchy of employee performance, yielding the following results:

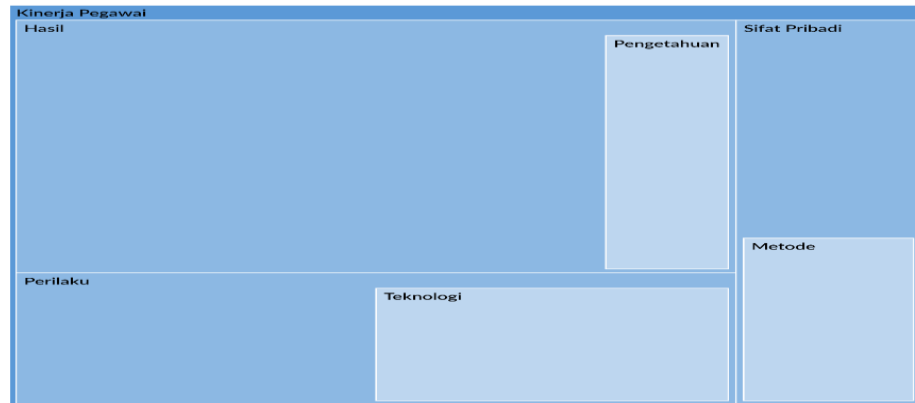


Figure 4.
Employee Performance Hierarchy

The diagram above presents a hierarchical visualization of the components that make up Employee Performance, which are divided into three main categories: Results, Behavior, and Personal Traits. The Results category occupies the largest area in the diagram, indicating that tangible work achievements or output are the most dominant indicators in performance evaluation in this context. Within the Results category, there is a sub-aspect of Knowledge depicted as a significant supporting element for achieving work results.

The Behavior category occupies the second-largest area, indicating that how an employee acts and approaches their work carries significant weight. Interestingly, within this Behavior dimension, the Technology aspect emerges as a key sub-element, suggesting that the ability to adapt or utilize digital tools is an integral part of modern employees' work behavior. This indicates that performance is not only judged by what is produced but also by how employees leverage available technological resources.

Finally, the Personal Traits dimension completes the performance structure with the narrowest scope compared to the other two categories. Within this dimension, the Methods sub-aspect stands out, reflecting that employees' personal characteristics in applying specific work methods or procedures remain a consideration in evaluations. Overall, this diagram illustrates that employee performance improvement strategies should focus on optimizing output (Results) with the support of knowledge mastery and the appropriate use of technology.

CONCLUSION

Based on the results of the research and discussion conducted by the researcher regarding human resource development and its impact on employee performance at PT Securindo Packatama Indonesia, the following conclusions can be drawn:

1. Human resource development at PT Securindo Packatama Indonesia's WTC Sudirman branch has been implemented effectively and focuses on meeting employees'

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professional needs. The training, mentoring, and supervision programs provided have been effective in enhancing employees' knowledge, skills, and discipline in performing their duties. However, the effectiveness of development in terms of career aspirations and personal goals remains suboptimal, necessitating more sustainable and varied planning.

2. Employee performance at PT Securindo Packatama Indonesia's WTC Sudirman Area is generally quite good, particularly in terms of work output and work behavior that align with standard operating procedures (SOPs). Nevertheless, challenges such as workload, shift work systems, and variations in employee capabilities continue to affect the consistency of performance.

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