



(MUDIMA)



Enhancing Employee Performance Through Human Resource Development, Leadership, and Motivation in Central Java's Furniture Industry

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ARTICLE INFO

Keywords: Effect of Human Resource Development, Interpersonal Relationships, Leadership, Work Motivation, Employee Performance

Received : 3 July

Revised : 21 August

Accepted : 23 September

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ABSTRACT

The purpose of this study is to analyze and find out how the influence of human resource development, interpersonal relationships, leadership, and work motivation on employee performance. This research was conducted at PT. XYZ with a sample population of 60 employees. The sampling technique used in this research is probability sampling using the Slovin technique. This research uses a quantitative method with Structural Equation Modeling (SEM) analysis technique with Smart PLS Software. Based on the test results, it is found that human resource development has a positive and significant effect on employee performance. Interpersonal relationships have a positive and significant influence on employee performance. Then, leadership also has a positive and significant influence on employee performance. Furthermore, work motivation also has a positive and significant influence on employee performance.

INTRODUCTION

An employee's efficiency and effectiveness in completing their work are crucial to a company's success. If a company's human resources are high-quality, it will be easy to reach its objectives. After all, an employee's performance is directly related to their quality. This is because human resources provide the vitality, authority, and fortitude that a business needs to achieve its objectives. It is possible to gauge the value a person provides to a company by looking at their performance (Susanto, 2019).

A firm or organization's performance may be enhanced by investing in high-quality human resources. How a company's workers act and think is a good indicator of its human resource quality

(Kariyamin et al., 2020). An organization's strategic planning provides a framework for measuring performance by tracking the progress made towards the stated goals, objectives, vision, and purpose. Enhanced service quality is a direct result of higher productivity in the workplace. Customers are more likely to be satisfied and loyal to a brand when they get better service, which in turn increases sales. (Hanafia A. 2015) states that customers are more likely to remain loyal to a brand if they are satisfied with the service they get.

Consequently, an employee's performance and the results they may produce are directly proportional to the quality and amount of their possessions.

Table 1. KPI Production

Strategic Objective	KPI	KPI Score	RESULT											
			Target 23-24	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FINANCIAL	The use of labor reached a maximum of 98% of the budget.	0	98%	12,69%	212%	192,88%	225,81%	77,89%	81,86%	118%	114%	99,59%	106,9%	120,61%
	Capacity realization is 100% compared to installed capacity	0	100%	71%	49%	60%	99%	101%	85%	65%	71%	100%	73%	77%
COSTOMER	Accuracy of at least 90% of the production plan.	0	90%	67%	87%	60%	63%	89%	83%	67%	76%	94%	75%	71%
INTERNAL BUSSINER PROCESS	Defect rate of 1% in the process.	0	1%	0%	0%	0%	0%	0%	12%	38%	79%	2%	1%	1,92%
	Daily output at 100% compared to the target.	0	100%	91%	61%	72%	89%	101%	85%	66%	71%	100%	73%	96%

Source: Internal Data of PT. XYZ, 2024

The production KPI data from PT. XYZ shows in table 1 that there are points that fall short of the company's goals. The data shows that many targets in the production area are not achieved on a monthly basis, and when the results are added up at the end of the year, the percentage of successful targets is still far lower than what was planned. Here, it may serve as a tool for assessment in helping the business address issues.

The parent firm of PT. XYZ Indonesia is based in Vietnam. Chairs, garden tables, and other pieces of outdoor furniture are made by PT XYZ. Jalan Tambak Aji 3, No. 1, Ngaliyan, Semarang City was the site of PT XYZ's first Indonesian branch opening in 1999. From raw materials to finished products, PT XYZ is in charge of production. It is important to hire people with the necessary quality, ability, and

knowledge in the field of furniture production because there are many factors to think about when producing goods, particularly when it comes to designing products and turning them into market-ready goods.

Consequently, it is crucial for the organization to actively seek out and cultivate the skills and qualities of its present workforce. Improving the quality of workers' work is a great way to raise the bar for how they conduct their jobs.

Based on the phenomena that researchers encountered during their internship at the organization, researchers in this study selected many factors to be researched. When developing the study variables to be used in their own work, researchers look to prior studies that have used empirical testing as a foundation.

A study by Rudiansyah et al. (2024) informed the researcher's choice of human resource development as a variable to track because it found that HRD significantly impacts employee performance and, consequently, that organizations that invest in HRD tend to have higher levels of performance overall.

Because people are a company's most valuable asset and the source of its competitive edge, investing in their development is a priority (Khasanah, 2016). With the help of their hard work and dedication, a corporation may accomplish its objectives. Employees need well-organized and effective direction from management in order to operate productively and meet organizational objectives.

Research by (Wismaningsih, 2020) supports the idea that interpersonal relationships significantly impact performance; whether one is interacting with coworkers or superiors, the type of communication that develops in such relationships impacts the success of both parties. Accordingly, we have chosen interpersonal relationships as our second variable.

According to Abdullah (2017), interpersonal connections are formed when two or more individuals in an organization or work setting are motivated to work together successfully for the purpose of achieving economic, psychological, and social fulfillment. One of the things that businesses should think about if they want their staff to work better is how they get along with one another. In order to fit in and thrive at work, employees constantly need social connection with coworkers.

In light of the findings of the study by Khoiri and Oktavia (2019), which indicate that leadership significantly and positively impacts employee performance, leadership is chosen as the third variable in this research.

Leadership is the multi-stage process by which an individual with authority over others guides those under them to realize a shared vision, purpose, and set of goals that will bring the group closer together and help it reach its full potential. According to Syahril (2019), leadership is the act of influencing others.

The fourth factor is workers' level of intrinsic desire to do a good job, which is supported by studies showing that intrinsic motivation boosts productivity (Ardian & Elfiswandi, 2021).

One of the responsibilities of the organization is to advise and enhance employee motivation. Leaders may inspire their teams to greater heights by figuring out what drives them to meet and exceed all of the company's goals. Companies that take the time to learn what drives their employees are more likely to attract and retain committed workers, who will in turn give even greater results down the road. The pursuit of one's own self-interest is what drives people to behave in a certain way (A. P. Setiawan & Soekiman, 2023).

Overview

Human Resource Management

Because they are the engine that propels a business toward its stated goals, human resources play a crucial role in every successful enterprise. This demonstrates that HR is a key component of the company's overall strategy.

"Human resource management" refers to the process by which an organization oversees and coordinates the activities of its workers from the time they are hired until their employment with the company comes to a close (Cahyadi et al., 2023). Needs assessments, hiring, onboarding, training, educating, transferring, supervising, evaluating, and so on are all part of human resource management's purview.

Strategic approaches to managing an organization's personnel are crucial, and human resource management (HRM) provides just that. Planning, managing, developing, and supervising are all parts of human resource management that work together to make an organization a reality (Farida et al., 2024). The term "human resource management" (HRM) refers to the process or action that oversees an organization's employees from the time they are hired until they retire (Onsardi & Finthariasari, 2022).

Hrm is defined as "the science of regulating, managing, and developing human resources with the aim of producing quality human resources to achieve

the goals of an organization," according to a number of expert definitions.

Operative Functions of Human Resource Management

(Mangkunegara & Susan, 2017) "Explains that there are 6 functions of operative human resource management, namely:

1. Procurement of labor from:
 - a. Human Resource Planning
 - b. Position Analysis
 - c. Employee Attraction
 - d. Job Placement
 - e. Job Orientation
2. Workforce Development Includes:
 - a. *Training and Development*
 - b. Career Development
 - c. Work Performance Assessment
3. Rewarding Services Includes:
 - a. Direct Compensation Consists of:
 - Salary
 - Intensif
4. Integration Includes:
 - a. Employee Needs
 - b. Work Motivation
 - c. Job Satisfaction
 - d. Work Discipline
 - e. Work Participation
5. Labor Maintenance Includes:
 - a. Work Communication
 - b. Occupational Health and Safety
 - c. Controlling Work Conflict
 - d. Job Counseling

Performance

According to a recent study by Onsardi and Finthariasari (2022), Employees or members of a team demonstrate performance when they carry out their duties within an organization or institution in line with their assigned roles and responsibilities, ultimately contributing to the achievement of the organization's or institution's objectives. Arrijanto (2018) The correlation between an organization's output (or outcomes) and its intake (or needs) is known as performance.

In 2020, Rivai An employee's performance is the end outcome of their efforts over a certain time period as measured against predetermined and agreed-upon standards, targets/goals, or criteria. A study conducted by Mutiara et al. in 2024 Workers' capacity to carry out the tasks assigned to them by their employer is known as performance.

Factors Affecting Performance

According to (Cashmere, 2016) several factors influence performance both results and performance behavior are as follows:

1. Skills and expertise

According to the results, the more competent workers will be able to get the job done well. Consequently, one's performance is influenced by their skill and knowledge.

2. Knowledge

It denotes understanding of the labor force. The inverse is also true: if someone is knowledgeable about their job, they will provide excellent outcomes. Therefore, it is reasonable to assume that job-related knowledge would influence productivity.

3. Working Plan

Work design is a method of creating work environments that facilitates the attainment of organizational objectives. A well-designed task will make it easier to do the task accurately and efficiently. Employee output is therefore influenced by work environment design.

4. Personality

A person's character or personality. There is a unique quality to every person's personality or character. A person with strong moral fiber will take the task at hand seriously, shoulder all of the responsibilities, and produce work that meets or exceeds expectations. Personality and character traits will have an impact on how well an individual performs.

5. Work Motivation

"Work motivation" refers to the inner want to get things done. Motivating factors for workers to perform successfully include strong internal drives as well as external signals, such as those from the organization, that serve as positive reinforcement. Positive reinforcement, whether from inside or

beyond, will ultimately boost an individual's performance on the job.

6. Leadership

A leader is someone who guides, manages, and commands others to do a certain job or set of duties. Employees will be pleased and obey orders from higher-ups if their leaders act in a loving, instructive, and leading manner. We may say that leadership has an effect on output.

7. Leadership Style

A leader's leadership style is the way they approach managing and directing their subordinates. A democratic leader's demeanor and approach are radically different from an autocratic leader's. Workers' output may change depending on the boss's demeanor and management style.

8. Organizational Culture

A company's or organization's culture consists of its ingrained practices and standards. Sets standards that everyone in an organization is expected to follow and that are both applicable and widely recognized. An individual's or group's productivity is impacted by how well members of the organization adhere to these standards.

9. Job Satisfaction

When you like what you do for a living, both while and after working, you may say that you're satisfied with your employment. Workers will produce better outcomes if they like what they do for a living. Employment contentment, therefore, may influence productivity.

10. Work Environment

Anything around your workplace that could affect your productivity is considered part of your work environment. Coworker interactions and the physical space, layout, amenities, and infrastructure all contribute to what is known as the work environment. The work environment has an effect on how well employees do their jobs.

11. Loyalty

Employees that are devoted to their employer will not only stay put but will also fight for the success of their business. Working diligently despite the company's poor situation exemplifies this commitment. Employees that do not divulge

confidential information about their employer are also considered loyal. When an employee feels that they are an integral part of the company's success, loyalty grows and drives continuous improvement. Loyalty ultimately impacts productivity in the workplace.

12. Commitment

An employee's dedication is shown when they follow all of the rules and regulations set forth by their employer. When workers commit, they also agree to follow through on their commitments. Simply said, commitment is the act of going through with the plan to implement the agreement.

13. Work Discipline

Discipline in the workplace refers to how seriously an individual takes his or her job. Performance will be impacted by workers' level of discipline.

Employee Performance Indicators

Performance indicators, according to (Yulianto,2020) are:

a. Employees' views of their own quality and perfection in the job they do describe their own set of talents and abilities, which is a good indicator of quality.

b. Quantity, which is the total amount produced; it can be expressed in a variety of ways, including numerical values, units, or the total number of activity cycles.

c. Timeliness, which is the amount of work done at the start of the given time, as seen through the lens of output results and making the most efficient use of available time for tasks

d. The extent to which an organization's resources (materials, money,

e. Employees' capacity to do their job duties independently

Human Resources Development

In line with the company's objectives, Human Resource Development is an activity that seeks to enhance and cultivate the attitudes, behaviors, abilities, and knowledge of workers (Permatasari, 2018).

(According to Wahyuni, 2018) The goal of human resource development is to provide current

and future workers with the information and abilities they need to accomplish their jobs well.

To improve organizational performance, businesses engage in human resource development, which is a long-term strategy to increase employee competence. This strategy guarantees that qualified candidates will be available for open positions, and research shows that this strategy boosts individual performance.

A study conducted by Amiruddin in 2016 Training and education are key components of development, which aims to enhance workers' practical, intellectual, ethical, and technical skills in line with the demands of their jobs.

One aspect of HRD is the Sustainable Development Goals (SDGs), which aim to boost productivity by enhancing workers' abilities via education and experience.

The author draws the conclusion that human resource development is an endeavor to enhance an employee's quality so that they can accomplish the company's goals in meeting specified objectives based on the explanations given by various specialists.

Interpersonal Relationship

Andini and Adhrianti (2019) write A person's interpersonal connections are the interactions they have with other people in any setting and in any aspect of life that aim to provide joy and fulfillment to both sides.

According to (Handayani & Kusumaputri, 2023) Interpersonal relationship is a relationship consisting of two or more people who have dependence on each other and use consistent interaction patterns.

Interpersonal relationships are both formal and non-formal relationships that need to be fostered in an organization so that an intimate work team can be created in order to produce optimal performance (N. Setiawan et al., 2019).

The interpersonal relationship variable also has Sustainable Development Goals (SDGs), which can increase collaboration within the team by creating a collaboration within the team, the work easier and also quickly resolved properly.

Based on the explanation from the expert, the author can conclude that interpersonal relationships or interpersonal communication a relationships involving two or more people that can create an interaction between individuals that can create happiness or satisfaction for an individual.

Leadership

Source: Solikin et al. (2017) A leader is someone who inspires and directs a group of people to achieve a common goal. One definition of leadership is the process of influence, which may be either one-way (from leaders to followers) or two-way (from followers to leaders). Nurhalim et al. (2023) Leadership is the capacity to exert influence over others, either directly or indirectly, to bring about the desired behavior change in those being led. Efforts to guide people toward a common objective constitute leadership, and leaders and followership are characterized by an atmosphere of mutual respect (Yudiaatmaja, 2013). After hearing it from the experts, the author comes to the conclusion that leadership is trying to guide someone to accomplish a certain objective.

Work Motivation

According to (Acep Angga Saepul Rahman et al., 2023) Motivation is the force that drives a person to perform an action or achieve a certain goal. This can come from within a person, such as curiosity or the desire to develop, or from outside, such as a prize or recognition. (Aditya et al., n.d.) Motivation is the result of several internal or external processes of a person that produce enthusiasm and persistence towards the implementation of certain activities. Motivation is an encouragement that encourages employees to improve performance so that they can carry out and achieve the goals set by the company.

Motivation or motivation is about how companies move or move the power and potential of employees, so that they want to work together productively to successfully achieve and realize the planned goals (Rini Wulandari et al., 2023).

The work motivation variable has Sustainable Development Goals (SDGs) that can increase employee productivity and efficiency. When

employees are motivated, they will unleash more potential within themselves to be more innovative, committed, and their performance will also increase which can have a direct positive impact on employees.

Based on the explanation from the experts, the author can conclude that motivation is a driving force to encourage someone to do something to get what they want.

METHODS

In order to conduct research, one must first choose a suitable location, formulate the problem, gather theoretical support to bolster the variable's foundation, plan data collection, create instruments, and choose statistical testing methods. In April of 2024, the research procedure began. The writers used PT XYZ as their study location to collect data; the company's full address is Jalan Tambak Aji 3, No. 1, Kec. Ngaliyan, Semarang City, Central Java 50185. The author used a quantitative research strategy in this work. A causal link is then used by the author to formulate the issue in this research. Last year, Sugiyono Claiming that any relationship may be considered casual. So, we have variables that effect something, or independent variables, and variables that are affected by something, or dependent variables. The author's study's overarching goal is to ascertain the impact of four independent variables: leadership, work motivation, employee development, and interpersonal relations.

In this research, a Likert scale was used for measuring purposes. If you want to know how individuals feel about certain social events, you may ask them to fill out a Likert scale. "Sugiyono, 2023" suggests A Likert scale is a useful tool for measuring and converting between different variables. Then, for each item of the instrument, which is a statement or inquiry, the indication is used as a foundation. Each Likert-scale item on the measure provides a range of possible responses, from very positive to extremely negative. This study makes use of the following criteria: very agree, agree, neutral, disagree, and very disagree.

Researchers examine populations because they include things or persons with predetermined attributes and characteristics (Sugiyono, 2023) from which they get conclusions. Sixty individuals from PT. XYZ's Production, Polish, Inhouse, Assembling,

QC, and Repair divisions will make up the population to be investigated in this research. The sample represents the population in terms of both size and composition (Sugiyono, 2023) according to the study. The authors used a saturated sampling strategy in their investigation. Using 60 respondents in the production region as a sample size in a research is called saturated sampling. This is due to the fact that the sample size was sufficiently enough to include the whole population: sixty respondents from the Production, Polish, Inhouse, Assembling, QC, and Repair divisions of PT. XYZ.

Following the collection of data from all respondents or other sources, data analysis may be performed. Among the many tasks involved in data analysis are the following: classifying data according to variables and respondent types; tabulating data according to variables from all respondents; presenting data for each variable under study; and finally, doing calculations to answer problem formulations and test hypotheses (Sugiyono, 2023).

Data analysis is essential for processing raw data into valuable information, altering data attributes to make them more understandable, and finding solutions to research difficulties, as was previously explained.

RESULTS AND DISCUSSION

Overview of Research Objects

The parent firm of PT XYZ is based in Vietnam. Chairs, garden tables, and other pieces of outdoor furniture are made by PT XYZ. Jalan Tambak Aji 3, No. 1, Ngaliyan was the site of PT. XYZ's first Indonesian branch opening in 1999. The business has expanded to become a major player in the Central Javan teak wood furniture market.

Our creative solutions, value for money, comfort, and contentment will lead to our global recognition as a top teak wood furniture provider. When it comes to this market, we will be trailblazers. We will remain ahead of the competition at all times thanks to our high-quality customer service and ongoing efforts to provide value for our customers. We are committed to "Provide the right Product, at the right Price, at the right Time". We will become experts in product creation and customisation so that we can provide our wares at reasonable prices and meet our clients' needs promptly.

When everyone is on the same page and everyone has specific goals to work toward, the vision may become a reality. The consistency of our goal with our present and future accomplishments may be guaranteed by innovation, the appropriate technical equipment, dependability, training, team development, and internal processes that are easy to grasp in terms of workflow and quality assurance. In order to meet the ever-changing demands of our customers and the market, we will consistently evaluate how long our goods last.

Analisa Partial Least Square

Convergent Validity Test Results

In testing the Convergent Validity of the measurement model with reflexive indicators, it is assessed based on the correlation between the item score and the calculated construct score. Individual indicators are considered valid if they have a correlation value above 0.70. By looking at the results of the correlation output between the indicator and its construct, as shown in the table and structural figure below. Table of Convergent Validity test results

Table 2. Convergent Validity Testing Results

Variable	Indicator	Outer Loading	Description
Human Resource Development	PSDM1	0.790	Valid
	PSDM2	0.854	Valid
	PSDM3	0.770	Valid
Interpersonal Relationships	HI1	0.787	Valid
	HI2	0.782	Valid
	HI3	0.790	Valid
	HI4	0.816	Valid
<i>Leadership</i>	L1	0.755	Valid
	L2	0.714	Valid
	L3	0.712	Valid
	L4	0.731	Valid
	L5	0.787	Valid
Work Motivation	MK1	0.777	Valid
	MK2	0.762	Valid
	MK3	0.714	Valid
	MK4	0.706	Valid
	MK5	0.711	Valid
Employee Performance	KK1	0.820	Valid
	KK2	0.795	Valid
	KK3	0.790	Valid
	KK4	0.804	Valid
	KK5	0.798	Valid

Source: *Output PLS, 2025*

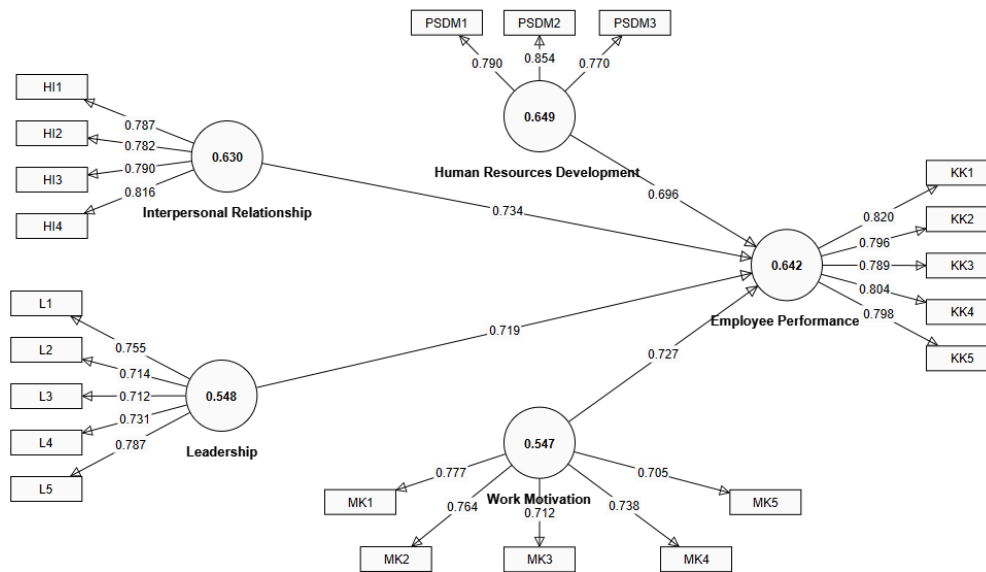


Figure 1. Outer Model (PLS Algorithm)

Source: *Output PLS, 2025*

With a loading factor more than 0.70, all indicators have fulfilled the convergent validity standards, as shown in Figure 1 and Table 3 of the Convergent Validity testing findings.

Discriminant Validity Test Results

The cross-loading between indicators and their constructs is a feature of reflective indicators that is used for discriminant validity testing. When

compared to other constructions, an indication is considered legitimate if its loading factor for the targeted construct is higher. Making a bigger comparison between the tested construct's loading value and other constructs' loading values is one way to determine a construct's sufficiency.

Table 3. Results of the Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Human Resource Development	0.649
Interpersonal Relationships	0.630
Leadership	0.548
Work Motivaion	0.539
Employee Performance	0.642

Source: *Output PLS, 2025*

Based on Table 2, it can be concluded that the average variance extracted (AVE) of each variable has a value above 0.50, which means it is valid.

Table 3. Results of Discriminant Validity Testing (Fornell-Lacker Criterion)

Variable	Human Resource Development	Interpersonal Relationships	Leadership	Work Motivation	Employee Performance
Human Resource Development	0.805				
Interpersonal Relationships	0.734	0.794			
Leadership	0.694	0.719	0.740		
Work Motivation	0.630	0.727	0.614	0.740	
Employee Performance	0.606	0.696	0.559	0.676	0.801

Source: *Output PLS, 2025*

Table 3 shows that the model's constructs have a higher correlation between them than between any two of them individually. The findings show that the discriminant validity test using the Fornell-Lacker criteria technique is successful.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Human Resource Development	Interpersonal Relationships	Leadership	Work Motivation	Employee Performance
Human Resource Development					
Interpersonal Relationships	0.871				
Leadership	0.842	0.840			
Work Motivation	0.766	0.863	0.754		
Employee Performance	0.784	0.875	0.704	0.891	

Source: *Output PLS, 2025*

The table above shows that all of the variables have HTMT values < 0.90, indicating that the indicators have strong discriminant validity.

Reliability test (Cronbach's alpha and composite reliability)

Research model instrument reliability testing includes Cronbach's alpha and composite

reliability testing. The accuracy with which the measuring device captures variables must be established via this reliability test. If the researcher is able to maintain consistency in the questionnaire, it may be concluded that the variables are excellent. The dependability of the research instrument may be determined by calculating the Cronbach's alpha for

each variable and comparing it to 0.70. picture of the indicators' validity and dependability
 Consequently, the external model paints a thorough in assessing study variables.

Table 8. Results of Cronbach's Alpha dan Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Description
Human Resource Development	0.729	0.738	Reliable
Interpersonal Relationships	0.805	0.807	Reliable
Leadership	0.796	0.807	Reliable
Work Motivation	0.787	0.795	Reliable
Employee Performance	0.861	0.862	Reliable

Source: *Output PLS, 2025*

The results of the composite reliability test and Cronbach's alpha indicate that all latent variables have a value of 0.70 or above, as shown in table 8. As a result, we may conclude that the research tool is quite reliable.

Structural Model Testing Results (Inner Model)

Table 9. R2 Value of Endogenous Variables

Variable	R-Square	R-Square Adjusted
Employee Performance	0.716	0.695

Source: *Output PLS, 2025*

According to Table 9, the test results show an R-Square value of 0.763. This means that of the total variance in employee performance, 71.6% can be explained by the variables related to human resource development, interpersonal relationships, leadership, and employee motivation. The remaining 28.4% can be attributed to other factors. Therefore, an R-squared value of 0.716 is considered modest.

Effect size is the metric that is used. According to Jr, Hair, Hult, Ringle, and Sarstedt (2022), effect size is a way to quantify the impact of a predictor variable on a dependent variable. The following values are used to classify the size of F: small ($F > 0.02$), medium ($F > 0.15$), and big ($F > 0.35$).

Tabel 10. Effect size

	Employee Performance
Human Resource Development	0.085
Interpersonal Relationships	0.103
Leadership	0.107
Work Motivation	0.100

Source: *Output PLS, 2025*

Based on table 10, human resource development has an effect size value of 0.085 in the large category. Interpersonal relationships have an effect size value of 0.103 in the medium category. Leadership has an effect size value of 0.107 in the

medium category. And work motivation has an effect size value of 0.100 in the medium category.

Q-Square Testing Results

Table 11. Predictive Relevance

	Q ² Predict
Employee Performance	0.645

Source: *Output PLS, 2025*

Based on Table 11, the predictive relevance value for employee performance is 0.645 (> 0), indicating that this variable has predictive relevance and falls into the strong category. Although the PLS model demonstrates good predictive power, this alone is not sufficient to fully support the proposed theoretical model. Therefore, this study also needs to examine all parameters representing specific hypotheses.

Hypothesis testing is conducted by considering a statistical value greater than 1.96 (two-tailed) and a p-value less than 0.05 for the results to be considered significant.

Hypothesis Testing Results (Path Coefficient Estimation)

Table 11. Hypothesis Test Results

Variable	Original sample (0)	T Statistic	P values	Description
Human Resource Development → Employee Performance	0.220	2.216	0.027	Positive and Significant
Interpersonal Relationships → Employee Performance	0.267	2.029	0.043	Positive and Significant
Leadership → Employee Performance	0.257	2.080	0.038	Positive and Significant
Work Motivation → Employee Performance	0.255	2.385	0.027	Positive and Significant

Source: *Output PLS, 2025*

The results demonstrate that HRD significantly impacts employee performance, as shown by an Original sample value of 0.220, a positive value, a T-Statistics value of 2.216 > 1.965, and a P-value of 0.027 < 0.050. According to the above explanation, HRD significantly and positively impacts employee performance.

The results demonstrate that Interpersonal Relationships significantly impact employee performance, as shown by a positive original sample

value of 0.267, a T-Statistics value of 2.029 > 1.965, and P-Values of 0.043 < 0.050. According to the previous explanation, there is a favorable and substantial influence of interpersonal relationships on employee performance.

The leadership variable leads to a positive initial sample value of 0.257, a T-Statistics value of 2.080 > 1.965, and a P-Values value of 0.038 < 0.050, indicating that leadership significantly impacts employee performance. In light of the above, it is

clear that leadership significantly and positively impacts employee performance.

The original sample value of 0.255, which indicates a positive value, together with T-Statistics of $2.385 > 1.965$ and P-Values of $0.017 < 0.050$, indicate that Work Motivation significantly impacts employee performance. After reading this, you should be able to see that employee motivation significantly and positively impacts productivity.

Discussion

1. First, how HRD impacts productivity in the workplace. Human Resource Development yields a positive original sample value of 0.220, then a T-Statistics value of $2.216 > 1.965$ and P-Values of $0.027 < 0.050$, indicating that HRD significantly impacts employee performance. According to the above explanation, HRD significantly and positively impacts employee performance. The correlation between HRD and productivity is shown in this research. Damayanti M.A., Dila. Nugroho, Satrio, and Salsabila, Shafira (2022) found a favorable and statistically significant correlation between HRD and worker productivity. Human resource development significantly impacts employee performance, according to research by Hadiwijaya, Dudung. Muttaqijn, Imam. & Rachman, Adithyar (2024).

2. How Employee Relationships Affect Their Performance on the Job. The results demonstrate that Interpersonal Relationships significantly impact employee performance, as shown by a positive original sample value of 0.267, a T-Statistics value of $2.029 > 1.965$, and P-Values of $0.043 < 0.050$. According to the previous explanation, there is a favorable and substantial influence of interpersonal relationships on employee performance. The results of this research demonstrate that employees' performance is influenced by their interpersonal interactions. Consistent with other studies, this one explains how interpersonal interactions significantly and positively impact employee performance (Wismaningsih, Eni, 2020). According to Ayofe, Alase Gbange & Martha, Akinbo Tina (2022) and other researchers, employees' performance is positively and significantly impacted by their interpersonal interactions.

Leadership has a strong impact on employee performance, as shown by its positive original sample value of 0.257, T-Statistics value of $2.080 > 1.965$, and P-Values value of $0.038 < 0.050$. In light of the above, it is clear that leadership significantly and positively impacts employee performance. The results of this research demonstrate how leadership affects productivity in the workplace. Consistent with other studies, this one explains how leadership significantly impacts employee performance for the better (Tangkeallo, Dian Intan, 2022). Iman, Nur, and Lestari, Widhi (2023) cite similar research showing that employees' enthusiasm at work boosts their productivity.

3. How Employee Motivation Impacts Performance on the Job. A positive value of 0.255 was produced by Work Motivation in the initial sample, and subsequent T-Statistics of $2.385 > 1.965$ and P-Values of $0.017 < 0.050$ indicate that Work Motivation significantly impacts employee performance. After reading this, you should be able to see that employee motivation significantly and positively impacts productivity. This research demonstrates how the workplace affects workers' productivity. Consistent with other studies, this one demonstrates how employee motivation impacts performance on the job (Yahya & Yani, David Ahmad, 2023). Ardiansah, Ramli, & Ferlis, Muh. (2023) found that study on work motivation significantly and positively affects employee performance.

CONCLUSION

Write a conclusion based on your interpretation of the findings and discussion. The conclusion presents critical points that explain the answers to research questions. In this section, the author can provide input and recommendations. Suggestions present advanced ideas to be developed in subsequent research or practical improvement.

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