

Employee Development Strategy in Improving Organizational Performance

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Abstract

This research aims to determine employee development strategies in improving organizational performance at the Bima Regency NTB Communication, Information and Statistics Service office. The research method used in this research is qualitative research with a description approach. The results of this research indicate that the implementation of employee development strategies in improving organizational performance at the DISKOMINFOTIK office (Department of Communications, Informatics and Statistics) Bima Regency, NTB has gone well, marked by an increase in technical competence through information technology-based training, development of non-technical skills such as leadership and communication, as well as preparing a clear and structured career development path. Apart from that, efforts to improve employee welfare and reward systems are also important components in increasing work motivation and productivity. Regular evaluation and adjustments to the implementation of this strategy are carried out to ensure continuous performance improvement. It is hoped that the results of this research can make a significant contribution to operational effectiveness and achievement of the strategic objectives of DISKOMINFOTIK Bima Regency.

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1. INTRODUCTION

Human Resources (HR) are the most important assets for an organization in order to achieve the vision, mission and strategic goals of an organization. By managing the different human resource potential of each individual, an organization can utilize the expertise, skills and abilities of human resources in achieving organizational goals maximally and sustainably (Miftahuddin et al., 2018). To improve organizational performance, quality human resources are needed because human resources in an organization have an important role as movers, thinkers and planners in achieving its goals. Developing HR skills in an organization needs to continue to be trained and developed so that it can have an impact on improving employee performance. To achieve this goal, it is necessary to carry out continuous human resource development by the organization. This is similar to what was expressed by Krisnahadi & Septika (2021) where an HR development strategy that focuses on the use of information technology is aimed at improving efficient, reliable, safe, comfortable and environmentally friendly services as part of efforts to increase employee productivity. Employee productivity is the basis for determining organizational resource development strategies. This is also strengthened by Kadarisman (2013) states that the HR development process is an effective way for HR to face today's global challenges, including the underdevelopment of human resources from various kinds of diversity in an organization, starting from initial changes to an agreed process and method of activity. with the organization.

In public organizations such as the government, human resources are aimed at developing ASN which can provide optimal services to the community quickly, fairly and evenly, maintaining national unity and integrity with full loyalty to Pancasila and the 1945 Constitution as stated in Law 43 In 1999, Article 3 (1) explained that civil servants are an element of the state apparatus whose task is to provide services to the community in a professional, honest, fair and equitable manner in carrying out state, government and development duties.

Implementing HR development strategies in the government sector is very important so that organizational performance can be achieved optimally. The competencies possessed by HR must be in line with the work needs of the institution, especially in an increasingly competitive era with the rapid development of information technology. These competencies include technical skills, managerial abilities, as well as *soft skills* such as communication, collaboration, and adaptability towards change. Employees who are able to complete work according to standards will demonstrate good performance and have a direct impact on the success of the institution as a whole (Kumala, 2022). Therefore, the HR development strategy needs to include increasing competence through continuous training, regular performance evaluations, and providing opportunities to develop oneself in line with current developments.

2. RESEARCH METHOD

This research uses a qualitative approach using *deep interviews* to gain an in-depth understanding of employee development strategies implemented at the DISKOMINFOTIK Office, Bima Regency, NTB. Retrieval technique using purposive *sample* Where *key informant* chosen with certain considerations (Abdussamad, 2021). The data sources used in this research include primary and secondary data. Primary data comes from the results of observations and interviews conducted regularly directly with *key informants* at DISKOMINFOTIK Bima Regency, NTB. Secondary data is obtained from reports, journals, books, articles and other relevant sources related to the research conducted and can strengthen the data in this research. This research procedure adopts B Miles and Huberman, namely: 1) reduced data by collecting data from main and supporting sources related to the focus of the problem, 2) data reduction by dividing the data into several parts between problem formulation and dividing it into analysis, 3) presentation data, 4) drawing conclusions originating from data presentation and data analysis carried out (Bungin, 2019)

3. RESULTS AND DISCUSSION

Based on the results of observations and interviews regarding employee development strategies in improving organizational performance at the DISKOMINFOTIK Office, Bima Regency, NTB, this is a crucial step in optimizing human resources to achieve organizational goals. Improving the quality of employees is very important because it follows developments in job demands, technology, and increasingly fierce competition between similar organizations. The quality of employees has a significant impact on the success of a program or task completion. The better the quality of employees, the higher the success rate. The HR development process is the key to improving the quality of HR. This of course requires greater commitment and consistency of employee involvement and in turn will support HR competency in managing the organization.

Based on research results via *deep interview* together *key informant* It is known that the implementation of employee development strategies in improving organizational performance at the DISKOMINFOTIK Office, Bima Regency, NTB is carried out in several ways, including:

Providing Education and Training

Education and training is a very effective way to implement employee development strategies in improving organizational performance at the DISKOMINFOTIK Office, Bima Regency, West Nusa Tenggara. By providing structured education and training to employees, DISKOMINFOTIK can improve employees' technical skills and knowledge in the fields of communication, informatics and statistics. Through proper education, employees can gain a better understanding of the latest practices, technologies, and methodologies in their field, enabling them to face complex work challenges more confidently and effectively. Education and training must be carried out continuously so that the results can be seen in real terms, therefore the education and training that can be developed is formal and informal education and training, so at DISKOMINFOTIK formal and informal education and training are important to improve performance. Formal education includes official programs such as courses and seminars, while informal education involves work experience, mentoring, and discussions between employees. Thus, education and training is not only an investment in individual development, but also an investment in the long-term success of the organization. Through implementing this strategy, DISKOMINFOTIK Bima Regency can ensure that employees have the skills and knowledge necessary to face future challenges and encourage growth and innovation throughout the organization. By adopting a sustainable approach to employee development, organizations can ensure that employee skills and knowledge are continually updated and enhanced in line with technological developments, industry needs and market demands. This allows organizations to remain competitive and relevant in an ever-changing market. Apart from that, education and training can also be used as a tool to identify and develop internal talent. By providing opportunities for employees to take part in special development programs, such as the mentoring program DISKOMINFOTIK Bima Regency can identify individuals who have the potential to develop into future leaders or experts in certain fields. This is in line with what Mathis & Jackson stated in (Apriliana & Nawangsari, 2021) where there are four stages or training processes to create quality Human Resources (HR), one of which is through education and training.

Leadership Development

Aristana et al (2022) emphasize the importance of leadership that is not only oriented towards influence and authority, but also considers aspirational aspects, enthusiasm, morality and creativity in leading. Therefore, leadership development is a series of efforts and initiatives aimed at strengthening individual leadership skills and capacities to be more effective in influencing, directing and inspiring others in achieving specific goals in the work environment or organization. What can be done is identifying employees who show leadership potential or show characteristics as a leader. Several characteristics can be seen, namely communication skills, initiative, and the ability to motivate and influence other people. Once potential employees are identified, DISKOMINFOTIK organizes a comprehensive leadership training program. This program is designed to develop various

aspects of leadership, including situational leadership, team management, and organizational vision building. Situational leadership training is the main focus, because of the importance of the ability to adapt leadership approaches to the various situations faced by the organization. Employees learn to understand that no one leadership style fits all situations, and they are trained to identify and implement the most appropriate approach in each context. Apart from that, employees are also given training in effective team management. They learn the skills to motivate team members, set clear goals, and manage conflict, thereby forming strong, high-performing teams.

Delegation is an important aspect in leadership training, because the ability to delegate tasks appropriately is a crucial skill for a leader. Employees are trained to understand when and to whom they should delegate tasks, as well as how to provide clear and supportive direction to team members. Finally, building an organizational vision is the final focus of a leadership training program. Employees learn the importance of having a clear vision of the organization's direction and goals, as well as how to effectively communicate this vision to team members. By implementing this leadership development strategy, DISKOMINFOTIK hopes to build an effective team and motivate employees to achieve organizational goals more efficiently.

In addition to leadership development strategies, DISKOMINFOTIK also adopts an inclusive and sustainable approach in improving organizational performance through employee development. One of the steps taken is to create an open learning culture, where employees are encouraged to continue developing their skills and knowledge. This can be done through organizing various training and *workshops* relevant to their field of work, as well as providing access to online educational and training resources.

Mentoring

Employee development efforts to improve organizational performance can be done through implementing strategies *mentorship* designed to support employee growth and development. Mentoring is a learning and development process in which an individual who is more experienced and has broader knowledge, provides guidance, advice and support to an individual who is less experienced or new to a profession or organization. Program *mentorship* aims to facilitate the transfer of knowledge and experience between more experienced employees and more junior colleagues. As is *mentorship*, More junior employees have direct access to experienced resources and can gain valuable insight into various aspects of the job and the challenges they may face. Apart from that, mentoring also creates an environment where employees feel supported and encouraged to develop themselves. Through relationships *mentor-mentee* closely, employees are more likely to feel motivated and committed to their personal and professional growth. Besides that, *mentorship* also creates a strong network within the organization, where employees can share ideas, problems, and solutions, which in turn can increase collaboration and creativity (Kasmir, 2016). DISKOMINFOTIK invests in internal talent development, strengthens an inclusive organizational culture, and ensures the long-term continuity and growth of their employees. *Mentorship* is not just about providing guidance, but also about forming a community where mutual learning takes place and innovation is nurtured. Through this strategy DISKOMINFOTIK strengthens a strong employee foundation, and is the key to long-term success in achieving their organizational goals. Overall, the mentorship strategy implemented by Diskominfo not only improves individual performance, but also

strengthens overall organizational performance. By strengthening employee competencies, encouraging collaboration and innovation, and developing effective leadership at all levels, organizations can achieve their goals more efficiently and successfully in an increasingly complex and dynamic environment.

Awards and recognition

Reward and motivation have been seen as a very important instrument in employee performance. The appreciation and motivation given by the leadership will have a positive impact on employees where employees will feel appreciated by the organization for the work they have done. Organizations are expected to provide appropriate rewards and motivation for what employees have done in order to motivate and improve organizational performance. Apart from that, awards and recognition can also act as effective tools in strengthening communication between management and employees. When management actively provides rewards and recognition to employees, it creates opportunities to clarify organizational expectations and goals, as well as provide positive feedback about individual performance. This helps strengthen relationships between superiors and subordinates, as well as creating open and productive communication channels throughout the organization (Mangkunegara, 2013).

Thus, appreciation and recognition are not only symbolic actions, but also have a real and significant impact on work culture, motivation, performance and employee loyalty.

In the context of DISKOMINFOTIK or other government agencies, implementing this strategy can help increase organizational effectiveness, strengthen employee commitment to public services, and create an inclusive, diverse and productive work environment.

Performance Evaluation and Periodic Feedback

Performance evaluation is a structured process for evaluating employee achievements and overall organizational performance. Apart from that, the objectives also include identifying appropriate training needs, giving appropriate responsibilities to employees to improve future performance, as well as serving as a basis for making decisions regarding promotions or job rewards (Retno Purwani Setyaningrum, 2022). According to Kreitner and Kinicki (2014) performance evaluation is a process in which opinions are formed regarding a person's characteristics, behavior and achievements. The purpose of this evaluation is to facilitate decision making and HR development planning based on the assessments that have been determined. In other words, performance evaluation includes an evaluative assessment of various aspects of individuals to help in their development professionally. Performance evaluation and regular feedback is one of the key elements in an effective employee development strategy. Based on the results of a joint interview *key informant* It is known that DISKOMINFOTIK uses this performance evaluation as a tool to evaluate the extent to which employees achieve their goals and how well they fulfill their job responsibilities. Through this evaluation process, direct superiors can provide clear and constructive feedback to employees about their performance. By providing regular feedback, leaders enable employees to understand their strengths and weaknesses and which areas need improvement or further development. This feedback not only helps employees to know their performance, but also provides clear direction about what is expected of their role in achieving organizational goals. Several aspects assessed in the performance evaluation at DISKOMINFOTIK include achievement of the agency's vision

and mission, quality of work, skills, competence, compliance with policies and procedures as well as progress, personality development, and contribution to the team and organization.

Based on this, it can be concluded that performance appraisal evaluation will be beneficial for employees, because it will help make employees aware of their potential for development. Meanwhile, for organizations, conducting performance evaluations will help provide a better picture and plan for the organization in the future. Through this evaluation, organizations can understand employee performance comprehensively, plan employee development, and make decisions that support the achievement of overall organizational goals.

Regular performance evaluations can be an opportunity to plan employee career development and professional growth. DISKOMINFOTIK can use the evaluation results to identify specific training or skill development needs that employees may need to achieve their career goals. By planning these development steps, organizations not only provide support for individual growth, but also ensure that employees have the skills and knowledge necessary to support overall organizational goals. Apart from providing feedback to employees, performance evaluations also provide benefits to the organization as a whole. Priyono and Darma (2016) explained that regularly monitoring and evaluating employee performance can identify individual or team work trends or patterns. This can certainly help in identifying areas where improvements are needed or where there are opportunities to increase the operational efficiency or effectiveness of the organization.

4. CONCLUSION

This research shows the importance of employee development strategies in improving organizational performance at DISKOMINFOTIK Bima Regency, NTB. Employee development which includes education and training, leadership development, monitoring, rewards and recognition as well as performance evaluation and regular feedback in creating a conducive work environment and encouraging optimal performance. This strategy not only focuses on individual development but also on improving systems and processes within the organization, which ultimately contributes to achieving DISKOMINFOTIK's strategic objectives.

SUGGESTION

Based on the results of the discussion and conclusions, researchers can provide several suggestions as follows:

1. It is hoped that DISKOMINFOTIK Bima Regency can continue to update training programs in accordance with technological developments and organizational needs in order to increase insight and experience as well as increase employee skills.
2. Needs to be improved *Key Performance Indicator* related to regular performance evaluations on the effectiveness of employee development strategies, by making adjustments according to organizational needs and changes in the external environment.

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