

HUMAN RESOURCE DEVELOPMENT STRATEGY FOR IMPROVING EMPLOYEE PERFORMANCE AT PT. BINTANINDO SUKSES PERKASA

Hoirun Nisak¹

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia

hoirunnisha13@gmail.com

Novia Aryanti²

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia

aryantinovia199@gmail.com

Rianty Muhammad³

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia

riantym1999@gmail.com

Yessa Aulia Taufina Fredi⁴

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia

yessaaulia22@gmail.com

Satriadi⁵

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia

satriadi@dosen.stie-pembangunan.ac.id

Abstract

Human resource development for employees is to improve the productivity and overall performance of the organization. This is due to the recognition of the important role of human resource development in achieving organizational goals. Therefore, this study investigates the human resource development strategy on employee performance at PT. Bintanindo Sukses Perkasa. This study uses a qualitative approach with a descriptive method to describe in detail the phenomena that occur and analyze the problems that exist in the context of improving employee performance through human resource development strategies at PT. Bintanindo Sukses Perkasa. The results of the study indicate that the human resource development strategy at PT. Bintanindo Sukses Perkasa includes training held by the company, including Project Skill Training, Finance Skill Training, Legal and HRD Skill Training, and Admin Skill Training. With the development of human resources, there is a significant increase in employee performance.

Keywords: Human Resource Management, Organizational Culture, Innovation, Competitiveness

INTRODUCTION

Nowadays, many companies are experiencing rapid and continuous changes in all areas. These changes have a significant impact on the global economy, marked by the shift towards a market economy, globalization, and liberalization of international trade. As a result, many institutions now face intense competition, where survival and success depend on the company's ability to understand and adapt to these environmental changes. Companies must take advantage of opportunities and overcome challenges by relying on quality human resources. These resources must be able to use all company assets efficiently and rationally. Thus, human resources have become an important asset for any institution and are considered one of the most valuable strategic resources.

To gain a competitive advantage, companies must implement human resource management due to the ongoing changes in the modern business world. In this case, human resources play an important role in advancing a business towards its main goals (Philomena Ify, 2024). Basuki (2023) stated that the important role of human resource management (HRM) is very important for achieving the goals of a company or organization. The quality of human resources, expertise, and performance greatly affect the efficiency, productivity, and innovation capabilities of an organization.

The right human resource development strategy plays a crucial role in ensuring that employees have competencies that are relevant to the needs of the times, such as digital skills, adaptability, and creativity in solving problems (Fadli et al., 2023). Technology-based HR management strategies, such as online training, the use of HR analytics for decision making, and flexible work systems, enable organizations to increase productivity and efficiency. This strategy also helps create a collaborative and inclusive work environment, where all employees participate optimally. By integrating human resource development with modern technology, organizations can strengthen competitiveness, improve performance, and face global challenges with more confidence. Inadequate or low-quality human resources will make it difficult for a company or organization to carry out its operational activities optimally, according to Lestari et al. (2023).

According to Onsardi & Fintahiasari (2022), paying attention to the quality of employee performance is one of the steps that companies can take in managing and

maintaining human resources. Human resource management (HR) planning that is carried out effectively and appropriately will contribute to improving employee performance because human resource strategy and employee performance are closely related to each other. Human resource strategy refers to an organization's plans and actions to attract, retain, and develop its workforce. On the other hand, employee performance refers to the extent to which employees meet or exceed performance expectations set by their organization (Marhil et al., 2023). This is important considering that the company's resources are limited. Therefore, companies are faced with the demand to empower and optimize the use of their human resources in order to maintain the company's survival.

Training and development in the world of work have been widely carried out by companies and organizations. Organizational training and development aim to improve various skills and implementation techniques that are specific, detailed, and consistent. This encourages organizations to facilitate training and development for their employees in order to produce better, more effective, and more efficient performance. Training is a tool to adjust the tasks and work of each employee's abilities, skills or abilities, as well as the expertise and efforts to improve employee performance according to the employee's position (Amir, 2021). Whether or not employee performance is good will affect the stability of an organization in achieving its stated goals.

PT. Bintanindo Sukses Perkasa is a general construction company established in Tanjung Uban, Bintan Regency, Riau Islands Province, Indonesia in 2014. In a growing business environment, quality, service and responsiveness are the main keys to achieving success in a job. PT. Bintanindo Sukses Perkasa works on various constructions including 1) Civil & Infrastructure (Roads, Bridges, Tunnels/Irrigation, DII), 2) Mechanical, Electrical & Piping (MEP), 3) Refurbishment and 4) Renovation.

Currently, the Indonesian government is undergoing budget cuts that have an impact on reducing the number of projects being worked on, which will not only hamper infrastructure growth, but also slow down the economic turnover in the construction sector which has been one of the driving forces of national development. According to news on the [Konstruksmedia.com](https://konstruksmedia.com) page, the impact of this infrastructure budget cut is also felt directly by workers in the construction sector. With the decreasing number of projects, many workers,

especially daily laborers and contract workers, face the risk of losing their jobs. It is estimated that around 2.1 million construction workers are at risk of not getting jobs, aka 'unemployed' (konstruksimedia.com. 2025). In addition, small and medium construction service companies that are highly dependent on government projects are also experiencing severe financial pressure, so the potential for bankruptcy is increasing.

Companies must take several steps by implementing efficiency by reducing the number of workers or delaying new recruitment by maximizing the old workforce. So that the development of existing human resources is needed for workforce efficiency. For existing workers, efforts to maintain productivity, effectiveness, and efficiency need to be continuously carried out to ensure that workforce qualifications are maintained in accordance with the company's strategic planning. Therefore, development programs for existing workers also need to be carried out.

Based on these achievements, PT. Bintanindo Sukses Perkasa is proven to have high employee performance, so that the company is able to survive until now amidst many bankrupt companies, and also the company's great achievements are certainly thanks to the performance of its employees. Therefore, human resource development is needed to further improve the performance of PT. Bintanindo Sukses Perkasa employees. This study aims to identify and analyze effective human resource development strategies in improving employee performance.

REVIEW OF LITERATURE

Human Resources

Human resources are considered to be the most important and influential asset in an organization. Since the use of labor and human resources is synonymous, human resources means having the right individuals with the right skills in the right place at the right time. Human resources is the division of a company that focuses on matters related to employees. This includes recruiting and hiring new employees, onboarding and training current employees, and providing benefits and retention of existing employees. Human resources are the group of people that comprise the workforce of an organization. Human capital and human resources are often used synonymously, but human capital refers to a narrower view,

namely the knowledge that individuals can contribute to an organization. Human resources are other terms that are sometimes used, such as labor, talent, workforce, or simply people. This means that people who are not capable of performing the tasks are not considered human resources.

The description of the role of human resources above is in line with the opinion of Mangkunegara (2013) who views human resources as the management and utilization of resources owned by individuals to be developed optimally in the world of work in order to achieve organizational goals and individual employee development. In line with the description of Mangkunegara (2013) above, Hasibuan (2017) stated that human resources are the science and art of managing relationships and roles of workers in order to provide active and efficient support in achieving company, employee, and community goals.

Human resources ensure that the right people are in the right place at the right time doing what they need to do to achieve the company's goals. It is important to remember that they are the ones responsible for determining and selecting the type of human resources that the organization will accept. This means that a person is not forced to become part of the organization's human resources; rather, a person's determination, passion, skills, and ambition make them part of the organization's workforce. Therefore, it is the most important asset of an organization. Human resources are a more important and sensible component of the organization's resources. Workforce planning is the process by which management provides its human resources to complete its tasks because human resources are directly related to the success of the organization.

Human resources are human resources capable of creating material and spiritual wealth for society expressed in certain quantities and qualities at certain points. Human resources are understood in a narrower sense, including the working-age population. From the above perspective, it can be understood that human resources are the workforce that creates wealth for society, are employees who are calculated according to quantity and quality at a certain time. Human resources are human resources, including their physical and mental strength. Physical strength depends on the state of human health, standard of living, income, diet, work regime, and rest. And intelligence is the great potential of human resources, namely their talents as well as their views, beliefs, and personalities.

Human Resource Development Strategy

In an organization, human resource management is a function that focuses on recruiting management and providing direction to employees. Line managers can also perform human resource management, which handles people issues such as compensation, recruitment, performance management, organizational development, safety, and welfare. Companies or organizations must carry out human resource development to ensure that the information, abilities, and talents of their employees are in accordance with job needs (Saputri et al., 2023). Effective HR development can improve employee morale, productivity, and institutional potential. It has the benefit of increasing HR productivity, creativity, motivation, and loyalty, as well as producing positive changes for individuals and organizations (Nofandi et al., 2024).

Based on the explanation above, it can be concluded that human resource development strategy is a series of systematic and planned actions carried out by an organization or company to improve the knowledge, skills, and abilities of its employees and to grow their potential. The goal is to match employee abilities with current and future job needs. It also aims to improve the performance of each employee and the overall success of the company or organization. John said that to analyze the human resource development strategy of a company or organization, five things must be considered: training, education, coaching, recruitment systems, and system changes (Martins & Sudarmo, 2023).

Training is the provision of knowledge and skills that an individual needs to succeed in their current workplace. In contrast, development focuses on long-term learning that is not related to immediate job requirements. It aims to equip new or existing employees with the essential skills needed to complete tasks and overcome performance constraints. Development teaches people the skills that the organization needs for future roles (Mamdooh & Salman, 2021:62).

The importance of human resource management is that employees are valuable assets for the organization. Employees play an important role in achieving organizational goals and make a real contribution to the success of the company (Cahyadi et al., 2023). Human resource management (HRM) is an important aspect of organizational success. Human resources refer to the management and utilization of human resources owned by a company,

including recruitment, selection, development, training, maintenance, and overall management of employees (Rachman et al, 2023).

In general, human resource development is the entirety of organized learning activities carried out over a period of time to create changes in the work behavior of workers. So human resource development is all learning activities organized by schools or provided by the business world. These activities can be given in just a few hours, days or even years, depending on the learning objectives set. The main goal is to improve their qualifications and professional qualifications. Human resource development includes three types of activities, including: Education: learning activities to prepare people for the things they need most when they enter a career or move to a new, more suitable job in the future. Training: learning activities to help employees be able to carry out their functions and duties more effectively and not do, think carefully when making decisions to do something and be responsible for what they do. It is a learning process for employees to better understand their work, namely learning activities to improve their qualifications and skills to place them in jobs, creating higher work efficiency. Development: learning activities that go beyond the scope of workers' direct work, they are oriented and have the opportunity to open new and better jobs that are more suitable for them.

Employee Performance

Job performance has been defined in various ways, including: It is the result of a person's mental or physical efforts in his or her job. Job performance reflects how well an individual succeeds or fails in achieving goals related to his or her job. Job performance is seen as the goals that an organization seeks to achieve through its employees, linking activities to objectives. The concept of job performance emphasizes behavior, focusing on what employees do rather than the results of their work. Meanwhile, according to Narosa (2021), performance is a term that is generally used for half or all behavior or activities in an organization in a certain period through a reference to several standards, for example, previous costs projected through the basis of efficiency, responsibility or management accountability and the like.

From this definition, we can conclude that job performance refers to the way employees carry out their job duties and responsibilities. Performance is a critical factor in

the success of an organization, which also helps improve productivity, profitability, and overall employee morale. By assessing employee performance regularly, companies can identify areas for improvement, provide opportunities for employee learning and development, and ensure that everyone is working toward the same goal.

Performance appraisal involves comparing actual employee performance with pre-set criteria and understanding employee reactions. It translates organizational goals into individual goals and ensures that employees are able to achieve them. This strategy also contributes to improving employee skills and abilities, aligning them with organizational goals, and helps in planning and determining human resource needs. A fair salary and wage distribution system fosters a sense of fairness and satisfaction among employees. Workers should understand that their compensation reflects the value of the work they provide. Salary and wage differences between employees should be clearly explained and justified to avoid dissatisfaction, which can lead to reduced productivity and interfere with other tasks. Incentives, as rewards for improved performance, play an important role in attracting, retaining, and motivating employees to improve their performance.

RESEARCH METHOD

This study uses a qualitative approach with a descriptive method to study the phenomena that occur and the problems that exist in PT. Bintanindo Sukses Perkasa to improve employee performance through HR development strategies. The purpose of implementing a qualitative approach is to gain a better understanding of the experiences, perspectives, and interpretations of the research subjects in terms of. There are two main methods used to collect data for this study: in-depth interviews and literature studies. The main method for obtaining qualitative data from the main source—Mr. HRD PT. Bintanindo Sukses Perkasa as the main source—is in-depth interviews. The focus of this interview is the company's strategy for managing and implementing human resource development, its results, and the director's opinion on how human resource development can improve employee performance. A semi-structured questionnaire was used during the interviews conducted in person. This allows the informants to provide their perspectives comprehensively while maintaining the focus of the study.

In addition to the interview with Mr. HRD, we also conducted interviews with several employees, and a literature study was also conducted to complete the data and provide a strong theoretical basis. The literature used includes books, journals, scientific articles, and related reports related to the concept of competency-based training, human resource management, and sales performance. Through this literature study, researchers can examine and compare various theories and relevant previous research results, in order to provide a broader and deeper context regarding the problems faced.

After the data is collected, the data analysis stage is carried out qualitatively. Interview data is analyzed through the process of data reduction, classification, and interpretation. Researchers try to find key themes that emerge from the interview results, and compare them with theories found in literature studies. The results of this analysis are then presented descriptively to provide a comprehensive picture of how competency-based training can contribute to improving employee performance at PT. Bintanindo Sukses Perkasa.

RESULTS AND DISCUSSION

PT. Bintanindo Sukses Perkasa

PT. Bintanindo Sukses Perkasa is a general construction company established in Tanjung Uban, Bintan Regency, Riau Islands Province, Indonesia in 2014. In a growing business environment, quality, service and responsiveness are the main keys to achieving success in a job.

Human Resource Development Strategy at PT. Bintanindo Sukses Perkasa

In the dynamic and ever-growing construction industry, Human Resource (HR) development plays a vital role in driving a company's success. Effective recruitment strategies and employee growth coaching are essential to building a skilled and motivated workforce. In this discussion, the author will discuss the importance of HR development in the construction industry and how it contributes to overall success. HR Management of PT. Bintanindo Sukses Perkasa uses various strategies to improve employee performance. These strategies are tailored to various considerations and targeted goals, such as the following:

Recruitment Strategy

Recruiting skilled professionals is the first step to building a strong workforce. In the construction industry, HR professionals must utilize targeted recruitment strategies to attract the best talent. This involves developing job descriptions that highlight unique opportunities, growth potential, and exciting projects within the company. Leveraging online platforms, specialized recruitment firms, and networking events can expand a company's reach and visibility, enabling it to connect with talented individuals seeking opportunities in the construction sector. PT. Bintanindo Sukses Perkasa conducts structured recruitment to prepare future employees for strategic and senior positions. PT. Bintanindo Sukses Perkasa conducts selective recruitment through administrative tests, interviews, and psychological and health tests. This procedure is then approved by authorized officials.

This is based on an interview with HRD PT. Bintanindo Sukses Perkasa where the answers related to employee recruitment strategies are as follows:

"The recruitment mechanism at PT. Bintanindo Sukses Perkasa starts from the administrative selection stage, then those who pass we interview one by one, then take a psychological test with questions that are in accordance with the company and finally a health test. Furthermore, I will submit the screening results to the leader for approval"

An effective recruitment process followed by a smooth onboarding experience helps attract and retain skilled workers. Here are ways PT. Bintanindo Sukses Perkasa can attract and retain the best talent and new employees:

Targeted recruiting: Partner with trade schools or unions, participate in events, attend career fairs, or utilize job boards specific to the construction industry to conduct targeted recruitment of skilled workers.

Skills-based assessments: Conduct skills-based assessments and recruitment that go beyond the traditional resume to screen qualified candidates with the right experience and expertise.

Comprehensive orientation: Formulate an extensive orientation program to introduce new employees to the company culture, safety protocols, project expectations, and every other aspect of working at a construction company. This approach helps overcome common orientation challenges and ensures new employees can integrate smoothly into the company.

Good recruitment is a guide that can save an organization from situations like unproductive tests and interviews due to the unavailability of the right candidates among applicants, compromising on the selection of good candidates, high employee turnover, low productivity, and low motivation among existing employees due to wrong policies. The success of a company depends largely on the capability and efficiency of its employees. To get capable and efficient employees, the recruitment policy of the organization must be very good.

Recruitment is a critical function of Human Resource Management in an organization, and is governed by a mix of factors. A proactive HR professional must understand the factors that influence recruitment and take necessary actions for organizational improvement. Recruitment and selection are the primary functions of the human resource department. The recruitment process is the first step towards creating competitive strength and strategic advantage for an organization. In an ideal recruitment program, the individual responsible for the recruitment process should know how many and what types of employees are needed, where and how to find individuals with the right qualifications and interests, what inducements to use or avoid for different types of applicant pools, how to distinguish unqualified applicants from those with a reasonable chance of success and how to evaluate their work. The recruitment process involves a systematic procedure from sourcing candidates to arranging and conducting interviews and requires a lot of resources and time. This is also explained by Suryani & Sulaeman (2021) regarding the objectives of recruiters in identifying human resources.

Human Resource Training Strategy.

Once skilled employees are onboarded, effective HR development practices are critical to continued growth and improvement. HR professionals in construction should prioritize creating an environment that encourages learning and professional development. Offering training programs, mentoring initiatives, and access to industry certifications can enhance employee skills, boost morale, and contribute to long-term retention. By investing in employee growth, construction companies create a culture of continuous improvement and attract top talent who are committed to personal and professional advancement. PT. Bintanindo Sukses Perkasa implements a career development system using several trainings

related to the employee's field of study. To improve the performance and work ethic of employees at the lower and middle levels, training is needed. PT. Bintanindo Sukses Perkasa recognizes the importance of training in developing its human resources.

This is based on an interview with HRD PT. Bintanindo Sukses Perkasa, where the answers related to employee training strategies are as follows:

"The training held by the company includes Project Skill Training, Finance Skill Training, Legal and HRD Skill Training, Admin Skill Training."

Training in an organization is a very important activity because it can affect the effectiveness and efficiency of the company. However, to achieve this, it must be carried out in a structured manner with the main focus on improving quality mental qualities. This means that employees must understand the company's mission, philosophy, and goals and adopt the concepts of quality, efficiency, and commitment. Without this, the expected training results will not be achieved. Similar things were stated by Muhammad (2021) and Widodo et al. (2023).

Training in human resource development is one of the primary functions of human resource management. Training refers to a systematic arrangement in which employees are instructed and taught things about technical knowledge related to their jobs. Training focuses on teaching employees how to use a particular machine or how to perform a particular task to increase efficiency. Whereas, development refers to the overall holistic and educative growth and maturity of people in managerial positions.

Given the pressing talent and skills shortage in the construction industry, investing in employee training and skills development is critical to long-term sustainability. Here's how PT. Bintanindo Sukses Perkasa's HR department can address this:

Partner with technical schools: Collaborate with specialty or technical schools or introduce internal apprenticeship programs to offer ongoing training and support to the next generation of skilled workers.

Track and encourage cross-training: Track employee training and encourage cross-training among employees for upskilling and skill enhancement. This will maintain a well-rounded workforce that can fill skill gaps during seasonal fluctuations.

Mandatory training programs: Make training programs mandatory to encourage a culture of continuous learning and improvement. Link these training and certification programs to career development opportunities to further incentivize them.

Training focuses on planned actions to improve individual aspects in carrying out work, with a focus on improving the skills needed to achieve organizational goals (Wicaksono et al., 2022). Training is a series of activities organized by the company to improve the experience, skills, knowledge, and attitudes of individuals (Mahardika & Luturlean, 2020). With regular training aimed at improving the mental quality of employees, it can have a significant impact on the effectiveness and efficiency of the organization. This education is important to integrate company values, quality concepts, efficiency and commitment so that the expected benefits can be achieved optimally.

Human Resource Development Strategy

Based on the results of the interview on the development indicator, efforts are made to improve the quality and performance of employees, improve employee motivation, work ethic, and employee welfare, Coaching is the most important factor because competent employees will be able to provide the best service to the community. According to HRD, explaining human resource development at PT. Bintanindo Sukses Perkasa:

"In my opinion, with human resource development, we can increase productivity and efficiency of employee performance."

"The human resource development strategy carried out by the company includes providing training for each field and position of each employee and providing a job description for each employee."

"With the implementation of development in the company PT. Bintanindo Sukses Perkasa, the results are full of improvements from fresh graduates to experts in their respective fields because of the technical meetings and training needed for employees."

Strategic human resource development is a proactive process of managing employees in an organization, which includes standard human resource components such as attracting, developing, rewarding, and retaining employees, and taking them a step further by considering the goals and needs of other departments within the organization, and the organization itself. It is important to analyze the goals and needs of the entire organization,

including all departments, and create a strategy for managing employees that aligns with the overall vision, mission, and values of the organization. The ultimate goal of strategic human resource management is to ensure improved business performance and organizational success. One of the key drivers of this is retaining employees who add value.

Based on the discussion above, it can be concluded that companies or organizations must carry out human resource development to ensure that the information, abilities, and talents of their employees are following job needs (Saputri et al., 2023). Effective HR development can improve employee morale, productivity, and institutional potential. This has the benefit of increasing HR productivity, creativity, motivation, and loyalty, as well as producing positive changes for individuals and organizations (Nofandi et al., 2024). This aims to match employee competencies with current and future job needs, as well as improve individual performance and the overall success of the organization or company. According to John, to analyze human resource development strategies in an organization/company, it is necessary to pay attention to five aspects, including training, education, coaching, recruitment systems, and system changes within the institution (Martins & Sudarmo, 2023).

In addition to interviews with HRD, the author also conducted interviews with employees related to the implementation of human resource development at PT. Bintanindo Sukses Perkasa. According to the following sources:

"In my opinion, the human resource development that has been implemented so far at PT. Bintanindo Sukses Perkasa is good because we get direct practical knowledge, and gain new experiences, and I feel that I have increased my insight into the field that I am working in."

Human resource development refers to actions that focus on individuals (employees) in an organization, intending to make employees more productive and efficient in carrying out their duties. According to Ahmad Susanto, coaching is an activity to improve multidimensional quality through steps of improvement, revitalization, and progressive development within oneself (Anisa & Maunah, 2022). Human resource coaching aims to make employees more effective in their work by improving their multidimensional quality through steps of improvement, revitalization, and progressive development within

themselves. By providing the right coaching, training, and development, organizations can help employees optimize their potential and improve overall performance.

Based on the results of interviews with employees, they stated that the performance condition of PT. Bintanindo Sukses Perkasa employees is currently in good condition.

"Currently, we feel that our performance is in good condition, because the company always holds meetings every week to resolve any obstacles that employees experience while working, and provide motivation and resolve problems that arise."

Motivation is one of the most important concepts in HRD. In most organizations, it is common to hear complaints that a particular employee is not motivated and hence his performance suffers. This is the reason why companies spend a lot of money on organizing training sessions and recreational events to motivate employees. Motivation can be understood as the desire or drive that a person has to complete their work. For example, when faced with a task, it is the motivation to complete it that determines whether a particular person will complete the task as per the requirements or not.

Furthermore, lack of motivation leads to poor performance and loss of competitiveness, resulting in loss of productive resources for the organization. It is for this reason that HR managers emphasize that employees have a high level of motivation to complete the work. The underlying objective of planning in human resource development is to be able to analyze the characteristics of the human resources needed and ultimately achieve organizational goals (Lekiqi, 2022). To develop human resources to create development and improve the sustainability of human resources themselves.

Based on the results of the interview with HRD as a resource person, it was stated that:

"In my opinion, there has been a significant increase in employee performance in the development of human resources that has been carried out so far; besides that, we get the quality of human resources needed in our company."

According to Onsardi & Finthariasari (2022), human resource management (HR) planning that is carried out effectively and appropriately will contribute to improving employee performance. Human resource strategy and employee performance are closely related. Human resource strategy refers to an organization's plans and actions to attract,

retain, and develop its workforce. On the other hand, employee performance refers to the extent to which employees meet or exceed performance expectations set by their organization (Marhil et al., 2023).

Human resource development is needed to create quality and superior human resources. Human resource management is a crucial first step in achieving an organization, targeted management will have an impact on improving performance, effectiveness, and efficiency. Because the key to the success of an organization can be seen in how superior the human resources are (Yuliyati, 2020). By strengthening human resources, an innovative organizational environment will be created and ultimately increase productivity. Human resources themselves are an investment that has proven to be the most certain medium towards sustainability and can guarantee competitive resources in the future (Mihaela et al., 2022).

Human Resource Development (HRD) is a strategic approach to developing the skills and knowledge of employees, enabling them to perform at their best and contribute to the success of the organization. Human Resource Development (HRD) is the process of recruiting, retaining, training, and developing talent to achieve business goals. It is a critical part of the success of any organization. The essence of HRP is to ensure that a company's human resources are optimized most effectively and that employees are competent and motivated enough to make a positive contribution to the organization. HRP involves conducting training programs and workshops for mentoring initiatives and career development plans. The goal of HRP is to empower employees so that they can make the best contribution to the success of the company while achieving their personal and career goals. A well-executed HRP plan can be very powerful. It increases productivity, fosters loyalty and enthusiasm, and creates a team of talented and highly motivated individuals who consistently bring positive change to the company.

Workforce training and development can change and improve the level of employee skills and attitudes in the workplace. Workforce training and development play a key role in enhancing the knowledge and skills of human resources in any organization. HR professionals are vital to an organization. Training can bring them on par with the organization's goals and in line with industry trends is essential. Companies should

continuously improve the skills and attitudes of employees through workforce training and development to ensure optimum performance. In addition, workforce training and development will undoubtedly result in better productivity for employees through improved technical and managerial skills and better morale in the workforce. Creating a culture of workforce training and development in an organization reinforces in the minds of staff that they are a worthy part of the construction company. The culture of a company is one of the most difficult aspects to manage; staff training and development have the power to change the culture of an organization for the better in a construction company. According to David (2008), "While many managers understand the value of a skilled workforce, many companies fail to realize the benefits that can be gained from minimally improving employee skills through training within an organization". According to many studies, the implementation of training systems in companies can improve several factors in the company, such as increased performance, increased productivity, increased profits, increased employee satisfaction, increased employee morale, and increased income.

CONCLUSION

Based on the results of the interview analysis, it can be concluded that Human Resource development is a key factor in the success of construction companies. Through strategic recruitment, encouraging employee growth, encouraging diversity and inclusion, embracing technology, creating a positive work culture, prioritizing health and safety, and working with industry associations, HR professionals can attract and retain the best talent. By investing in workforce development, construction companies create a competitive advantage and foster an environment of continuous improvement and progress. Human resource development strategies at PT. Bintanindo Sukses Perkasa includes training held by the company, including Project Skill Training, Finance Skill Training, Legal and HRD Skill Training, and Admin Skill Training.

REFERENCES

- AA., Anwar Prabu Mangkunegara. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Amir. (2021). *Hubungan antara disiplin kerja dengan kinerja karyawan PT. Ambassador Garmindo*. Universitas Muhammadiyah Surakarta.

- Anisa, D. L. N., & Maunah, B. (2022). Pembinaan terhadap semangat guru. *Jurnal Administrasi Pendidikan Islam*, 4(1), 62–77.
- Basuki, N. (2023). Mengoptimalkan modal manusia: Strategi manajemen sumber daya manusia yang efektif untuk pertumbuhan organisasi yang berkelanjutan. *Jurnal Ilmiah Manajemen*, 4(2), 182–192.
- Cahyadi, N., S ST, M. M., Joko Sabtohadhi, S. E., Alkadrie, S. A., SE, M., Megawati, S. P., ... & Lay, A. S. Y. (2023). *Manajemen sumber daya manusia*. CV Rey Media Grafika.
- Fadli, Z., Febrian, W. D., Yusmini, N. M., Trimintarsih, T., Saputri, F. R., Gemilang, F. A., Ena, Z., Hina, H. B., & Iskandar, E. (2023). *Manajemen SDM: Konsep, analisis penawaran dan permintaan dalam perusahaan*. Get Press Indonesia.
- Hasibuan, Malayu, S.P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Lekiqi, B. (2022). Human resource planning in manufacturing enterprises. *Technium Social Sciences Journal*, 27, 1015–1028.
- Lestari, S., Syahriza, R., & Harahap, M. I. (2023). Strategi manajemen sumber daya manusia dalam meningkatkan kualitas kinerja karyawan. *INOVASI: Jurnal Ekonomi, Keuangan dan Manajemen*, 19(3), 720–729.
- Mahardika, C. G., & Luturlean, B. S. (2020). The effect of training on employee performance of PT Astra International Tbk -Toyota Sales Operation (AUTO2000) Soekarno Hatta Bandung Branch. *Almana: Jurnal Manajemen Dan Bisnis*, 4(3), 388–391.
- Mamdooh, S. N., & Salman, S. M. (2021). Human resource management and its impact on the level of job performance: An analytical research in the Iraqi Ministry of Interior. *Journal of Economics and Administrative Sciences*, 27(129), 55–68. <https://doi.org/10.33095/jeas.v27i129.2175>
- Marhil, M. M. B., Masaud, K. A. R., & Majid, N. A. (2023). The mediating role of job satisfaction on the relationship between human resources management strategies and employees performance in Waha Oil & Gas Company in Libya. *American Journal of Economics and Business Innovation*, 2(1), 63–69.
- Martins, P. N., & Sudarmo. (2023). Strategi pengembangan sumber daya manusia untuk meningkatkan kualitas pelayanan publik di Kota Dili. *Jurnal Mahasiswa Wacana Publik*, 3(1), 76–87. <https://doi.org/10.20961/wp.v3i1.75893>
- Mihaela, R., Luminita, S. M., Ionica, C. I., & Claudia, E. (2022). Improvement of human resources as a factor for increasing the teaching performance in pre-university education. *Technium Social Sciences Journal*, 34, 387–399.
- Muhammad. (2021). Pelatihan manajemen SDM dalam meningkatkan kualitas sumber daya manusia (SDM) karyawan di Universitas Malahayati Bandar Lampung. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 2(2), 343–349.
- Narosa, E. (2021). Analisis kinerja perusahaan dengan menggunakan ukuran non keuangan (studi kasus Rumah Sakit Awal Bros Ujung Batu). *Jurnal Ilmiah Manajemen dan Bisnis*, 3(2), 250–260.
- Nofandi, F., Kusumawati, E., Amrullah, R. A., Mockhlas, M., & Sa'diyah, H. (2024). Human resource development strategy for women MSMEs based on local wisdom on the Surabaya coastal. *XXI*, 1, 97–115.
- Onsardi, & Finthariasari, M. (2022). *Manajemen sumber daya manusia (strategi meningkatkan kinerja karyawan)*. CV. Eureka Media Aksara.

- Philomena Ify, I. (2024). Maximising talent: Strategies for effective human resource management. *International Journal of Social Science Humanity & Management Research*, 3(03), 393–399. <https://doi.org/10.58806/ijsshmr.2024.v3i3n11>
- Rachman, C. A. N., Latiep, I. F., & Herison, R. (2023). *Manajemen Sumber Daya Manusia: Pengelolaan SDM Pada Pelayaran*. Nas Media Pustaka.
- Saputri, A., Aslami, N., & Dharma, B. (2023). Analysis of human resources development strategy in increasing employee productivity at PMKS PT. Pandawa's Ray. *JESI (Jurnal Ekonomi Syariah Indonesia)*, 13(2), 378.
- Suryani, N. L., & Sulaeman, A. (2021). Pengaruh rekrutmen dan seleksi karyawan terhadap kinerja karyawan PT. Telkom Akses Jakarta Barat. *Jurnal Disrupsi Bisnis*, 4(2), 164.
- Wicaksono, R. M., Ali, H., & Syarief, F. (2022). Review MSDM: Pengaruh pelatihan, lingkungan kerja dan disiplin terhadap kinerja dan kepuasan kerja. *Jurnal Manajemen Pendidikan dan Ilmu Sosial*, 3(2), 1189–1205.
- Widodo, Z. D., Zaelani, A., Wijastuti, S., Adiyani, R., Alhusin, S., & Choiri, D. U. (2023). Pelatihan manajemen sumber daya manusia (SDM) dalam meningkatkan kualitas (SDM) pada industri kreatif cetak saring sablon manual. *GANESHA: Jurnal Pengabdian Masyarakat*, 3(2), 137–142.
- Yuliyati, E. (2020). Pengembangan sumber daya manusia berbasis total quality management. *Jurnal Manajemen Pendidikan Islam*, 4(1), 24–35.