



Implementation of Human Resource Development Strategies in Improving Employee Motivation and Work Effectiveness

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Abstract: In the face of increasingly intense competition in the business world, quality human resources (HR) are the main factor for companies to survive and compete. In this case, the workforce is an important asset owned by the company and has a big role in determining the company's success. Human resource development (HRD) is a crucial element for companies in improving the skills of each employee so that the work done can be more effective and efficient. This study aims to analyze the implementation of human resource development strategies in increasing work motivation and employee work effectiveness at CV Medali Mas Kota Kediri. The background of this research is related to the importance of human resource development in the ikat weaving industry to increase the competitiveness of the company. The method used is descriptive qualitative with interviews, observation, and documentation as data collection techniques. The results showed that the human resource development strategies implemented by CV Medali Mas, such as technical training, soft skills development, and performance awards succeeded in increasing employee motivation. Motivation contributes to increased work effectiveness which is reflected in increased productivity, work quality, and timeliness of employees in completing tasks.

Keywords: Human Resource Development; Work Effectiveness; Work Motivation

INTRODUCTION

In the face of increasingly intense competition in the business world, quality human resources (HR) are the main factor for companies to survive and compete. Every company needs superior human resources to achieve its goals. In this case, the workforce is an important asset owned by the company and has a big role in determining the company's success. Therefore, the workforce is required to be an excellent individual and have high quality in their respective fields. Furthermore, companies or organizations consider the development of their human resources to be very valuable. According to (Gustiana, Hidayat, and Fauzi 2022) (Suryani, Ida Rindaningsih, Hidayatulloh, 2023) stated that employee development is a process in which employees with assistance from the company follow various training programs to improve their skills after acquiring knowledge and learning. Human resource development has various objectives that are both external and internal. The purpose of developing human resources internally is to increase labor productivity which includes the quality and quantity of work produced (Suryani, Ida Rindaningsih, Hidayatulloh, 2023). Therefore, human resource development must be well planned in order to provide optimal results for the company. Human resource development (HRD) is a crucial element for companies in improving the skills of each employee so that the work done can be more effective and efficient. Competent and skilled employees will increase efficiency, productivity, and work quality, which in turn will support the achievement of company goals. Effective human resource development aims to improve the skills, knowledge, and abilities of employees in order to contribute more optimally to the success of the company. Human resource development is an aspect that can ensure the sustainability and competitiveness of the company, especially in traditional industries such as the ikat weaving industry CV Medali

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Mas Kota Kediri. CV Medali Mas was established in 1989 and is located at Jl. KH Agus Salim Gg.8 No. 54C, Bandar Kidul, Mojoroto, Kediri City. This ikat weaving industry maintains several historical motifs that are still produced today. Six of the motifs are Ceplok (typical of Kediri), Tirtotirjo, Loong, Salur, Gunungan, and Kuncup. In addition, Medali Mas also serves special motif requests from consumers to help provide knowledge about weaving to the younger generation. CV Medali Mas has received various awards and certificates, including a certificate from the Department of Social Affairs, Labour, and Transmigration as a weaving development training instructor in 2011. The company also received the Upakarti Award in the Pioneering category in 2010, and many other awards, (Zahrotul Jannah, 2021). The industry plays an important role in maintaining cultural heritage while supporting local economic growth. However, challenges such as low productivity, fluctuating work motivation, and inconsistent employee work effectiveness often hinder the progress of this industry.

In the context of ikat weaving companies, human resource development strategies not only aim to improve employees' technical skills but also foster intrinsic and extrinsic motivation. Work motivation is the drive or desire that arises from internal and external factors of a person to carry out certain work or efforts in order to meet personal needs and organizational goals (Warna, Eka, Suratno, 2020). Human resource development strategies such as training, mentoring, and performance evaluation can contribute significantly to creating a conducive work environment. Meanwhile, employee work effectiveness is an indicator of the successful implementation of these strategies. Work effectiveness can be defined as the ability to do something appropriately and achieve goals through the application of methods, the use of equipment, appropriate procedures, skills, the number of workers, and the use of existing resources (Yusuf, Ifaturohiah. Fauziah, 2022). In tradition-based companies such as ikat weaving, it is important to find a balance between maintaining cultural values and integrating modern approaches in human resource management.

This study aims to analyze the implementation of human resource development strategies in increasing work motivation and employee effectiveness at CV Medali Mas Kediri City. This research provides a new contribution to integrating human resource development strategies with the needs of tradition-based creative industries. The results of this study are expected to not only provide practical solutions for the CV Medali Mas ikat weaving company but also become a reference for similar industries in managing human resources effectively and sustainably.

METHODS

This study uses a qualitative descriptive method with the aim of describing the implementation of human resource development strategies in increasing work motivation and employee work effectiveness at CV Medali Mas Kota Kediri. According to Sugiyono (2019), the descriptive qualitative method is a research method based on the philosophy of post-positivism and is used to investigate the state of natural objects. The researcher is the main instrument and data collection techniques are carried out in a combined format. Data analysis is qualitative inductive and qualitative research results emphasize the importance of generalisation.

According to Sugiyono (2019), research subjects are parties (informants or sources) who are related to respondents to obtain information about research data which is the research sample. Research subjects can provide information about research data that can explain the characteristics of the research subject. The subjects in this study were employees of CV Medali Mas Kota Kediri. While the object of research is the variable studied by the researcher at the research location. The object of this research



is the human resource development strategy implemented by the company, employee motivation, and the level of work effectiveness achieved. This research was conducted in November 2024 with a period of 1-2 weeks. The research location was carried out at CV Medli Mas Kediri City located at Jl. KH Agus Salim Gang B No. 54C, Bandar Kidul, Mojoroto District, Kediri City.

The data sources in this study used primary and secondary data sources. According to Sugiyono (2019), primary data is a data source obtained directly from the main source related to the theme or object of research. Primary data sources in this study are interviews and information provided directly by CV Medali Mas employees and managers. Meanwhile, secondary data according to Sugiyono (2019) is a data source that does not provide information or explanations directly to researchers, but through intermediaries. In this study, secondary data are in the form of articles, books, and scientific journals.

The data collection techniques used in this research are interviews, observation, and documentation. Interviews were conducted by researchers with informants to exchange information and ask questions about the object of the research. Observations made by researchers by observing and reviewing directly to CV Medali Mas. The documentation data collection technique carried out by researchers collects documents related to the research variables.

RESULTS AND DISCUSSION

Human Resources

Human resources are an important aspect of life, especially in companies. Human resources are the only resources that have intellectual, emotional, and skill abilities. This potential is very important for the company to achieve its goals. Human resources refers to the effort, work, or services provided in the production process. In this case, human resources reflect the quality of effort a person puts in over a period of time to produce goods or services. Human capital relates to individuals who are capable of working to provide that effort or service. The ability to work means being able to carry out activities that are economic in nature, namely activities that produce goods or services to meet the needs of society. One of the human resources in the company is labor. Labor is needed by companies to produce goods or services. With the development of time, labor is also required to be dynamic following the times. In an effort to improve the quality and quality of the workforce, the company must plan and implement a good and correct human resource development strategy. With a well-planned and implemented strategy, superior and quality human resources will be created. In the ikat weaving industry, CV Medali Mas has 100 employees who have different educational backgrounds, ages, and expertise. This information was obtained based on data provided by informants, namely Siti Ruqoyah the owner and manager of the CV Medali Mas ikat weaving industry. The informant stated that:

“I have 100 employees and I have several stages of production, so my employees are divided into several stages, this stage is divided starting from the dyeing process there are 2 people, the sheer process (rolling the yarn on the boom) there are 2 people, the green process (connecting the yarn) there are 2 people, the spinning process there are 9 people, The reek process of arranging the yarn on the boom has 2 people, the design process of giving motifs has 4 people, the binding process has 10 people, the colet process (giving color combinations) has 2 people, the release of the rope has 4 people, the cucuk process (unraveling the yarn) has 2 people, the weaving process using



atom has around 20 people, and also the packing process has 1 person.” (Interview with Siti Ruqoyah on 25 November 2024)

Based on the above information related to the number of human resources or employees in the ikat weaving industry CV Medali Mas is illustrated (Table 1).

Table 1. Employee Data of CV Medali Mas

Division	Number of Employees
Dyeing process	2 people
Skeer process (winding the yarn on the boom)	2 people
Green process (connecting the yarn)	2 people
Spinning process	9 people
Reek process of arranging the yarn on the boom	2 people
The design process of giving motifs	4 people
Bonding process	10 people
Colet process (color combination)	2 people
Rope release	4 people
Cucuk process (unraveling the yarn)	2 people
Weaving process	60 people
Packing process	1 person

Source: Data that has been processed by the author (2024)

Human Resource Development Strategy

Human resource development strategy in the company is very important. With a good strategy, it will produce superior and quality human resources. Strategy is a way to produce something in accordance with company goals. A human resource strategy is a long-term plan for managing and developing human resources to meet company needs. Human resource development is a systematic process that aims to increase a person's capacity to carry out their duties and responsibilities within the organization. According to (Siagian, 2023) human resource development can be interpreted as an effort to improve the technical skills, theoretical knowledge, conceptual abilities, and moral integrity of employees. Human resource development includes competency development through training and development, organizational learning, leadership management, and knowledge management, all designed to improve performance. Employee development is an activity carried out to improve the skills of employees, making it easier for them to complete the tasks they are responsible for.

In the CV Medali Mas ikat weaving industry, there is a strategic human resource development program, including weaving training conducted at the beginning of becoming a new employee. This training is carried out within a period of one week. In addition to training, the company also applies a healthy environment, teamwork, good communication between employees, and time management. This is in line with the information provided by an informant named Nur Naini the admin and personnel of the company. The informant stated that:

“The company has a human resource development strategy, including weaving training and soft skills training. This soft skills training is not directly visible, but it flows into the company's culture. Weaving training is carried out at the beginning of work as a new employee and is carried out for one to two weeks. The soft skills training is in the form of teamwork, communication among employees, time management in achieving targets and creating a healthy environment. For this soft skills training, the time is more flexible and fluid.” (Interview with Nur Naini on 25 November 2024)



Furthermore, other informants, namely Siti Ruqoyah the owner and manager of the ikat weaving industry, said that the human resource development strategy is managed by the industry owner and personnel. The informant stated that:

“For human resource development strategies managed by myself and also mbak nur as personnel. We make a human resource development strategy to motivate employees to work and increase employee work effectiveness such as meeting work targets on time.” (Interview with Siti Ruqoyah on 25 November 2024)

Based on the information obtained, the ikat weaving industry has implemented a human resource development strategy to increase employee motivation and work effectiveness. Weaving training will add new knowledge for employees on how to make good and correct woven fabrics. With good results, employees will be motivated to do work and can meet work targets.

Work motivation

Motivation is the drive or desire that arises in a person, either consciously or unconsciously, to perform an action with a specific goal. Motivation is also a factor that moves a person to achieve a goal, and this rarely happens without a clear goal. Every organization has goals to achieve, and to achieve them, the role of the people involved is very important. In order for organizational goals to be achieved, the motivation that encourages employees to work in accordance with organizational expectations must be well understood (Kheren Tiara Amanda Sukarno Putri, 2023). Motivation can be interpreted as providing encouragement that fosters work enthusiasm in individuals so that they can work together, work effectively, and have integrity to achieve satisfaction. According to (Hafidzi et al., 2019: 52), motivation is the main element that drives someone to work.

According to Robbins & Judge (Pitri, Ip, & Sukabumi, 2020), the best-known motivation theory is Abraham Maslow's hierarchy of needs theory, which consists of five levels of needs, namely the first physiological needs which are the basic needs or the lowest level that must be met first. Second, security needs, namely the need for protection from threats, dangers, conflicts, and unsafe environmental conditions. Third, the need to feel belonging, namely the need to be accepted in groups, affiliate, and interact, and the need to love and be loved. Fourth, is the need for self-esteem, namely the need to be respected and valued by others. Fifth, the need to 'self-actualize', namely the need to develop abilities, skills, and potential, as well as the need to express opinions, provide assessments, and criticize something.

In the CV Medali Mas ikat weaving industry in an effort to increase employee work motivation by conducting a reward system or award to diligent employees. This is in line with what was conveyed by the informant, namely Siti Ruqoyah as the owner and manager of this industry. The informant stated that:

“Yes, we hold awards or rewards given by employees. This award is usually in the form of additional money given at the time of the distribution of the Holiday Allowance (THR) for diligent employees. This award can also be in the form of additional money given directly after completing the work targets set by the industry on time.” (Interview with Siti Ruqoyah on 25 November 2024)

The same thing was also conveyed by another informant, Endah, an employee in the quality control division. The informant stated that:

“This ikat weaving industry gives awards in the form of additional money for employees who meet targets and produce more ikat weaving production. If for the diligent employee award, it will usually be given at the time of giving the Holiday Allowance (THR).” (Interview with Endah on 25 November 2024)



Employee Work Effectiveness

Employee work effectiveness refers to the extent to which an employee can achieve the objectives of the predetermined work targets in an efficient, quality manner, and in accordance with company expectations. According to (Akhmad Yunan Atho'illah, Umam, 2021) Effectiveness refers to the success in achieving goals carried out by groups or individuals in carrying out work which can be assessed based on the results, quality, implementation time, and achievements obtained. Effectiveness measures success based on the extent to which predetermined goals are achieved. The closer the results of the activity are to the specified target, the higher the level of effectiveness. According to Hackman and Oldham (Valentino & Adji, 2023), work effectiveness refers to the extent to which individuals successfully complete their job tasks in accordance with predetermined standards. Some factors that affect work effectiveness include work quality, work quantity, speed in completing tasks, and the ability to meet expectations on the job. Work effectiveness certainly has benefits for employees and companies. According to Mutiarin and Zainudin (Iliheli & Tutupoho, 2024), work effectiveness has several benefits including employees feeling more responsible for completing their work on time, employees who work effectively can increase company productivity, improve good communication between employees to complete tasks on time. Every employee will show a disciplined attitude in completing their work.

In the ikat weaving industry, CV Medali Mas in measuring the work effectiveness of their employees applies a target system of one day producing one weaving for the industry. In order to support the effectiveness of employees, the industry also ensures the timeliness of the supply of raw materials that will be used for production. This is in accordance with what was conveyed by the informant, namely Endah, an employee of the quality control division. The informant stated that:

“The company targets one weaving a day for the company, if it can produce more than one weaving it is even better. The company also guarantees the availability of raw materials. So we as employees just have to work according to our parts.” (Interview with Endah on 25 November 2024)

The Relationship Between Human Resource Development Strategy and Work Motivation

The human resource development strategies implemented by CV Medali Mas include training, soft skills development, and performance award programs. Training according to Hamalik (Zahrotul Jannah, 2021), training is a series of actions carried out deliberately to provide assistance to the workforce, delivered by professionals within a certain period of time. The aim is to increase effectiveness and productivity within the company. Based on the results of interviews with informants, both employees and managers of the CV Medali Mas weaving company, the company implemented several human resource development strategy programs. Data from informants is a company employee named Nur Naini who serves as personnel shows that there is a correlation between human resource development strategies and work motivation. The informant stated that:

“The human resource development strategies carried out by CV Medali Mas weaving company include technical training, where the company organizes weaving skills training to improve product quality. This training is given at the beginning of work as a new employee for one to two weeks, this training includes weaving techniques, coloring techniques, and more efficient use of looms. With the training provided, employees have new skills that can later affect the motivation and enthusiasm of employees in achieving their work targets.” (Interview with Nur Naini on 25 November 2024).



Employees stated that this training improved their technical skills. The next human resource development strategy implemented is soft skills development. Aprianto, in his book *The Complete Guide to Soft Skills Key to Career Success*, explains that soft skills are the social skills needed to interact with others and manage work. These soft skills can be developed through certain values and principles and applied to various skills, such as the ability to communicate, negotiate, sell, serve customers, and solve problems (Fitra Arif Amanda, Yasmin Dwi Rizati, Anas, 2020). At CV Medali Mas's soft skills development program, employees receive training on time management, communication, and teamwork. This soft skill development is carried out with flexible time. According to the informant who is a company employee by the name of Endah, the quality control division stated:

"In order to develop employee resources in the company, the company conducts soft skills training. Although not directly visible, the company always emphasizes teamwork between employees, good communication between employees, and time management direction in working on work targets, and also the company creates a healthy and comfortable work environment for employees. With this kind of environment, employees will be comfortable at work and feel cared for and valued by the company." (Interview with Endah on 25 November 2024)

The next human resource development strategy program is the performance reward program. Rewards can be understood as rewards given by organizations to their members which include various forms, both non-financial and psychological or non-material. The form of reward can be in the form of recognition, reward, or appreciation after completing a task well which is included in the form of wages or compensation (Wijayanti & Budiani, 2021). In this program, the company gives monthly awards to employees with the highest productivity. Employees feel that this award motivates them to work better. In the ikat weaving industry, CV Medali Mas also implements a reward program. Awards will be given to diligent employees and employees who can meet targets. This is in accordance with the data obtained from informants, namely Siti Ruqoyah the owner and manager of the ikat weaving industry. The informant stated that:

"To motivate employees I implemented a reward program for employees. This award applies to employees who are diligent and meet targets. Awards for diligent employees are usually given during the distribution of the Holiday Allowance (THR). If the award for employees who meet the target is given during the weekly salary distribution. In my opinion, giving this award has an impact on employee motivation, so that employees are more enthusiastic in working." (Interview with Siti Ruqoyah on 25 November 2024)

Employee work motivation is strongly influenced by the human resource development strategy implemented by the company. With the right human resource development strategy, it can increase employee motivation. Based on the results of interviews with informants, shows that the human resource development strategy implemented by CV Medali Mas has a positive impact on employee work motivation. Motivating factors include recognition of achievements and learning opportunities. Employees feel appreciated for their hard work, especially after receiving awards and training provides a sense of confidence and a desire to continue to grow.

Relationship between Work Motivation and Employee Work Effectiveness

The results of research through interviews, observations, and document studies show that work motivation has a significant influence on employee work effectiveness in the weaving company CV Medali Mas. Some of the main points that support this relationship first are recognition and appreciation, most employees revealed that appreciation for their work both through financial and non-financial incentives can



increase work motivation. This has an impact on more effective task completion. The second is a supportive work environment, a comfortable work environment and good communication between management and employees are important factors that encourage work productivity and efficiency. The third is the opportunity to develop themselves, training programs and workshops organized at the beginning of work by the company play a role in improving employee competence. This not only motivates but also has a direct impact on employee work effectiveness. Based on data obtained from an informant named Nur Naini personnel stated that:

“By providing training, a comfortable environment, and also giving awards, certainly increases employee motivation Motivated employees will definitely be more enthusiastic at work. With enthusiasm for work, employees will be more productive so that it is easy to meet industry work targets.” (Interview with Nur Naini on 25 November 2024

The same thing was also conveyed by another informant, Endah, a quality control employee, who stated that:

“The owner maintains good communication with employees, so employees feel valued. In my opinion, the salaries are also fair and transparent so this will not cause unhealthy competition. With a healthy environment, employees will be more enthusiastic and productive in working so that they can fulfill the company’s targets.” (Interview with Endah on 25 November 2024)

Data analysis shows that there are several factors that influence work motivation including competitive compensation, balanced workload distribution, and inspiring leaders. Based on interviews and observations, it shows that work effectiveness indicators are influenced by work motivation, including productivity, employees with high motivation tend to be consistent in achieving work targets. The second indicator is work quality, motivation encourages employees to work more thoroughly, producing better quality products. The next indicator is timeliness, the commitment to complete tasks on time is higher in motivated employees.

This research supports Maslow's needs theory, where the fulfillment of basic needs to self-actualization contributes to a sustained increase in work motivation. When these needs are met, employees show more productive, innovative, and quality performance. A targeted human resource development strategy is important to implement in order to increase employee work motivation. By paying attention to employee work motivation, companies can increase employee work effectiveness on an ongoing basis, thereby supporting company competitiveness.

CONCLUSION

This research shows that the human resource development strategies at CV Medali Mas have a positive impact on work motivation and work effectiveness. Through the approach of technical training, soft skills development, and reward programs, the company succeeds in creating a work environment that supports the improvement of employees' intrinsic and extrinsic motivation. Interviews with employees and managers show that regular training improves technical and soft skills, which in turn boosts employees' confidence and morale. Work motivation, which is influenced by recognition of achievements and opportunities to learn, contributes to their work effectiveness. The research found that motivated employees tend to show higher productivity, better quality of work, and timeliness in completing tasks. This is in line with Maslow's needs theory, where the fulfillment of basic needs to self-actualization plays an important role in increasing work motivation. Overall, this study emphasizes that planned and systematic



human resource development does not only increase work motivation but also employee effectiveness.

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