


The Influence Of Development Human Resources Development And Work Motivation On Employee Performance At PT. Aerofood Indonesia Surabaya Branch

¹Maria Florentina Arjen, ²Achmad Sholihin

^{1,2}Program Studi Manajemen Sekolah Tinggi Ilmu Ekonomi Yayasan Palapa Nusantara, Surabaya

Article Info	ABSTRACT
<p>Keywords: Human Resources Development, Work Motivation, Employee Performance.</p>	<p>The purpose of this study is to evaluate the relationship between work motivation and the development of my resources on employee performance. The general issue addressed is the need for businesses to enhance employee performance through effective human resource strategies and motivational techniques. The study was conducted on employees of PT. Aerofood Indonesia Surabaya Branch, using a survey method in the form of a questionnaire. The sample was calculated using the Slovin formula at a confidence level of 10%, resulting in 70 respondents. The research employed quantitative methods, and the analysis technique used was multiple regression analysis, conducted with SPSS software. The results indicate that both human resource development and work motivation significantly influence employee performance. The discussion highlights the importance of continuous professional development and motivational strategies in improving organizational productivity. Recommendations for future research and practical applications are also provided.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Maria Florentina Arjen Program Studi Manajemen Sekolah Tinggi Ilmu Ekonomi Yayasan Palapa Nusantara, Surabaya florentinaarjen@gmail.com</p>

INTRODUCTION

The globe is developing very quickly in the current globalization period, changing many facets of life in the process. The management and economics component is one of them. One nation that has not been spared the effects of globalization is Indonesia. Businesses that used to only compete on a local, regional, or national scale now have to contend with competition from businesses around the globe. Consequently, in order to compete with multinational corporations, every business must raise the caliber of its operations.

The food and beverage industry in Indonesia is a potential industry, one of which operates in the food and beverage sector, namely catering services. based on a decree issued by the Minister of Health No 1096 of 2011, the definition of food or catering services is companies or individuals who carry out food management activities that are served outside the place of business on an order basis. The food service industry can be divided into 3 main groups, namely group A which serves the needs of the general public, class B which

serves the needs of the community under certain conditions, and class C which serves public transportation and aircraft (Ministry of Health RI, 2011).

Air transportation services are increasingly in demand thanks to the convenience and satisfaction they offer, including food services (Vaz, 2015). Garuda Indonesia, supported by Aerowisata Catering Service, is one of the airlines providing the largest catering service in Indonesia, capable of producing thousands of servings per day. PT Aerofood and a subsidiary of Garuda Indonesia, focuses on flight catering. (Aerowisatafood, 2017). Food management according to international standards requires a comprehensive management system from all aspects including human resources, production processes, infrastructure and quality raw materials to ensure customer satisfaction. Aerofood ACS required to be highly competitive in order to remain at the forefront of the industry. Companies need employees as their biggest assets who are well maintained to achieve company goals. However, the level of progress and success of a company is influenced by the role and skills of good human resources so that human resources play a very important role in company activities. (Septiani, 2015).

According to Sunarmintyastuti & Hugo (2019), human resources (HR) are the thinking ability and physical strength that everyone has. HR is very important in all activities, including the use of sophisticated equipment, because their active role determines success. In organizations, HR forms the main element that realizes the vision and mission. Therefore, HR management must be efficient and effective to optimize their capabilities.

Employee development can add value to the company and improve motivation at work. Therefore, in order to increase work efficiency, the main focus is on its development. Human resource development is something that needs attention, because through human resource development it is hoped that the performance of each employee will be achieved well. As business dynamics change and technology advances, it is important for companies to invest in employee development to ensure sustainability and continued growth. According to (Gary Dessler) in the Human Resource Management book, through investment in employee training, education and development, companies can create teams that are more skilled and trained, ready to face complex challenges. Human resource development does not only involve providing technical skills, but also includes aspects of personality development and improving interpersonal skills. Through effective training and development, employees can increase their ability to adapt to change, face new challenges, and increase productivity.

METHOD

Utilizing quantitative techniques rooted in positivism, this study examines specific populations or samples in order to evaluate preconceived notions. Data gathered via research instruments is analyzed quantitatively or statistically. This study employed a survey approach, which is a technique for gathering data from the public utilizing a questionnaire that researchers distribute as the primary data collection tool.

Research Population and Sample

The number of subjects in this research was 215 employees consisting of 58 permanent employees, 157 contract employees, all of whom were employees at PT. Aerofood Indonesia

Surabaya Branch. Researchers used the Slovin formula to determine the sample. So the sample/respondents taken were 68 employees representing all divisions or departments, the researcher assumed there would be 70 respondents.

Data Collection

Researchers used a method by distributing questionnaires. This questionnaire is given directly to respondents and contains several questions that must be answered to measure the influence of human resource development and work motivation on employee performance at PT. Aerofood Indonesia Surabaya Branch. The Likert scale measurement method was used in the questionnaire given to respondents. As stated by Sugiyono (2017), the Likert scale shows that answers have a gradation from very positive to very negative, with types of words such as strongly disagree, disagree, disagree, agree, and strongly agree.

Table 1. Likert Scale for Scientific Tools

Information	Score
Strongly Disagree (STS)	1
Disagree (TS)	2
Disagree (KS)	3
Agree (S)	4
Strongly Agree (SS)	5

Descriptive Analysis

This stage is used to determine the demographic profile of respondents, which includes gender, age, and highest level of education. This section also tests the research variables, provided that human resource development and work motivation are treated as independent variables, and employee performance as the dependent variable.

Instrument Testing

The validity test was administered to all 70 respondents, evaluating variables such as human resource development, work motivation, and employee performance. Validity was determined using the Pearson Product Moment Correlation (KPM), where an instrument is considered valid if the calculated r value exceeds the r table value, and invalid if it does not. Ghozali (2016) explains that reliability assesses whether a questionnaire consistently and stably measures a variable over time. This study utilized Cronbach's Alpha coefficient with the SPSS software to gauge reliability. The criteria state that a study is considered unreliable if the Cronbach Alpha value is less than 0.60 and reliable if it is greater than 0.60.

Classic assumption test

The traditional assumption test was used in this study to verify the results of the multicollinearity, heteroscedasticity, and normalcy tests. The purpose of the normality test is to determine if the data comes from a population that is regularly distributed. Purnomo (2017) highlights that the residual values from the regression should be regularly distributed for a robust model, whereas Juliandi et al. (2015) claim that this test verifies the normal distribution of dependent and independent variables in the regression model. Testing normality can be done using the One Sample Kolmogorov-Smirnov test and the normal PP Plot of Regression standardized residual graph. Machali (2015) notes that a significance value larger than 0.05

denotes a normal distribution, but a value less than 0.05 does not. The multicollinearity test assesses whether independent variables in the regression model are collinear. According to Ghozali (2016), independent variables must be free from multicollinearity, which is indicated by the variance inflation factor (VIF). Juliandi et al. (2015) note that multicollinearity is absent if the VIF value is less than 10 or the tolerance value is greater than 0.1. Lastly, the heteroscedasticity test examines the probability value of each independent variable to determine if heteroscedasticity is present, with values greater than 0.05 indicating its absence and values less than 0.05 indicating its presence.

Multiple Regression Analysis

The relationship between more than two independent or predictor variables (X_1, X_2, \dots, X_n) and one dependent or response variable (Y) is described by the concept of multiple linear regression testing. Predicting the value of the dependent or response variable (Y) is the aim of this test when the values of (X_1, X_2, \dots, X_n) are known. Additionally, by applying multiple linear regression analysis, one can ascertain the degree to which one or more independent variables influence a single dependent variable or forecast the dependent variable using two or more independent factors. The four regression analyzes that must be carried out include:

1. Regression Equations

One way to analyze the cause and effect relationship between various variables is to use a regression equation (Sugiyono, 2014). The linear regression formula is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

2. F Test (Simultaneous)

According to Ghozali (2012), this test is used to determine the combined effect of the independent variable and the dependent variable. The F test decision is based on the following information:

1. If $F_{\text{count}} < F_{\text{table}}$ and sig value $> \alpha = 5\%$, then H_0 is accepted
2. If $F_{\text{count}} > F_{\text{table}}$ and sig value $< \alpha = 5\%$, then H_0 is rejected

The formula used to find F_{table} is:

$$[k = n - k]$$

3. T Test (Partial)

The T test, also known as the partial test, determines the individual effects of each independent variable on the dependent variable at a significance threshold of 5%. If sig < 0.05 and the estimated t value $>$ table t value (α ; df), then the independent variable has a significant impact on the dependent variable. Other independent variables are assumed to be constant for this test (Ghozali, 2012). Estimating significance involves contrasting t_{table} and t_{count} . According to Sugiyono (2017), the test significance level uses the formula:

$$T = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Decisions about T tests are made using the following criteria:

1. If $t_{\text{count}} > t_{\text{table}}$ with sig value $\leq 5\%$, H_0 rejected and H_a accepted (has an effect). α

2. If $t_{count} < t_{table}$ with sig value $\geq 5\%$, H_0 accepted and H_a rejected (has no effect). α

RESULTS AND DISCUSSION

Instrument Testing

a. Validity test

The following outcomes were attained following the application of the Pearson Product Moment technique to validate the data:

Validity Test Results

Variable	Indicator	Pearson Correlation	Sig.	Information
Development HR (PM)	PM1	0.714	0,000	Valid
	PM2	0.644	0,000	Valid
	PM3	0.758	0,000	Valid
	PM4	0.822	0,000	Valid
	PM5	0.721	0,000	Valid
	PM6	0.718	0,000	Valid
	PM7	0.698	0,000	Valid
Work Motivation (MK)	MK1	0.644	0,000	Valid
	MK2	0.767	0,000	Valid
	MK3	0.643	0,000	Valid
	MK4	0.688	0,000	Valid
	MK5	0.757	0,000	Valid
Employee Performance (KK)	KK1	0.807	0,000	Valid
	KK2	0.801	0,000	Valid
	KK3	0.789	0,000	Valid
	KK4	0.773	0,000	Valid

In the table above, all statement items for each variable, namely HR development (PM), work motivation (MK) and employee performance (KK), can be seen as a whole. The statement items have a significance value of less than 0.05 so that the validity test results state that they are valid. and can be used in this research.

b. Reliability Test

After carrying out a reliability test using Cronbach's alpha, the following results were obtained:

Reliability Test Results

Variable	Cronbach's Alpha	Information
HR Development (PM)	0.849	Reliable
Work Motivation (MK)	0.740	Reliable
Employee Performance (KK)	0.802	Reliable

The table data indicates that the Cronbach's alpha value is higher than 0.60. This suggests that the variables pertaining to employee performance, work motivation, and human resource development are deemed credible.

Classic assumption test

a. Normality test

Table Normality test

Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters, b	Mean	.0000000
	Std. Deviation	.13281982
Most Extreme Differences	Absolute	.100
	Positive	.100
	negative	-.074
Statistical Tests		.100
Asymp. Sig. (2-tailed)		.080c

In the table above, the Kolmogorov-Smirnov test indicates that the asymptotic significance value is greater than 0.05, specifically 0.080. Therefore, it can be concluded that the data is normally distributed, making it suitable for use in this research.

Multicollinearity Test Results

Model	Collinearity statistics		
	Tolerance	vif	information
HR Development	0.218	4,587	Multicollinearity free
Work motivation	0.218	4,587	Multicollinearity free

Based on the table above, it can be seen that the HR development and work motivation variables have a tolerance > 0.10 and the VIF value for the HR development and work motivation variables < 10. So it can be concluded that the results of this research do not occur multicollinearity between the HR development and motivation variables work in this regression model.

Heteroscedasticity Test Results

Model	t	Sig.	Information
(Constant)	,765	,447	
HR Development	-1,698	,094	Heteroscedasticity free
Work motivation	1,226	,224	Heteroscedasticity free

The HR development and work motivation variables have values of Sig. > 0.05, as shown in the above table. Therefore, it can be argued that the research findings are heteroscedasticity free, meaning they do not appear in the regression model.

Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. error	Beta
1	(Constant)	,342	,726	
	HR Development	,752	,050	1,201
	Work motivation	,260	.071	,293

Dependent Variable: Employee Performance

The resulting equation from the table above is :

$$KK = 0,342 + 0,752PM + 0,260MK + e_i$$

with the following explanation

1. Constant (a)

The resulting value a is 0.342 so that if the HR development variable (PM) and work motivation (MK) are considered equal to 0, the employee performance variable (KK) is 0.342.

2. HR Development (PM) Regression Coefficient,

The regression coefficient for HR growth (PM) of 0.752 indicates that there is a significant difference between the HR growth variable (PM) and employee hours (KK). This indicates that if HR growth (PM) is at least one unit, then employee growth (KK) is at least 0.752 units.

3. Work Motivation Regression Coefficient (MK)

The work motivation variable (MK) and employee performance (KK) have a unidirectional connection, as demonstrated by the regression coefficient value of 0.260 for MK. According to this, employee performance (KK) will increase by 0.260 units for every unit increase in work motivation (MK).

T Test Results

Model	t	Sig.	Information
(Constant)	,471	,639	
HR Development	15,095	,000	Significant influence
Work motivation	3,676	,000	Significant influence

- a. The HR development and work motivation variables have values of Sig. > 0.05, as shown in the above table. Therefore, it can be argued that the research's findings are heteroscedasticity free or that there is no heteroscedasticity in the regression model. With a value of 0.000 < 0.05, the computation results displayed in the table indicate that the regression coefficient for the HR development variable is positive and significant. This suggests that HR development influences employee performance favorably and significantly, which encourages H1 adoption.
- b. The table's computation results demonstrate that the work motivation variable's regression coefficient, which has a value of 0.000 < 0.05, is positive and significant. This demonstrates how employee performance is positively and significantly impacted by job motivation, which results in the acceptance of H2.

F test results

Model		Sum of squares	df	Mean squares	f	Sig.
1	Regression	183,618	2	91,809	328,512	,000b
	Residual	18,724	67	,279		
	total	202,343	69			

The data processing results displayed in the above table indicate that the f test's significance value (Sig.) is 0.000, which is less than 0.05. It can be concluded that the resulting regression model is feasible, meaning that human resource development and work motivation are able to explain the factors that influence employee performance. then these results can be concluded that this research is feasible and can be continued for the next hypothesis test.

Test results R^2 Square (Coefficient of Determination)

Model Summary ^b				
Model	R	R square	Adjusted R square	Std. error of the estimate
1	0.953a	0.907	0.905	,52865

Discussion

The impact of work motivation and human resource development on employee performance at PT Aerofood Indonesia Surabaya Branch will be discussed by academics. Partially and simultaneously analyzed topics include work motivation and human resource development.

- The analysis of the influence of human resource (HR) development on employee performance at PT. Aerofood Indonesia Surabaya Branch shows that the HR development variable (X1) significantly affects employee performance, with a sig value of $0.000 < 0.05$. HR development, a systematic process to enhance knowledge, skills, and competencies, significantly impacts employee performance, enabling more effective contributions to company goals. This enhancement allows companies to better compete, face challenges, and sustain growth.
- The analysis shows that both human resource development and work motivation significantly influence employee performance at PT. Aerofood Indonesia Surabaya Branch. The work motivation variable (X2) has a sig value of $0.000 < 0.05$, indicating a significant impact. Work motivation, driven by internal or external factors, positively affects employee performance by enhancing productivity, focus, and commitment. Highly motivated employees tend to achieve better results and contribute more significantly to company goals.
- With a sig value of $0.000 < 0.05$, hypothesis testing has revealed that employee performance at PT. Aerofood Indonesia Surabaya Branch is highly influenced by the combination of HR development and work motivation. With a correlation coefficient of 0.953, it is clear that the independent variables have a significant influence on worker performance. With an R^2 of 0.907, HR development and work motivation account for

90.7% of the variation in employee performance. Hence, one effective tactic for raising employee performance is to improve these elements.

CONCLUSION

The research has found that both HR development and work motivation have a significant, positive impact on employee performance at PT. Aerofood Indonesia Surabaya Branch. Essentially, investing in employee development leads to a more skilled and knowledgeable workforce, naturally improving performance. Similarly, motivated employees are driven to achieve work goals, also leading to better performance. The study found that HR development and work motivation together account for 90.7% of the variance in employee performance, leaving a small 9.3% potentially attributable to other factors. The researchers suggest that PT. Aerofood Indonesia Surabaya Branch should continue investing in HR development and implement strategies to boost employee motivation. They also recommend that future research in this area should aim for a more diverse range of respondents and consider including additional variables that could influence employee performance.

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