OPTIMIZING HUMAN RESOURCE DEVELOPMENT THROUGH INTEGRATED EDUCATION AND TRAINING PROGRAMS

Didi Jubaidi[1], Khoirunnisa[2]
[1,2] Universitas 17 Agustus 1945 Jakarta
[1,2]Jl. Jl. Sunter Permai Raya No. 1, 14350, Indonesia
Email: didijubaidi@gmail.com[1], khoirunnisa@uta45jakarta.ac.id[2]

A R T I C L E   I N F O

Abstrak
Pengembangan sumber daya manusia (SDM) merupakan elemen kunci dalam meningkatkan daya saing dan produktivitas suatu organisasi atau negara. Pendidikan dan pelatihan memainkan peran sentral dalam proses ini, karena keduanya tidak hanya membekali individu dengan pengetahuan dan keterampilan yang diperlukan, tetapi juga membantu dalam pengembangan pribadi dan profesional. Penelitian ini bertujuan untuk menganalisis konsep dasar dan definisi SDM, serta peran pentingnya dalam mencapai tujuan organisasi. Penelitian ini merupakan penelitian kepustakaan (library research) yang bertujuan untuk mengeksplorasi dan menganalisis berbagai sumber literatur terkait konsep Sumber Daya Manusia (SDM) dan pengembangannya dalam konteks organisasi. Temuan juga mengungkapkan bahwa program pelatihan yang didesain dengan baik, yang disesuaikan dengan kebutuhan spesifik organisasi dan individu, lebih cenderung meningkatkan kinerja dan produktivitas.

Abstract
Human Resource Development (HRD) is a key element in enhancing the competitiveness and productivity of an organization or country. Education and training play a central role in this process, as they not only equip individuals with the necessary knowledge and skills but also aid in personal and professional development. This study aims to analyze the basic concepts and definitions of HRD, as well as its vital role in achieving organizational goals. This research is a library research study that seeks to explore and analyze various literature sources related to the concept of Human Resources (HR) and its development within the organizational context. The findings also reveal that well-designed training programs, tailored to the specific needs of both the organization and the individual, are more likely to enhance performance and productivity

INTRODUCTION

Human resource development (HRD) is a key element in improving the competitiveness and productivity of an organization or country. The selection of the topic of human resource development through education and training is based on scientific and logical reasons, namely the need to understand and optimize this process for long-term success. The researcher is interested in researching this topic because although many organizations have invested significant resources in education and training, the effectiveness of these programs is often not maximized. This suggests a gap between HR development theory (das sollen) and practice in the field (das sein).

Training and development programs are essential for companies that want to improve the skills, knowledge and experience of their employee (Andayani and Hirawati, 2021). After going through the recruitment and selection process, employees will be placed in predetermined positions and positions. However, it is often the case that the abilities and skills of new employees do not fully match the expectations of the company (Handayani and Jatiningsih, 2014). Therefore, companies usually need to run training and development programs for these employees. The problem that often arises in the training and development conducted by companies is the mismatch with the needs of the company, tasks, and individuals (Maulana, 2022). As a result, the training program is unable to support employee performance and career development.

The company seeks to improve work performance and productivity through training and development programs designed to reduce errors or knowledge gaps owned by employees. However, there are obstacles in the implementation of training and development, where the program provided has not achieved maximum results. This can be seen from the difficulties experienced by employees in understanding the training material presented. For this reason, companies must prioritize efforts to develop employee skills to improve workforce capabilities. Training and development aims to increase employee productivity in order to achieve the results determined by the company (Mustika and Indri Apriani, 2021)

In addition, companies must also ensure that the training programs implemented match the needs of employees and the strategic goals of the organization. Through a structured and systematic approach, companies can create a learning environment that supports individual growth and development (Thilal, and Cahyani, 2023). It is important for companies to conduct regular training needs analysis, so that the programs developed can be relevant and effective in addressing the challenges faced by employees. In this way, employees will not only feel better prepared to face their duties and responsibilities, but will also be more motivated to contribute to the achievement of the company's vision and mission.

In order to achieve these goals, companies can consider various training methods, such as hands-on training, mentoring and e-learning. Each method has advantages and disadvantages that need to be evaluated in order to choose the one that best suits the context and needs of the employees (Hasan, 2015). By implementing an effective training and development program, companies not only improve the capabilities of their workforce, but also potentially increase employee loyalty, reduce turnover, and create an innovative and adaptive organizational culture.

The background of this study provides a brief explanation of the importance of education and training in human resource development, both from a theoretical and practical point of view. Theoretically, education and training are considered to be the primary means of improving individuals' knowledge and skills, which in turn will have a positive impact on productivity and innovation. However, practically, there are still many challenges in the implementation of these programs, such as the lack of fit between training materials and organizational and individual needs. The argument for choosing this topic is also strengthened by the real problems faced by many organizations. Although various HR development theories and models have been developed, there are still significant differences between what should be (das sollen) and what happens on the ground (das sein). For example, training programs often do not have the expected long-term impact due to a lack of evaluation and tailoring to specific needs. The reasons for this include fast-changing labor market dynamics, the need for new skills as technology evolves, and pressure to improve efficiency and productivity. Past research has also shown that many education and training programs fail to achieve their objectives due to inappropriate design or suboptimal implementation.

The theoretical framework on which this research is based covers the basic concepts of HR development, education and training. The identification of key problems includes the lack of in-depth

understanding of the basic concepts of HRD, as well as the gap between theory and practice. The selection of these problems is based on the central issue of how to optimize education and training for effective HR development. Comprehensive data, both numerical and narrative, will be used to support the analysis and findings of this research.

Literature Review

This literature review focuses on previous research related to human resource development (HRD) through education and training. Research entitled An Investigation of The Factors That Influence Employees' Participation in Development Activities, according to Noe, Wilk, and Steffanie L (2014), shows that HR development through education and training can improve employee skills and knowledge, which has an impact on improving organizational performance. In addition, according to Armstrong (2014), HR development that is integrated with organizational strategy can result in increased productivity and innovation.

According to Kirkpatrick's research (1998) in "Evaluating Training Programs: The Four Levels", the effectiveness of training can be measured through four levels, namely reaction, learning, behavior, and results. Further research by Phillips (1997) adds a fifth level, return on investment (ROI), which measures the economic impact of the training program.

Blanchard and Thacker (2023), in "Effective Training: Systems, Strategies, and Practices," state that various training methods, such as on-the-job training, classroom-based training, and e-learning, have their own advantages and disadvantages. Research shows that a combination of these methods can increase training effectiveness.

Research by Robert O. Brinkerhoff (2012), emphasizes the importance of continuous evaluation in training programs to ensure that training objectives are achieved and to identify areas of improvement.

Theoretical Framework

Human resource development through education and training is a complex process that involves various aspects, from planning, implementation, to evaluation. The theoretical framework used in this study includes several main theories:

1. Adult Learning Theory (Andragogy) by Knowles, Malcolm S., Elwood F. Holton III, and Richard A. Swanson in his book entitled "The Adult Learner: The Definitive Classic, in Adult Education and Human Resource Development. Research by Knowles et. A., (2014) It emphasizes the importance of learning that is relevant to the experiences and needs of adults;
2. Motivation Theory by Herzberg, Frederick (2017). Explains that the need for self-development and achievement are important motivators for employees to participate in training programs;
3. By Kirkpatrick's (1998). Training Evaluation Model Used to measure training effectiveness on four levels: reaction, learning, behavior, and outcomes.

Organizational Development Theory by Edgar H Schein: by Schein (1985) Emphasizes the importance of organizational culture in supporting continuous learning and people development.

Table 1. Summary of Training and Development Comparison

	Training	Development
Focus	Employee's current job	Employee future
Use of work experience	Low	High
Main objective	Preparation for current work	Preparation for future changes
Participation	Needed	Voluntary

RESEARCH METHODS

This research is a library research by Khoirunnisa and Didi Jubaidi (2023) that aims to explore and analyze various literature sources related to the concept of Human Resources (HR) and its development in an organizational context. This method allows researchers to collect and organize data from various references, including books, journals, articles, and previous research, in order to gain a deeper understanding of the topic under study.

RESULTS AND DISCUSSION

1. Definition of Human Resources

Human Resources (HR) is a very common term used in the world of organizations. This term is often equated with other terms such as "labor", "personnel", or "man power". By Andayani and Hirawati (2021). However, in the context of management, Human Resources has a broader meaning, which includes all aspects of managing individuals who work in an organization (Andayani and Hirawati, 2021). Starting from the recruitment process, selection, development, to performance management, all are an integral part of Human Resources management (Ellitan, 2002). Thus, Human Resources is not just a workforce, but a very valuable asset for the sustainability and success of an organization. Human Resources (HR) acts as the main driver in the world of work, both at the institutional and industrial levels. This is due to the fact that HR is one of the key factors that determine the development of a company through their contribution in moving, thinking, planning, and developing the organization to achieve predetermined goals.

In the context of HR development, it is important for organizations to pay serious attention to employee training and development. HR development not only aims to improve employees' skills and knowledge, but also to shape positive attitudes and behaviors so that they can adapt to the changes and challenges faced by the organization. By Anisa Safitri et al (2024) Thus, investment in HR development will have positive implications for overall company performance.

Overall, effective and efficient Human Resources management is critical to ensuring organizational sustainability and growth. Organizations that successfully manage their HR well will be able to create a productive, innovative, and highly competitive work environment, which in turn will drive the achievement of the organization's strategic goals and increase employee satisfaction.

With proper HR management, organizations can ensure that employees have the necessary skills and knowledge to face future challenges. In addition, empowering employees through continuous training and development will result in a more adaptive and change-ready workforce. This not only improves organizational performance but also strengthens employee loyalty, reduces turnover rates, and lowers recruitment costs.

Increased employee satisfaction through good HR management also has an impact on morale and productivity. Employees who feel valued and have opportunities to grow tend to be more enthusiastic at work, which ultimately benefits the organization as a whole by Djuwita (2011). Thus, effective HR management is a strategic investment that provides long-term benefits to the organization.

2. Human Resource Functions

HR has several key functions that support the success of an organization, including: by Daryanto et al (2017)

a. Recruitment and Selection:

The process of finding and selecting the right individuals to fill specific positions within an organization is known as recruitment and selection. This process consists of several stages that aim to ensure that the selected candidates have the qualifications, skills, and attitudes that match the needs of the organization. Here is a further description of the stages in the recruitment and selection process:

1) Identification of Needs: The initial stage is to identify the needs of the organization related to the position to be filled. This involves analyzing the job to determine the qualifications and skills required;
2) Recruitment Planning: Once the need is identified, the next step is to plan the recruitment strategy. This involves determining the sources of recruitment (internal or external) as well as the methods to be used, such as job advertisements, social media, or recruitment agencies;
3) Vacancy Announcements: The organization announces available vacancies through various communication channels. The advertisement should include the job description, required qualifications, and application procedures;
4) Application Collection: During the recruitment period, organizations will receive applications from prospective candidates. This process usually involves sending resumes, cover letters, and other supporting documents;
5) Initial Screening and Selection: Once the applications are collected, a screening phase is conducted to filter out candidates who meet the basic qualifications. This may include background checks, work experience, and education;
6) Interview: Candidates who pass the initial screening will be invited for an interview. Interviews can be face-to-face, phone, or video, and aim to evaluate the candidate's skills, experience, and fit with the organization's culture;

7) Proficiency Test or Assessment: Some organizations also conduct aptitude tests or assessments to gauge a candidate's technical or personality skills relevant to the job;

8) References and Background Checks: Before making a final decision, organizations will usually check references and conduct background checks to ensure the information provided by the candidate is accurate;

9) Job Offer: Once a candidate is shortlisted, the organization will make a formal job offer, which includes details about salary, benefits, and other requirements;

10) Orientation and Integration: Once the candidate accepts the offer, the final stage is orientation and integration into the organization, where they are introduced to the company culture, policies, and work processes.

An effective recruitment and selection process is essential for organizations to ensure that they get the right individuals for the required positions, so as to support the achievement of overall organizational goals.

b. Training and Development

Training and Development is a systematic process designed to improve employees' skills, knowledge and abilities in order to support organizational goals. By susan (2019) This process involves a variety of activities aimed at preparing employees to face the challenges of the job and contribute more effectively to the organization. Here are some important aspects of training and development (Susan, 2019):

1) Training Objectives:

Training aims to improve employees' technical and non-technical skills so that they can perform their duties more efficiently. This includes training to improve day-to-day job performance, as well as training to prepare employees for changes or developments in the organization.

Technical upskilling is essential to ensure that employees have the necessary competencies to perform their specific tasks well. For example, a technician may require additional training in the use of new equipment or the latest technology adopted by the company. With updated technical skills, employees can work more efficiently and productively, reducing errors and improving the quality of work output.

In addition to technical skills, the development of non-technical skills is also essential. This includes communication, leadership, time management, and other interpersonal skills that help employees work better in teams and interact with customers or clients by Setiawan (2016). For example, leadership training can prepare employees to take on managerial roles in the future, while communication training can help them deal with conflict more effectively.

Training also prepares employees for change or development within the organization. In a constantly changing business environment, companies often face changes in technology, business processes, or organizational structure. Well-designed training helps employees adapt to these changes, ensuring that they have the knowledge and skills necessary to stay relevant and contribute to their full potential.

Overall, effective training programs help improve individual and organizational performance. Well-trained employees are more likely to feel motivated and satisfied with their work, which in turn increases employee retention and creates a positive work environment. By investing in training and development, organizations can build strong and adaptive teams, ready to face future challenges and achieve their strategic goals.

2) Needs Analysis:

Before training is conducted, it is important to conduct a needs analysis to determine what skills and knowledge need to be improved. By Akilah (2018) this can be done through surveys, interviews or performance appraisals. The needs analysis process can be done through several methods, such as surveys that allow companies to gather information from employees regarding areas they feel need improvement. Through surveys, employees can provide input on the challenges they face in their daily work and the skills they feel they need to learn more about.

Interviews are also an effective method of gaining a deeper understanding of training needs. In interviews, managers or other relevant parties can speak directly with employees to explore existing and required competencies. By Darmawan et al (2021) it also provides an opportunity to explain the broader context of the organization's goals and how training can help achieve those goals.

In addition, performance appraisals are a valuable tool for identifying areas that require improvement. By regularly evaluating employee performance, organizations can identify skills that are

lacking and design training programs accordingly. By Vizzya and Tri Afrianty (2017) These assessments provide objective data that can be used to design training that not only benefits the individual, but also supports the organization's strategic goals. By conducting a comprehensive needs analysis prior to training, organizations can ensure that the resources spent on training are truly effective and match the actual needs of employees and the company. This will increase the chances of a successful training program and employee contribution to the achievement of organizational goals.

3) Training Methods:

Various methods can be used to deliver training, including:

a) On-the-Job Training: Involves hands-on training in a work environment that allows employees to learn by doing;

b) Classroom Training: Formal training conducted in a classroom setting, often with an instructor or trainer;

c) E-Learning: The use of technology and online platforms for training that is flexible and accessible at any time;

d) Simulation: Using real or artificial situations to give employees practical experience.

4) Employee Development:

In addition to technical training, employee development includes improving leadership skills, communication and interpersonal skills. By Cahya et al (2021) development programs often focus on the personal and professional development of employees.

Leadership skills are one of the important aspects of employee development. By Wulandari (2009) employees with good leadership skills can motivate their teams, make effective decisions, and lead projects successfully. Leadership training can cover a variety of topics, such as team management, strategic decision-making, and vision and mission development.

Communication skills are also very important in a collaborative work environment. Employees with good communication skills can convey their ideas clearly, interact with coworkers and superiors effectively, and handle conflict tactfully. By Cyrious and Erica Adriana (2023) Communication training can include public speaking, writing effective reports, and negotiation techniques.

Interpersonal skills are the ability to work with others in a harmonious and productive manner. By Astuti et al (2023) these skills include empathy, cooperation, and the ability to understand and appreciate others' perspectives. Developing interpersonal skills can help employees build strong relationships with coworkers, improve team collaboration, and create a positive work environment.

5) Evaluation of Effectiveness:

After training, it is important to evaluate the effectiveness of the program. This can be done through performance appraisals, feedback surveys, and analysis of work outcomes to ensure that the training objectives were achieved.

One commonly used evaluation method is performance appraisal. By Evita, Muizu, and Atmojo (2021) through these appraisals, managers can assess changes in employee performance before and after training. This performance data provides a clear picture of whether training has improved employees' ability to perform their duties. By comparing the results of performance appraisals before and after training, organizations can identify areas where employees have shown improvement.

In addition to performance appraisals, feedback surveys are also a valuable tool in evaluating training effectiveness. By Rahadi (2023) these surveys can be administered to trainees to get feedback on their training experience. Questions can include satisfaction with the material taught, the instructor's skills, and the relevance of the training to daily work. This feedback is invaluable in designing future training programs and making necessary improvements.

Outcome analysis can also be conducted to evaluate the impact of training. By analyzing employee performance indicators, such as productivity, work quality and target achievement, organizations can see if there is a significant improvement after training. In addition, a comparison between teams or departments that participated in the training and those that did not can also provide additional insight into the effectiveness of the program.

By conducting a thorough evaluation after training, organizations can not only measure the success of the training program but also identify areas of improvement needed for future training. This evaluation process serves as valuable feedback that can be used to improve the quality of future training programs and ensure that training remains relevant and effective in supporting employee development and the achievement of organizational goals.

6) Career Advancement:

Training and development not only benefits the organization, but also helps employees in advancing their careers. By Kandou (2018) employees who are trained and developed tend to be more motivated and satisfied with their work. Employees who are trained and developed tend to feel more motivated in performing their duties. The confidence gained from improved skills makes them feel more prepared to face challenges in the workplace. In addition, employees who feel supported in their professional development are usually more satisfied with their jobs. This job satisfaction can reduce turnover rates, as employees feel valued and have opportunities to grow in their careers.

Continuous career development also gives employees the opportunity to learn new skills relevant to industry developments. This not only enhances their capabilities in their current jobs, but also prepares them to face future opportunities and challenges. Thus, investment in training and development not only benefits the organization in terms of performance, but also creates a positive work environment where employees feel empowered and motivated to contribute to their full potential.

7) Learning Culture:

Building a culture of learning in organizations is essential to encourage employees to continue learning and developing. Organizations that support continuous learning will be better able to adapt to market changes and demands.

As such, training and development is a worthwhile investment for organizations, as it improves employee skills, increases productivity and contributes to the long-term success of the organization.

With a culture of learning, employees feel more motivated to develop themselves and improve skills relevant to their tasks. It also makes them better prepared to deal with the changes and demands of an ever-evolving market. Organizations that are able to adapt quickly to changes in the business environment will have a significant competitive advantage.

Thus, training and development is not just a routine program, but a valuable investment for the organization. By enhancing employee skills through proper training, organizations can improve productivity and overall team performance. Moreover, this upskilling contributes to the long-term success of the organization, where trained and skilled employees will be able to deliver better results, innovate and create added value for the organization.

c. Employee Welfare:

The concept refers to efforts to meet employees' physical, mental, and emotional needs at work, as well as creating a healthy and supportive work environment. Employee well-being plays an important role in improving productivity, job satisfaction, and employee loyalty to the organization. Here are some key aspects of employee well-being (Giovanni and Ie, 2022) :

1) Physical Needs: Ensuring that employees have access to adequate facilities, such as a safe, comfortable, and clean workplace. This includes the provision of ergonomic equipment, good sanitation facilities, and a work environment free from hazards;

2) Mental Health: Employees' mental health is critical to their performance. Organizations need to provide mental support programs, such as counseling, stress management training, and activities that encourage work-life balance. Creating an environment that values mental health can help reduce stress and increase job satisfactionl

3) Health and Wellness Programs: Many organizations offer health and wellness programs for employees, including physical activities, regular health checks, and seminars on healthy lifestyles. These programs not only improve the physical health of employees, but can also boost their morale and motivation;

4) Positive Work Environment: Creating a positive and supportive work environment is essential for employee well-being. This includes building good relationships between coworkers, providing constructive feedback, and encouraging collaboration. A positive environment can increase employees' sense of belonging and satisfaction;

5) Work-Life Balance: Ensuring that employees can strike a balance between their work and personal lives is an important aspect of employee well-being. Organizations can offer work time flexibility, adequate leave, and support for family responsibilities to help employees better manage their time;

6) Rewards and Recognition: Rewarding and recognizing employee contributions can increase motivation and job satisfaction. A good rewards program may include formal recognition, bonuses, or other reward activities that show appreciation for employees' hard work and achievements;

7) Career Development Opportunities: Providing opportunities for employees to grow and learn is also part of their well-being. Training, mentoring, and opportunities for advancement help employees feel valued and engaged in their work;

8) Open Communication: Encouraging open and transparent communication between management and employees helps create trust and engagement. Employees who feel heard and understood tend to be more satisfied and loyal to the organization.

By prioritizing employee well-being, organizations not only improve productivity and performance, but also create a healthy and positive work culture. Employees who feel cared for and valued tend to be more motivated, committed, and able to make better contributions to the organization (Hawa and Nurtjahjanti, 2020).

3. Human Resource Characteristics

HR has several characteristics that distinguish it from other resources, such as (Laoh et al, 2019):

a. Skills and Knowledge: HR has a wide range of skills and knowledge that can be applied in their work.

b. Potential to Evolve: HR has the ability to learn and adapt, so it can evolve over time.

c. Attitude and Behavior: Psychological aspects, such as attitudes and behaviors, also affect how employees interact in the work environment.

4. The Role of Human Resources in Organizations

HR has a central role in determining the success of the organization. Some of the important roles of HR include (Ismunandar and Munir, 2022):

a. Innovation Drivers: Creative and innovative employees can generate new ideas that drive the organization forward.

b. Creators of Organizational Culture: Employee attitudes and behaviors shape the organizational culture, which influences the way work and interactions within the organization.

c. Performance Drivers: Organizational performance is highly dependent on the ability and commitment of human resources in achieving common goals.

5. Human Resources as a Strategic Asset

From a management perspective, HR is seen as a strategic asset that needs to be managed properly. The success of an organization often depends on how its people are managed, trained and empowered. Organizations that successfully develop and retain qualified HR will have a competitive advantage in the market.

Organizations that are able to create effective training and development programs will improve the skills and competencies of their employees. This will have a positive impact on work productivity and efficiency. In addition, by empowering HR, organizations can increase employee satisfaction and loyalty, which in turn reduces turnover rates and recruitment costs. Good HR management also involves fair and transparent performance appraisals, providing constructive feedback, and providing opportunities for career development. Thus, employees feel valued and motivated to contribute better to the achievement of organizational goals.

Overall, effective HR development and management is key to ensuring that organizations remain competitive and able to adapt to changing market dynamics. This makes HR a vital element in long-term business strategy.

Organizations that are able to create effective training and development programs will improve the skills and competencies of their employees. This will have a positive impact on work productivity and efficiency. By Halsa (2022) in addition, by empowering HR, organizations can increase employee satisfaction and loyalty, which in turn reduces turnover rates and recruitment costs. Good HR management also involves fair and transparent performance appraisals, providing constructive feedback, and providing opportunities for career development. Thus, employees feel valued and motivated to contribute better to the achievement of organizational goals.

Overall, effective HR development and management is key to ensuring that organizations remain competitive and able to adapt to changing market dynamics. This makes HR a vital element in long-term business strategy.

6. Challenges in Human Resource Management

HR management is not free from various challenges, such as (Rusman, 2022):

a. Technological Changes: Technological developments require new skills that employees must learn;

b. Employee Diversity: Managing diversity in the workplace, including cultural, gender and generational differences;

c. Employee Retention: Keeping employees in the organization and not moving elsewhere.

7. Basic Concepts of Human Resource Development

Human Resource Development (HRD) is a planned and systematic process to improve the abilities, knowledge, skills, and attitudes of individuals in an organization. In the era of globalization and increasingly fierce competition, HR development is one of the important aspects to achieve success and competitiveness of an organization. By Rusman, (2022) here are some aspects that explain the basic concepts of HR development:

a. Definition of HR Development

Human Resource Development (HRD) can be defined as a series of activities designed to improve the ability of individuals to better contribute to the organization. By Kasmawati (2019) This process covers various aspects, including formal education, technical training, and skills development relevant to the needs and goals of the organization. In other words, HR development aims to ensure that employees have the necessary knowledge and skills to perform their duties effectively.

According to Noe, R. A. (2014) HR development is an activity designed to improve the abilities, knowledge, skills, and attitudes of individuals in order to improve individual and overall organizational performance. These activities are not only beneficial to employees in terms of career advancement and job satisfaction, but also important for creating an adaptive and highly competitive organization. Through effective HR development, organizations can build strong and competent teams, which in turn will drive the achievement of strategic goals and long-term success.

b. HR Development Objectives

The main objectives of HR development include (Kasmawati, 2019):

1) Improving Performance: HR development aims to improve employee performance so as to achieve organizational goals more efficiently;

2) Prepare Employees for More Complex Tasks: With the right training and education, employees can be prepared for more complex tasks and challenges;

3) Increase Employee Loyalty and Satisfaction: Employees who feel cared for and empowered through development tend to be more loyal and satisfied with their jobs;

4) Creating a Learning Culture: HR development also aims to create an environment that supports continuous learning within the organization.

c. HR Development Components

HR development consists of several important components, including (Tufa, 2018):

1) Training: Programs designed to improve employees' technical and non-technical skills, either through formal or informal training;

2) Education: Activities aimed at improving employees' theoretical knowledge and understanding, often through formal education programs such as courses or seminars;

3) Career Advancement: The process of planning and developing employees' career paths so that they can achieve higher positions and fulfill their professional aspirations;

d. HR Development Process

The HR development process usually includes several stages, namely:

1) Needs Analysis: Identify training and development needs based on performance analysis and organizational goals;

2) Program Planning: Develop a development program that is in line with the identified needs;

3) Program Implementation: Implement the training and development program in accordance with the plan;

4) Evaluation: Measuring the effectiveness of the development program in improving employee performance and capabilities.

e. HR Development Strategy

Some strategies that can be applied in HR development include (Susilowati and Farida, 2019):

1) Mentoring and Coaching: An approach where more experienced employees mentor more junior employees to improve skills and knowledge;

2) Job Rotation: Allows employees to work in different positions within the organization to broaden their skills and understanding of different aspects of the organization;

3) Competency-Based Training: Focuses on developing specific competencies required to achieve organizational goals.
f. Challenges in HR Development
   Despite its importance, HR development also faces various challenges, such as (Rusman, 2022):
1) Budget Limitations: Often, organizations have limited budgets for HR development programs.
2) Lack of Management Support: Without support from top management, development programs may not get the necessary attention.
3) Resistance to Change: Some employees may feel uncomfortable with change and ignore the training provided.

Human Resource Development is a crucial element in achieving organizational goals. With the right investment in HR development, organizations can create a skilled, productive and committed workforce. In a world that is constantly changing, HR development must be carried out on an ongoing basis to ensure that employees can adapt to changes and make optimal contributions to the success of the organization.

CONCLUSION

Human Resources (HR) is a crucial element in the success of an organization, both in the public and private sectors. HR not only includes the individuals working within the organization, but also involves managing, developing, and empowering employees to achieve common goals. Through functions such as recruitment, training, performance management, and welfare, organizations can improve employee capabilities and motivation, which in turn will drive innovation and productivity.

With unique characteristics such as skills, potential for growth, and attitudes and behaviors, HR plays a central role in determining organizational culture and performance. However, challenges in people management, such as technological change, diversity, and employee retention, require serious attention for organizations to remain competitive in a dynamic market.

Therefore, investment in HR development should be a priority for every organization. With effective and sustainable management, HR can become a strategic asset that supports the achievement of organizational goals and increases competitiveness at the global level.

REFERENCE

Akilah, Fahmiah. "Peran Manajemen Sumber Daya Manusia Dalam Lembaga Pendidikan." Adaara: Jurnal Manajemen Pendidikan Islam 6, no. 1 (2018): 518–34. https://doi.org/10.35673/ajmpi.v6i1.282.

Andayani, Tsalis Baiti Nur, and Heni Hirawati. "Pengaruh Pelatihan Dan Pengembangan Sdm Terhadap Kinerja Karyawan Pt Pos Indonesia Cabang Kota Magelang." Jurnal Ilmiah Manajemen Ubhara 3, no. 2 (2021): 11. https://doi.org/10.31599/jmu.v3i2.982.

Blanchard, P. Nick, and James W. Thacker. Effective Training: Systems, Strategies, and Practices. SAGE Publications. Sage Publications Ltd., 2023.

Brinkerhoff, Robert O., Dale M. Brethower, Jeri Nowakowski, and T. Hluchyj. Program Evaluation: A Practitioner's Guide for Trainers and Educators. Springer Science & Business Media, 2012.

Cahya, Agus Dwi, Daru Amanta Rahmadani, Ary Wijiningrum, and Fierna Fajar Swasti. "Analisis Pelatihan Dan Pengembangan Sumber Daya Manusia." YUME: Journal of Management 4, no. 2 (2021): 230–42. https://doi.org/10.37531/yume.vxix.861.

Cyrious, and Erica Adriana. "Faktor Komunikasi Efektif Dalam Meningkatkan Kinerja Pegawai." GEMILANG: Jurnal Manajemen Dan Akuntansi 3, no. 3 (2023): 194–206.

Darmawan, Dadan, Indra Sudrajat, M Kahfi, Zaeni Maulana, Budi Febriyanto, Jurusan Pendidikan, Luar Sekolah, Keguruan Pendidikan, Universitas Sultan, and Ageng Tirtayasa. "Perencanaan Pengumpulan Data Sebagai Identifikasi Kebutuhan Pelatihan Lembaga Pelatihan." Journal of Nonformal Education and Community Empowerment 5, no. 1 (2021): 71–88. https://doi.org/10.15294/pls.v5i1.30883.

Daryanto, dkk. MSDM (Kunci Keberhasilan Organisasi), 2017.

Enny Diah Astuti, Dyan Yuliana, Ali Satri Efendi, Retno Setya Budiasningrum, Rahmi Rosita, and Jajang Setiawan. "Keterampilan Interpersonal Skill Dalam Dunia Kerja." Cakrawala: Jurnal Pengabdian Masyarakat Global 2, no. 2 (2023): 01–08. https://doi.org/10.30640/cakrawala.v2i2.972.

Evita, Siti Noni, Wa Ode Zusnita Muizu, and Raden Tri Wayu Atmojo. "Penilaian Kinerja Karyawan Dengan Menggunakan Metode Behaviorally Anchor Rating Scale Dan Management By Objectives (Studi Kasus Pada PT Qwords Company International)." Pekbis Jurnal 9, no. 1 (2019): 18–32.

Giovanni, Verontino Fernando, and Mei Ie. "Pengaruh Lingkungan Kerja Dan Kepuasan Kerja Terhadap Loyalitas Karyawan Di Industri Kreatif." Jurnal Manajerial Dan Kewirausahaan 4, no. 1 (2022): 232. https://doi.org/10.24912/jmk.v4i1.17196.

Halsa, Disa, Hawignyo Hawignyo, and Didit Supriyadi. "Peranan Manajemen Sumber Daya Manusia Dalam Organisasi." J-MAS (Jurnal Manajemen Dan Sains) 7, no. 2 (2022): 663. https://doi.org/10.33087/jmas.v7i2.528.

Handayani, Dyah Maruti, and Oksiana Jatiningsih. "Pemberdayaan Perempuan Pada Organisasi Fatayat Nahdlatul Ulama Pimpinan Anak Cabang Tarokan Kabupaten Kediri." Kajian Moral Dan Kewarganegaraan 2, no. 2 (2014): 402–20. http://jurnalmahasiswa.unesa.ac.id/index.php/jurnal-pendidikan-kewarganegaraa/article/view/7839.

Haratua, C. S; Thilal, D. R; Cahyani, W.D. "Analisis Pengembangan Sumber Daya Manusia (Studi Kasus Pada Perusahaan Pt. Rahardja Ekalancar)." PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Adminsitrasi Dan Pelayanan Publik 10, no. 3 (2023): 923–35.

Hasan, Lenny. "Konsep Pendidikan Dan Pelatihan Dalam Manajemen Sumber Daya Manusia." Jurnal Manajemen Dan Kewirausahaan 6, no. 3 (2015): 1–7.

Hawa, Mollinda Aginza, and Harlina Nurtjahjanti. "Hubungan Antara Work-Life Balance Dengan Loyalitas Karyawan Pada Pt. Hanil Indonesia Di Boyolali." Jurnal EMPATI 7, no. 1 (2020): 424–29. https://doi.org/10.14710/empati.2018.20260.

Herzberg, Frederick. Motivation to Work. Routledge, 2017.

Ismunandar, Arif, and Sirojul Munir. "Peranan Sumber Daya Manusia Dalam Keunggulan Bersaing Di BMT Mekar Abadi Aji Sejahtera, Kecamatan Kota Gajah, Kabupaten Lampung Tengah." Al-Wathan: Jurnal Ilmu Syariah 3, no. 1 (2022): 51–64.

Kandou, Erlin Emilia. "Pengaruh Pelatihan Dan Pengembangan Karyawan Terhadap Produktivitas Kerja Karyawan (Studi Pada PT. Air Manado)." Jurnal Ekonomi Dan Bisnis 2, no. 3 (2018): 1–12. https://ejournal.unsrat.ac.id/v3/index.php/actadiurnakomunikasi/article/view/2435.

Kasmawati. "Pengembangan Sumber Daya Manusia Dalam Organisasi Pendidikan Islam." Jurnal UIN Alaudin VIII, no. 2 (2019): 392–402.

Khoirunnisa, Khoirunnisa, and Didi Jubaidi. "Political Configuration of Law in Law Enforcement in Indonesia." Ilomata International Journal of Social Science 4, no. 4 (2023): 560–76. https://doi.org/10.52728/ijss.v4i4.880.

Kirkpatrick, D. L. Evaluating Training Programs: The Four Levels. San Francisco: Berrett-Koehler Publisher, Inc, 1998.

Knowles, Malcolm S, Elwood F. Holton III, and A Richard A. Swanson. The Adult Learner: The Definitive Classic In Adult Education And Human Resource Development. London: Routledge, 2014.

Laoh, J, G M Sendow, Y Uhing, Pengaruh Karakteristik, and Individu Dan. "Pengaruh Karakteristik Individu Dan Kompetensi Sumber Daya Manusia Terhadap Kinerja Karyawan Pada Usaha Rumah Kopi Di Manado." Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi 7, no. 4 (2019): 4620–29.

Lena Ellitan. "Praktik-Praktik Pengelolaan Sumber Daya Manusia Dan Keunggulan Kompetitif Berkelanjutan." Jurnal Manajemen Dan Kewirausahaan 4, no. 2 (2002): pp.65-76. http://puslit2.petra.ac.id/ejournal/index.php/man/article/view/15623.

Maulana, Arman. "Analisis Pelatihan Dan Pengembangan Sumber Daya Manusia Pada Perusahaan Jasa." Coopetition: Jurnal Ilmiah Manajemen 13, no. 2 (2022): 345–52. https://doi.org/10.32670/coopetition.v13i2.2219.

Mustika, Mustika, and Indri Apriani. "Analisis Pelatihan Dan Pengembangan Sumber Daya Manusia (Study Kasus: PT. BTPN Tbk Kantor Cabang Jambi)." Ekonomis: Journal of Economics and Business 5, no. 2 (2021): 572. https://doi.org/10.33087/ekonomis.v5i2.416.

Noe, R. A., Tews, M. J., & Cardenas, R. A. "An Investigation of the Factors That Influence Employees' Participation in Development Activities." Journal of Management 40, no. 5 (2014): 1316–40.

Nun Tufa. "Pentingnya Pengembangan SDM." Iqtishodiyah: Jurnal Ekonomi Dan Bisnis Islam 4, no. 2 (2018). https://doi.org/10.36835/iqtishodiyah.v4i2.84.

Phillips, Jack J. Return On Investment in Training and Performance Improvement Programs. Houston: TX: Gulf Pub-lishing., 1997.

Rahadi, Dedi Rianto. Pelatihan & Pengembangan Karyawan. Edited by Rusdianto Roestam. Tasikmalaya: CV. Lentera Ilmu Madani, 2023.

Rusman. "Tantangan Sumber Daya Manusia Di Era Globalisasi." Ilmiah Ilmu Manajemen 1, no. 2 (2022): 78–84.

Safitri, Novi Anisa, Muhammad Fahmi Ilmiawan, Dini Islami, Muammar Khadavi, and Muhammad Isa Ansori. "Pelatihan Dan Pengembangan Untuk Meningkatkan Keterampilan Karyawan Era Digital." Jurnal Riset Dan Inovasi Manajemen 2, no. 2 (2024): 95–110.

Schein, Edgar H. "Increasing Organizational Effectiveness Through Better Human Resource Planning and Development." Readings in Human Resource Management 376, 1985.

Setiawan, Ika Roni. "Pengembangan Sumber Daya Manusia Di Bidang Pariwisata: Perspektif Potensi Wisata Daerah Berkembang." Jurnal Penelitian Manajemen Terapan 1, no. 1 (2016): 24. https://journal.stieken.ac.id/index.php/penataran/article/view/301.

Susan, Eri. "Manajemen Sumber Daya Manusia." Jurnal Manajemen Pendidikan Islam 9, no. 2 (2019): 952–62.

Susilowati, Sri, and Ilya Farida. "Strategi Pengembangan Sumber Daya Manusia Di Pt. Gaya Sukses Mandiri Kaseindo (Safeway) Surabaya." Develop 3, no. 2 (2019): 10–25. https://doi.org/10.25139/dev.v3i2.1772.

Tita Meirina Djuwita, Hj. "Pengembangan Sumber Daya Manusia Dan Produktivitas Kerja Pegawai." Jurnal Manajerial 10, no. 19 (2011): 15–21.

Vizzya, Rizky, and Tri Afrianty. "Analisis Pelatihan Dan Pengembangan Sumber Daya Manusia Di Female Daily Network." Jurnal Administrasi Bisnis S1 Universitas Brawijaya 50, no. 6 (2017): 129–37.

Wulandari, Retno. "Penilaian Kebutuhan Pelatihan: Tantangan Dan Solusi." Jurnal Siasat Bisnis ed, no. khus (2009): 75–86. https://doi.org/10.20885/jsb.ed.khus.art5.

Khoirunnisa, M. (2021). Strategi Wwf Terhadap Perlindungan Harimau Sumatera Dari Perburuan Liar Di Indonesia (Tahun 2016-2018). Vol. 5(2), No. 1 (Maret-Agustus 2019).

LSE. (2023). Apa saja konferensi perubahan iklim "COP" PBB? The Grantham Research Institute on Climate Change and the Environment Was Established by the London School of Economics and Political Science in 2008. https://www.lse.ac.uk/granthaminstitute/explainers/what-are-the-un-cop-climate-change-conferences/

Lukmadi, F. K., & Sitabuana, T. H. (2022). COP26: Peran Indonesia Dalam Dinamika Climate Action Terhadap Poros Penanggulangan Perubahan Iklim Di Indonesia. Serina Iv Untar 2022, 257–262.

Novitasari, N., Kaskoyo, H., Darmawan, A., Endaryanto, T., Wulandari, C., & Bakri, S. (2024). Kebijakan Kelembagaan Dalam Tindakan Mitigasi Dan Penanganan Kebakaran Hutan Dan Lahan Di Sumatera Selatan. Jurnal Hutan Tropis, 12(1), 59. https://doi.org/10.20527/jht.v12i1.19025

Pratama, M. W. (2020). Kepatuhan Indonesia Terhadap Perjanjian Internasional Mengenai Isu Lingkungan Hidup yang Berdampak Pada Perubahan Iklim, Studi Kasus: Deforestasi Jambi dan Riau. 21(1), 1–9.

Qona'ah, S. (2020). Implementasi CSR Asia Pulp &Paper Sinar Mas Melalui Program Desa Makmur Peduli Api. Journal Komunikasi, 11(30), 111–118. https://media.neliti.com/media/publications/487697-none-766ba20a.pdf

Ridwan, R., & Nirwansyah, C. (2023). Corporate Social Responsbility (CSR) PT Wira Karya Sakti (WKS) Dengan Masyarakat Desa Lubuk Mandarsah Dalam Program Desa Makmur Peduli Api (DMPA) Ke Arah Peningkatan Pangan. Jurnal Politik Dan Pemerintahan Daerah, 5(1), 60–72. https://doi.org/10.36355/jppd.v5i1.112

Satnyoto, A. (2017). Perspektif Teori Institusionalisme dan Teori Kritis terhadap Rezim Internasional Lingkungan Andaru Satnyoto Dosen HI di Universitas Kristen Indonesia. 94–108.

Slamet, B. (2015). Analisis Kebijakan Land Use Land Use Change Forestry (Lulucf) Dan Skenario Adaptasi Dan Mitigasi Perubahan Iklim. Departemen Kehutanan, Fakultas Pertanian Universitas Sumatera Utara.

Young, O. R. (2012). Regime theory thirty years on: taking stock, moving forward. E-International Relations, 1–7. http://www.e-ir.info/2012/09/18/regime-theory-thirty-years-on-taking-stock-moving-forward/.