

## ANALYSIS OF WORK PRODUCTIVITY AND HUMAN RESOURCE DEVELOPMENT TO IMPROVE EMPLOYEE PERFORMANCE OF PT. CAP MOLD ENGINEERING INDONESIA

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### ABSTRACT

**Submitted:** 05-15-2024 **Purpose of the study** — To enhance work productivity and employee performance at PT. Cap Mold Engineering Indonesia through an analysis of HR development practices

**Research method**— Qualitative and descriptive approach to explore human resource development, work productivity, and employee performance.

**Accepted:** 09-15, 2024 **Result**— Lack of active training and education programs negatively impacts employee efficiency and company goals at PT. Cap Mold Engineering Indonesia.

**Published:** 09-30, 2024 **Conclusion**— Implementing a robust human resource development program, particularly in training and education, is crucial to improve employee effectiveness and efficiency, aiming to meet company expectations and targets.

**Keywords:** *HR Development, Productivity, Employee Performance.*



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### INTRODUCTION

A manufacturing company is a type of company that obtains raw materials and spends money to process them into products that can be sold. All processes in a manufacturing company follow the company's standard operating procedures. Basically, a manufacturing company is responsible for managing raw materials or raw materials and turning them into semi-finished goods that are ready to be sold to consumers. Some examples of manufacturing companies include industries such as factories, textiles or garments, automotive and electronics, food or beverages, and crafts (Rediana Setiyani, 2022:3).

In a manufacturing company environment, the presence of employees is considered a very important asset in achieving the success and survival of the company when competing. Every company hopes to have employees who show superior performance, which can be a

determining factor in the company's growth amidst its competitors. A company can be said to be developing if its production continues to run smoothly. For a company, progress can be measured by the smoothness of the production process. To achieve this goal, the company needs to pay attention to several aspects of employee management, such as training and education, career development, performance appraisals, and other aspects. Through training and education, employees can improve their skills and knowledge to perform tasks more effectively.

PT. Cap Mold Engineering Indonesia is a manufacturing company that produces resin molds, carbon reinforced plastic molds, and lightweight and high-strength prototype molds. In this company, there is a phenomenon of decreasing work productivity, lack of discipline, and conflict between employees. Resources Development stated that in the context of lack of discipline, there is a situation where employees are often absent at the appointed time and violate company regulations, while conflicts between employees can arise due to differences of opinion. Meanwhile, the decreasing level of productivity is found in the following data:

**Table 1.** Level of Performance Achievement

| <b>TOTAL SALES AT PT. CAP MOLD ENGINEERING 2023</b> |                         |                          |                   |                          |
|-----------------------------------------------------|-------------------------|--------------------------|-------------------|--------------------------|
| <b>MONTH</b>                                        | <b>TARGET YEAR 2023</b> | <b>RESULTS YEAR 2023</b> | <b>NOT ENOUGH</b> | <b>ACHIEVEMENT LEVEL</b> |
| September                                           | Rp 1.657.200.000        | Rp 1.049.000.000         | -Rp 608.200.000   | 63,3%                    |
| October                                             | Rp 1.331.900.000        | Rp 606.814.000           | -Rp 725.086.000   | 45,6%                    |

*Source: PT. Cap Mold Engineering Indonesia, 2023*

Based on table 1.1, it is clear that PT. Cap Mold Engineering Indonesia has experienced a decline in the level of performance achievement. This decline can be attributed to the lack of human resource development in the company, especially in terms of employee training. This condition indicates that the company's performance has declined. One solution that can be taken is to develop human resources and increase employee productivity. Human resource development with training programs is considered an effective and efficient method to improve employee performance and company productivity.

Research conducted by Indra H. Rintjap (2021) on "The Effect of HR Development on Permata Finance Tomohon Employee Performance" found a significant relationship between HR development and employee performance. This study shows that increasing employee skills, knowledge, and abilities has a positive impact on their performance. Developing human resources well has a positive impact on company performance, especially in productivity and product quality. In addition, transparency and responsibility in HR development programs also affect the level of employee trust and motivation to participate in the program. (M. Guffar Harahap, 2023: 178)

Based on the explanation above, the researcher has chosen the research title "Analysis of Productivity and Human Resource Development to Improve Employee Performance at PT. Cap Mold Engineering Indonesia." It is hoped that this research can provide insight into Human Resource Development, especially related to Training and Education programs, and how these programs can contribute to improving company performance. The purpose of this study is to describe Work Productivity and HR Development to improve Employee Performance at PT. Cap Mold Engineering Indonesia.

## **LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT**

### **A. LITERATURE REVIEW**

#### **a. Human Resource Management**

Human resource management refers to the practice of managing the relationship and role of the workforce with knowledge and creativity to make effective and efficient contributions to achieving company goals, employee needs, and community interests (Zenita Apriani, 2023). Human resource management is an approach to managing the relationship and role of the workforce with knowledge and creativity, ensuring effective and efficient contributions to achieving company goals and meeting employee and community needs.

#### **b. Analysis**

According to the Big Indonesian Dictionary (KBBI), Analysis is defined as a process of investigating an event, such as writing, actions, and the like, with the intention of understanding the actual situation. This process includes understanding the causes, substance of the problem, and other related aspects. Analysis is a process of investigation to understand an event, including its causes, substance of the problem, and other related aspects.

#### **c. Definition of Variables**

##### **1) Work productivity**

- a. Ability - The ability or potential of an individual to operate professionally in their work (Yuni Kartini, 2020).
- b. Improving the results achieved - Focus on efforts to achieve better results in the final product (Yuni Kartini, 2020).
- c. Work enthusiasm - By using abilities, work enthusiasm can be increased, with individuals focusing on improving their quality through self-development (Yuni Kartini, 2020).
- d. Self-development - Self-development is a step towards self-improvement that not only makes work life more interesting, but also provides useful benefits (Yuni Kartini, 2020).
- e. Quality - Quality is the result of work that can reflect an employee's performance (Yuni Kartini, 2020).

- f. Efficiency Efficiency includes carrying out tasks quickly, without using excessive resources such as time and money (Yuni Kartini, 2020).

## **2) Human Resource Development**

- a. Training - Training is the process of transferring skills needed by employees, both new and long-time employees, so that they can do their jobs well (Sinambela, 2021:168).
- b. Education - Education within an organization involves the transfer of knowledge from one individual to another (Sinambela, 2021:168).

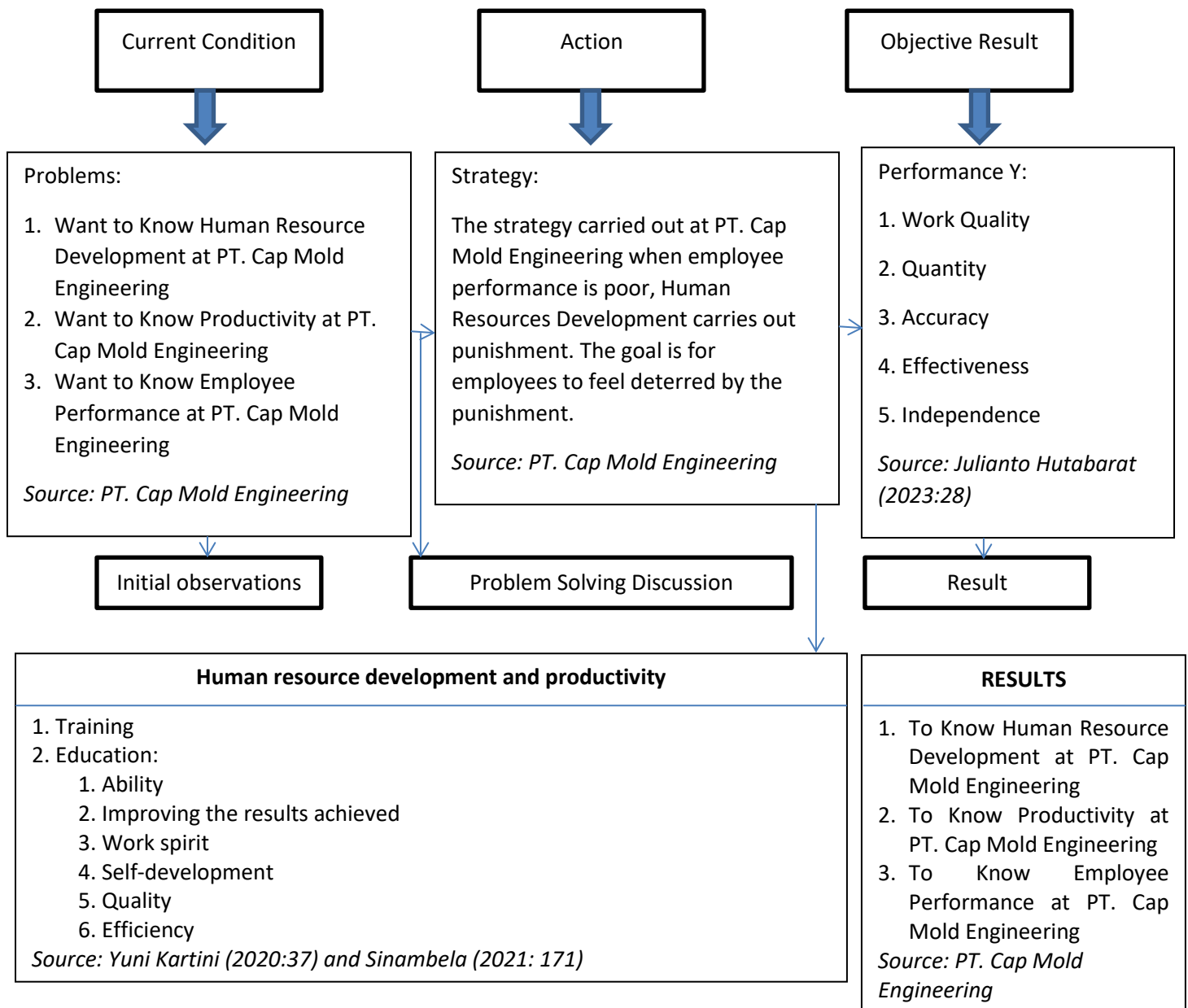
## **3) Performance**

- a. Quality - Quality can be measured through evaluations carried out by employees on the work produced (Julianto Hatasuhut, 2023:28).
- b. Quantity - Quantity is the amount produced can be expressed in various terms, such as the number of units or the number of completed activity cycles (Julianto Hatasuhut, 2023:28).
- c. Punctuality - Punctuality is the ability to complete tasks, work or activities according to a predetermined schedule (Julianto Hatasuhut, 2023:28).
- d. Effectiveness - Effectiveness is the optimal use of organizational resources to improve results (Julianto Hatasuhut, 2023: 28).

## **B. HYPOTESIS DEVELOPMENT**

1. **Main Hypothesis:** Effective human resource development programs positively impact employee performance at PT. Cap Mold Engineering Indonesia.
2. **Sub-Hypotheses:**
  - a. **Training and Education:** Employees who undergo regular training and education programs exhibit higher productivity levels.
  - b. **Employee Engagement:** Improved employee engagement through HR development initiatives leads to enhanced work enthusiasm and efficiency.
  - c. **Performance Appraisals:** Regular performance appraisals positively influence employee quality and self-development.
  - d. **Career Development:** Structured career development paths result in increased employee quality and efficiency.
  - e. **Conflict Resolution:** Effective conflict resolution strategies enhance overall employee performance at PT. Cap Mold Engineering Indonesia.
3. **Interaction Hypothesis:** There is a significant interaction effect between human resource development initiatives and employee performance, mediated by factors such as training, employee engagement, and conflict resolution.

These hypotheses aim to explore the relationship between human resource development practices and employee performance at PT. Cap Mold Engineering Indonesia, considering various factors such as training, engagement, performance appraisals, career development, and conflict resolution.



**Figure 2. Research Framework**  
Source: 2023 data processing results

## **METHOD**

This study uses a qualitative descriptive method, which is an approach that aims to describe and analyze phenomena, events, in a particular location or environment. This study was conducted on November 8, 2023, with the research location at Jl. Surya Kencana Kav-IM2AB, Suryacipta Kutamekar Industrial Estate, Ciampel, Karawang, West Java 41363. The data collection method was carried out through interviews with employees, observations with direct field surveys, and documentation including voice or video recordings to capture conversations. Data analysis was carried out through the process of data reduction, data presentation, and drawing conclusions. For data validation, source triangulation was used by checking the results of employee interviews. This study involved five informants, consisting of: Key Informants (Human Resource Development or HRD), Recipient Informants (Supervisors or SPVs), and Main Informants (employees). The data sources in this study came from primary data, namely the first results of the study.

## **RESULTS AND DISCUSSION**

### **A. RESULTS**

#### **1. Work Productivity**

##### **a. Ability**

**Informant 1 (Key):** stated "not all employees have the same ability. There are employees who have high abilities and there are also those who are low."

**Informant 2 (Recipient):** "Not all employees take advantage of their abilities and teamwork. Because it causes poor performance"

**Informants 3,4,5 (Main):** stated that "not all employees are highly capable"

##### **b. Improving Results Achieved**

**Informant 1 (Key):** that "PT. Cap Mold Engineering Indonesia has not been able to improve the results achieved. Because there are still many employees who produce goods experiencing problems that cause ridicule."

**Informant 2 (Recipient):** stated "to improve the results achieved, a training program must be held"

**Informant 3,4,5 (Main):** stated "employees in producing goods always maximize their duties. However, with poor performance, it is difficult to improve the results achieved."

##### **c. Work Spirit**

**Informant 1 (Key):** stated "there is no process of awarding employees yet. Therefore, the performance of employees is not good."

**Informant 2 (recipient):** stated "There is no award given by the company. Therefore, employees are not motivated and do not have a high sense of enthusiasm at work."

**Informant 3,4,5 (Main):** stated "Expectation is important for employees. However, in this company, there is no program to give the award to employees."

#### **d. Self-Development**

**Informant 1 (key):** stated "The efforts of employees carried out for the company have not been seen. The proof is that there are still many employees at work who experience problems. It is also caused by untrained skills."

**Informant 2 (Recipient):** stated that "there has been no self-development carried out by individuals or professionals."

**Informants 3,4,5, (Main):** stated "I have not felt any self-development in each employee. due to the lack of skill level and the lack of training programs."

#### **e. Quality**

**Informant 1 (key):** stated "not all employees are able to produce the same product according to the company's expectations."

**Informant 2 (recipient):** stated "I always give directions to make good use of time when working to produce a quality product"

**Informants 3,4,5 (main):** stated "they always make good use of their time, even though sometimes there are always obstacles that they are going through."

#### **f. Efficiency**

**Informant 1 (key):** stated "employees always try their best, but with poor performance it is difficult to work efficiently."

**Informant 2 (recipient):** stated "I think employees at work have not been able to maximize their work properly"

**Informants 3,4,5 (main):** stated "they have tried their best according to their ability. Perhaps because there is no training process, it is one of the obstacles in its level of efficiency."

## **2. Human Resource Development**

### **a. Training**

**Informant 1 (key):** stated that "there is no training process given to the ranks of employees."

**Informant 2 (recipient) :** stated "to PT. Cap Mold Engineering Indonesia does not have a training program yet. Therefore, the performance is not good."

**Informant 3,4,5 (main):** stated "in this company there is no training process provided such as online courses and others."

### **b. Education**

**Informant 1 (key):** stated "employees who can work in this company are at least SMA/SMK/SLTA equivalent, although the company prioritizes experienced employees."

**Informant 2 (recipient):** stated "the criteria if you want to enter this company are SMA/SMK/SLTA Equivalent."

**Informant 3,4,5 (main):** stated "the level of education received at this company is SMA/SMK/SLTA Equivalent. Although the priority is experienced employees."

### **3. Employee Performance**

#### **a. Quality of Work**

**Informant 1 (key):** stated "quality at PT. Cap Mold Engineering Indonesia is not in line with the company's expectations."

**Informant 2 (recipient):** stated "This company has not met the company's expectations. Because there are still employees who work experiencing obstacles, such as lack of fit in the design or in welding."

**Informant 3,4,5 (main) :** stated "quality in PT. Cap Mold Engineering Indonesia has not been effective because employees are still experiencing obstacles in their work, making it difficult to produce quality results."

#### **b. Quantity**

**Informant 1 (key):** stated "the quantity in the company has not met the company's expectations because the company's target has not been achieved."

**Informant 2 (recipient):** stated "The quantity in the company has not been said to be good because it has not reached the company's target."

**Informant 3,4,5 (main):** stated "The quantity in this company has not been said to be good, for example it is still working outside the specified hours. Therefore, it is difficult to achieve the company's target."

#### **c. Timeliness**

**Informant 1 (key):** stated "The accuracy of this company has not been said to be good, because there are still employees who come inappropriately."

**Informant 2 (recipient):** stated "In this company there are still many employees who come at will. For example, in the accuracy of waktu, it violates company rules by coming late."

**Informant 3,4,5 (main):** stated "Punctuality in this company has not been carried out by employees properly."

#### **d. Effectiveness**

**Informant 1 (key):** stated "The level of effectiveness in this company has not met the company's expectations. The company was given a budget of 10 million, but the budget spent more than that reached around 20 million per month."

**Informant 2 (recipient):** stated that "the level of effectiveness has not met the company's expectations, because the company still exceeds the predetermined budget."

**Informants 3,4,5 (main):** stated "Employees are trying to maximize the level of effectiveness so that they have not been able to meet the company's expectations. Because the company still exceeds the predetermined budget."

**e. Independence**

**Informant 1 (key):** stated "It is true that in this company employees are not fully able to work individually, they still always work as a team. I can't be individual because I haven't been trained from my abilities."

**Informant 2 (recipient):** stated "in the company, employees always work as a team, but they cannot work individually."

**Informant 3,4,5 (main):** stated "employees in this company are not fully employees working independently but must work as a team."

**B. DISCUSSION**

**1. Work Productivity**

**a. Ability**

It can be interpreted to show that even though employees have good productivity, they have not reached the company's targets. This indicates a gap between employee abilities and company expectations, which can be caused by factors such as limited time, resources, and a lack of adequate support and training. Companies need to analyze these factors and find solutions to help employees achieve the set targets, so that the potential of employees can be maximized and the company's goals can be achieved effectively.

**b. Improve results achieved**

The results of the interview above can be interpreted that in an effort to improve the company's achievements, it can be seen that the company's expectations have not been fully met due to the lack of abilities possessed by each employee. This results in difficulties in achieving the desired targets and a decrease in the level of work productivity in the company. Thorough improvement and evaluation efforts need to be carried out to identify the root cause of the problem and find an appropriate solution.

**c. Work Spirit**

The results can be interpreted to show a lack of rewards for employees, resulting in a lack of motivation and morale. This is a serious concern for companies to improve employee welfare by providing fair rewards. By doing so, employees will feel recognized and valued, increasing morale, team productivity, and creating a positive work environment.

**d. Self-Development**

The results can be interpreted to show that employee self-development has not been fully achieved in this company due to lack of participation in regular training. Regular training is important to improve employees' knowledge and skills in order to keep up with the increasingly complex demands of work. By involving employees in regular training,

they can improve their competence and quality of work, making a greater contribution in achieving the company's goals.

**e. Quality**

The results of the interview can be interpreted as that the level of quality at PT. Cap Mold Engineering Indonesia has not reached the standards desired by the company. Many employees experience difficulties in working, which results in the products produced not meeting the expected quality standards.

**f. Efficiency**

The results can be interpreted that the company's efficiency has not been met due to problems in the production process, including the existence of rejected goods. This problem hinders companies in producing products with optimal quality and results in a waste of time and resources. To achieve the desired efficiency, companies need to evaluate and identify the causes of rejected goods and take appropriate preventive measures. Thus, efficiency can be improved.

**2. Human Resource Development**

**a. Training**

The results can be interpreted that employee training in company development has not been fully implemented. By providing training to employees, they can develop the skills and knowledge necessary to support the company's growth. Training can also improve employee efficiency, productivity, and motivation. Thus, the potential of employees can be optimized and the company's development goals can be better achieved.

**b. Education**

The results of the interview can be interpreted as education and work experience in this company. Education is prioritized as the basis for preparing a competent workforce, while work experience prepares individuals to become qualified members. The company provides relevant education to form a workforce that is ready to compete in the ever-evolving industrial era.

**3. Employee Performance**

**a. Quality of work**

The results can be interpreted to show that the quality of work of employees in the company has not met the company's expectations, with many products still having a low level of authenticity. This is a concern because product quality is the key to winning customer trust. Companies need to improve the quality of employees' work through appropriate training to improve their skills and knowledge in producing high-quality products, in order to survive in the fierce market competition.

**b. Quantity**

The results can be interpreted that the quantity of employee work at PT. Cap Mold Engineering Indonesia has not met expectations, because the company's target has not been achieved. It is necessary to evaluate the work strategy and process, as well as

provide better encouragement and support to employees to increase their work quantity and achieve the targets that have been set

**c. Timeliness**

The results can be interpreted that the punctuality of employees at PT. Cap Mold Engineering is still not up to the standards set, with many employees often being late. This is a concern for managers and company leaders because punctuality is important for productivity and efficiency. By adhering to predetermined working hours, employees can optimize their contributions. Efforts and awareness are needed to improve punctuality for the company's progress.

**d. Effectiveness**

The results can be interpreted that the company's effectiveness is not optimal because the set production targets are not in line with the expected costs. Initially, the company's production target was 10 million per month, but now it has exceeded 20 million per month. This reflects the imbalance between output and cost. This imbalance can negatively impact a company's finances and efficiency. Further improvements and evaluations are needed to improve effectiveness and balance production with established costs.

**e. Independence**

The results can be interpreted that employees still tend to work in teams and are less able to work independently. This is due to work habits and culture in companies that are more supportive of group work. Employees are not yet fully confident to work independently and take on individual responsibilities. The lack of development of individual abilities also plays an important role. Companies need to provide training and opportunities for employees to develop their personal abilities so that they can work independently.

## CONCLUSION

Productivity in PT. Cap Mold Engineering Indonesia has not met the company's expectations. This can be seen from the decrease in productivity that occurs every month, where the achievement rate in September was only 63% and decreased to 45% in October. Development at PT. Cap Mold Engineering Indonesia has not been implemented properly. As a result, employee performance does not meet the company's expectations. The reason is that the cost required for the development program is quite large. In addition, the budget provided by the company for production is always less and exceeds the predetermined budget. Based on the performance of employees recorded at PT. Cap Mold Engineering Indonesia, it can be concluded that their performance has not reached the standard expected by the company. Because every month from the sales level data has not reached the company's target.

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