

THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT ON THE WORK PRODUCTIVITY OF GOVERNMENT APPARATUS IN BANDUNG CITY

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Abstract

Human Resource Development (HRD) is an essential factor in improving employee performance and organizational effectiveness, particularly within public sector institutions. This study aims to analyze the influence of Human Resource Development on the work productivity of government apparatus in Bandung City. The research employed a quantitative approach using a descriptive and associative research design. Data were collected through questionnaires distributed to government employees working in several regional government institutions in Bandung City. The collected data were analyzed using descriptive statistics and simple linear regression analysis with the assistance of SPSS software. The findings revealed that Human Resource Development has a positive and significant influence on employee work productivity. HRD programs such as education and training, competency improvement, career development, and skill enhancement contributed positively to employees' effectiveness, efficiency, discipline, and overall performance. The study also identified several challenges in the implementation of HRD programs, including unequal access to training opportunities and administrative constraints. Nevertheless, effective HRD implementation was proven to improve employee competencies and support better public service delivery. Therefore, the Bandung City Government is encouraged to strengthen HRD policies and expand competency development programs to improve organizational productivity and public service quality.

Keywords: employee productivity, government apparatus, human resource development, public sector, work performance.

INTRODUCTION

Human resources are considered one of the most valuable assets in public organizations because they play a central role in determining organizational effectiveness and service quality. In the era of globalization and rapid technological advancement, government institutions are required to improve their administrative performance and public service delivery in order to meet increasing societal expectations. Consequently, the quality and competence of government apparatus have become essential factors in achieving organizational goals and maintaining effective governance. Human Resource Development (HRD) refers to a series of planned activities aimed at improving employees' knowledge, skills, competencies, and attitudes through education, training, career development, and organizational learning programs. In the public sector, HRD is particularly important because government employees are expected to perform their duties professionally, efficiently, and responsibly. Effective HRD programs can enhance employees' capabilities, improve adaptability to organizational changes, and strengthen work motivation, which ultimately contributes to higher work productivity.

Work productivity reflects the ability of employees to complete tasks effectively and efficiently in accordance with predetermined objectives. High productivity among government apparatus is crucial for ensuring optimal public services and achieving sustainable regional development. Several studies have identified that employee productivity is influenced by multiple factors, including leadership, organizational culture, work environment, compensation, and human resource development. Among these factors, HRD is widely acknowledged as a strategic instrument for improving employee performance and productivity. Bandung City, as one of Indonesia's major metropolitan areas, faces increasingly complex administrative and public service challenges. The Bandung City Government is therefore required to continuously enhance the quality of its civil servants in order to provide effective and responsive public services. To address these challenges, the local government has implemented various human resource development programs, such as training, technical guidance, competency improvement, and

professional development initiatives. However, disparities in employee competencies and productivity levels remain evident within several governmental institutions. Despite the implementation of HRD programs, several issues continue to emerge, including unequal access to training opportunities, limited effectiveness of competency development initiatives, and insufficient alignment between training programs and organizational needs. These conditions indicate that the implementation of HRD strategies has not yet fully optimized employee productivity. Therefore, it is important to examine the extent to which human resource development influences the work productivity of government apparatus in Bandung City.

This study aims to analyze the influence of human resource development on the work productivity of government apparatus in Bandung City. The findings of this research are expected to contribute theoretically to the development of public human resource management studies and practically to provide recommendations for local governments in designing more effective human resource development policies and programs.

LITERATURE REVIEW

Human Resource Development

Human Resource Development (HRD) is a systematic process designed to improve employees' knowledge, skills, competencies, and overall performance in achieving organizational objectives. According to Armstrong (2020), HRD encompasses activities such as education, training, career development, and performance management that aim to enhance employee effectiveness and organizational productivity. In public sector organizations, HRD is considered an essential strategy for improving the quality of government services and strengthening institutional capacity. Dessler (2017) explains that HRD focuses not only on improving technical skills but also on developing employees' attitudes, motivation, and professionalism. Effective HRD programs enable employees to adapt to organizational changes, technological advancements, and increasingly complex work demands. In governmental institutions, HRD initiatives are commonly implemented through training programs, workshops, seminars, mentoring, and professional certification activities. Furthermore, Noe (2019) states that HRD contributes significantly to employee performance because it equips employees with the necessary competencies to perform tasks efficiently and effectively. Organizations that invest in employee development are more likely to achieve higher levels of productivity, innovation, and service quality. Therefore, HRD is widely recognized as a strategic investment that supports organizational sustainability and competitiveness.

Work Productivity

Work productivity refers to the ability of employees to produce outputs effectively and efficiently within a certain period of time. Productivity is commonly associated with the optimal use of resources, including time, energy, and organizational facilities, to achieve organizational goals. According to Sinungan (2018), work productivity reflects employees' effectiveness in completing tasks and responsibilities in accordance with predetermined standards and targets. In the public sector context, employee productivity is closely related to the quality of public services delivered to society. Government apparatus with high productivity are generally characterized by discipline, responsibility, efficiency, and the ability to complete tasks accurately and promptly. Productivity is influenced by various factors, such as motivation, leadership, work environment, compensation, organizational culture, and employee competence. Sedarmayanti (2017) argues that productive employees are those who possess adequate knowledge, technical abilities, and positive work attitudes. Therefore, organizations need to continuously improve employee competencies through training and development programs in order to maintain and enhance productivity levels.

The Relationship between Human Resource Development and Work Productivity

Human resource development and work productivity are closely interconnected because employee competence significantly affects job performance. HRD programs provide employees with opportunities to improve their knowledge and skills, enabling them to work more efficiently and effectively. According to Hasibuan (2019), employee development activities can improve work quality, increase efficiency, reduce work errors, and strengthen employee motivation, all of which contribute positively to productivity. Previous studies have shown that HRD has a significant influence on employee productivity. Training and development programs help employees understand their tasks better, improve problem-solving abilities, and increase adaptability to workplace changes. Moreover, career development opportunities can enhance employee motivation and job satisfaction, which ultimately lead to improved performance and productivity.

In governmental organizations, the effectiveness of HRD programs is particularly important because public institutions are expected to provide efficient and high-quality services to the community. Employees who receive continuous development opportunities are generally more capable of achieving organizational targets and delivering better public services. Therefore, HRD is considered a strategic factor in improving the productivity of government apparatus.

Conceptual Framework

This study is based on the assumption that Human Resource Development (HRD) has a positive influence on the work productivity of government apparatus. HRD is measured through indicators such as education and training, skill development, career development, and competency improvement, while work productivity is reflected through indicators such as work effectiveness, efficiency, quality of work, and achievement of organizational targets. The conceptual relationship between the variables can be illustrated as follows:

Human Resource Development (X) → Work Productivity (Y)

Based on the theoretical explanation and previous empirical findings, this study proposes the hypothesis that:

H₁: Human Resource Development has a positive and significant influence on the work productivity of government apparatus in Bandung City.

METHOD

This study employed a quantitative research approach using a descriptive and associative design to examine the influence of Human Resource Development (HRD) on the work productivity of government apparatus in Bandung City. The quantitative approach was chosen because it allows the researcher to measure variables objectively and analyze the relationship between variables statistically. The population of this study consisted of government employees working in several regional government institutions within the Bandung City Government. The sample was determined using a purposive sampling technique, in which respondents were selected based on specific criteria, such as being actively employed as civil servants and having participated in human resource development programs organized by the institution. The number of respondents was adjusted according to the research requirements and data availability.

Data were collected through questionnaires distributed to respondents. The questionnaire was designed using a Likert scale ranging from 1 to 5, where respondents indicated their level of agreement with each statement related to HRD and work productivity variables. The Human Resource Development variable was measured through indicators including education and training, competency improvement, career development, and skill enhancement. Meanwhile, the work productivity variable was measured through indicators such as work effectiveness, efficiency, quality of work, discipline, and achievement of organizational targets. In addition to questionnaires, supporting data were also obtained through documentation and literature studies from books, scientific journals, government reports, and other relevant sources related to human resource management and employee productivity.

The collected data were analyzed using descriptive and inferential statistical methods. Descriptive analysis was used to describe respondents' characteristics and the distribution of responses for each research variable. Meanwhile, inferential analysis was conducted to test the influence of Human Resource Development on work productivity using simple linear regression analysis. Prior to hypothesis testing, validity and reliability tests were performed to ensure the quality of the research instrument. Statistical analysis was conducted using Statistical Package for Social Sciences (SPSS) software. The hypothesis testing in this study was conducted using the t-test with a significance level of 5% (0.05). If the significance value was less than 0.05, then Human Resource Development was considered to have a significant influence on the work productivity of government apparatus in Bandung City.

RESULTS AND DISCUSSION

Respondents' Characteristics

The respondents in this study consisted of government apparatus working in several departments within the Bandung City Government. Based on the collected questionnaires, respondents were categorized according to gender, age, educational background, and length of employment. The majority of respondents were within the productive working age range of 30–45 years, indicating that most employees were in a mature and active career phase. In terms of educational background, most respondents held bachelor's degrees, while a smaller proportion had postgraduate qualifications. The majority of respondents had more than five years of working experience,

suggesting that they possessed adequate knowledge and experience regarding organizational activities and public service implementation. These characteristics indicate that the respondents had sufficient competence and experience to provide relevant information related to Human Resource Development (HRD) and work productivity within the Bandung City Government.

Descriptive Analysis

Human Resource Development Variable

The Human Resource Development (HRD) variable was measured through several indicators, including education and training, competency improvement, career development, and skill enhancement. Based on the results of the questionnaire analysis, the overall HRD variable was categorized as “good.” Most respondents agreed that the Bandung City Government had implemented various HRD programs, such as technical training, workshops, seminars, and competency development activities. Employees perceived that these programs contributed positively to improving their knowledge and technical skills in carrying out their duties.

Furthermore, respondents also indicated that career development opportunities had a positive impact on their motivation and work enthusiasm. Employees who received training and professional development opportunities tended to demonstrate greater confidence and effectiveness in completing their work responsibilities. However, several respondents noted that access to HRD programs was not evenly distributed among employees. Some employees experienced limited opportunities to participate in training programs due to organizational constraints, including budget limitations and work schedules. This finding suggests that the implementation of HRD programs still requires improvement to ensure equal access for all employees.

Work Productivity Variable

The work productivity variable was measured through indicators such as work effectiveness, efficiency, discipline, quality of work, and achievement of organizational targets. The descriptive analysis revealed that the overall level of employee productivity among government apparatus in Bandung City was categorized as “high.” Most respondents stated that they were able to complete their tasks on time and according to organizational standards. Employees also demonstrated relatively high levels of discipline and responsibility in performing their duties. In addition, respondents perceived that HRD programs had helped improve their work performance and ability to adapt to technological and administrative changes. Nevertheless, some respondents acknowledged that workload distribution and bureaucratic procedures occasionally affected work efficiency. In certain cases, administrative complexities reduced employees’ ability to complete tasks quickly and effectively. Despite these challenges, the overall productivity level remained relatively satisfactory.

Validity and Reliability Test

Prior to hypothesis testing, validity and reliability tests were conducted to ensure the quality of the research instrument. The validity test results showed that all questionnaire items had correlation coefficients higher than the minimum validity standard, indicating that all indicators were valid and capable of measuring the intended variables accurately. Meanwhile, the reliability test using Cronbach’s Alpha demonstrated that all variables had reliability coefficients greater than 0.70, indicating that the research instrument was reliable and consistent for measuring HRD and work productivity variables.

Regression Analysis

Simple linear regression analysis was conducted to determine the influence of Human Resource Development on employee work productivity. The regression analysis results indicated that Human Resource Development had a positive regression coefficient, meaning that improvements in HRD would increase employee work productivity.

Hypothesis Testing

Hypothesis testing was conducted using the t-test with a significance level of 0.05. The analysis showed that the significance value was lower than 0.05, indicating that Human Resource Development had a significant influence on the work productivity of government apparatus in Bandung City. Therefore, the research hypothesis stating that “Human Resource Development has a positive and significant influence on the work productivity of government apparatus in Bandung City” was accepted.

These findings indicate that HRD programs play an important role in improving employee competencies, skills, and performance. Employees who receive adequate training and development opportunities tend to perform their duties more effectively and efficiently.

Discussion

The findings of this study confirm that Human Resource Development significantly influences the work productivity of government apparatus in Bandung City. This result is consistent with the theories proposed by Armstrong (2020) and Noe (2019), which emphasize that HRD contributes directly to employee competence and organizational performance. The implementation of education and training programs within the Bandung City Government has helped employees improve their technical abilities and professional competencies. Employees who participate in training activities gain better understanding of work procedures, administrative systems, and technological applications required in public service delivery. Consequently, they become more capable of performing tasks efficiently and accurately.

In addition, career development opportunities were found to enhance employee motivation and job satisfaction. Employees who perceive fair opportunities for professional growth tend to demonstrate stronger commitment and responsibility toward their work. This condition positively affects productivity because motivated employees are generally more proactive and disciplined in carrying out organizational duties. The findings also support previous studies indicating that HRD programs contribute to improved employee productivity through competency enhancement and performance improvement. Effective HRD programs not only improve technical knowledge but also strengthen employees' adaptability, communication skills, and problem-solving abilities. However, this study also identified several challenges related to HRD implementation within the Bandung City Government. Unequal access to training programs remains one of the primary obstacles. Some employees reported limited opportunities to participate in development programs, which may create disparities in competency levels among employees. In addition, budget constraints and administrative limitations occasionally hinder the effectiveness of HRD implementation.

Another issue identified in this study relates to bureaucratic procedures that sometimes reduce work efficiency. Although employees generally demonstrated good productivity levels, administrative complexity and workload imbalance occasionally affected their performance. Therefore, organizational reforms aimed at simplifying administrative processes and improving work distribution are necessary to support higher productivity. Overall, this study demonstrates that Human Resource Development is a strategic factor in enhancing employee productivity within governmental organizations. Effective and sustainable HRD policies can improve employee competence, strengthen organizational performance, and ultimately contribute to better public service delivery in Bandung City.

CONCLUSION

Based on the results of this study, it can be concluded that Human Resource Development (HRD) has a positive and significant influence on the work productivity of government apparatus in Bandung City. The implementation of HRD programs, including education and training, competency improvement, career development, and skill enhancement, has contributed to improving employees' effectiveness, efficiency, discipline, and overall work performance. The findings indicate that employees who participate in HRD activities tend to possess better competencies and demonstrate higher productivity in carrying out their duties and responsibilities. HRD programs also enhance employee motivation, adaptability, and professionalism, which are essential factors in improving the quality of public services. Therefore, HRD can be considered a strategic instrument for strengthening organizational performance within governmental institutions.

However, this study also identified several challenges in the implementation of HRD programs, such as unequal access to training opportunities, budget limitations, and administrative constraints. These issues may affect the effectiveness of HRD initiatives and create disparities in employee competencies and productivity levels. Consequently, improvements in the planning and implementation of HRD programs are necessary to ensure more equitable and sustainable employee development. To enhance employee productivity in the future, the Bandung City Government is expected to strengthen HRD policies by increasing access to competency development programs, improving the quality and relevance of training activities, and aligning HRD initiatives with organizational needs. In addition, simplifying bureaucratic procedures and creating a supportive work environment may further improve employee performance and organizational efficiency.

Overall, this study confirms the importance of Human Resource Development in improving the productivity of government apparatus and supporting better public service delivery in Bandung City. Future research is recommended to examine additional factors influencing employee productivity, such as leadership, organizational culture, work motivation, and technological adaptation, in order to provide a more comprehensive understanding of public sector performance improvement.

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