

Human Resource Development as a Key to Enhanced Performance: Insights from Outsourcing Employees in a Delivery Service Company

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ABSTRACT

The purpose of this study is to examine the impact of human resource development on the performance of outsourcing employees at PT Binajasa Abadikarya, focusing specifically on employees in Bali and Nusa Tenggara. This quantitative research involved 94 respondents, selected through purposive sampling based on the Slovin formula. Data collection included questionnaires, interviews, and observations, with descriptive analysis employed for data examination. The findings revealed a significant and positive correlation between human resource development and employee performance. Additionally, a significance level of 0.000, which is below the threshold of 0.05, further supports this positive correlation. Therefore, the study concludes that human resource development has a meaningful and positive effect on the performance of these employees.

KEYWORDS: Human resource development, Employee performance, Outsourcing, Organizational effectiveness

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1. INTRODUCTION

Human resources are the most important source in determining the development of a company or organization, which is the main reference for achieving predetermined company or organizational goals. It is necessary to develop human resources in every work activity to produce quality human resources because the workforce will always be required to work optimally. Before the development is carried out, a company needs to conduct an analysis to find out the type and development method needed by the workforce. Selecting the right method will help ensure the smooth implementation of development. To find out whether the results obtained are in accordance with the objectives, further evaluation is needed on the implementation of human resource development because, with a structured plan, the implementation of human resource development can run in accordance with the objectives to be achieved by the company. The main thing that evaluates human resource development is work performance, which includes the quality and quantity of employees. If this is below the average expectations of a company, then it can be said that the employee is not developing, resulting in a decrease in the quality and quantity of work in the company.

In an effort to overcome these problems, companies need to optimize human resource development so that employee performance develops well.

The increasing consumption of online shopping has resulted in some expeditions experiencing backlogs or orders for unserved goods. To overcome this, additional human resources are needed, which are commonly referred to as daily employees or outsourced employees. The outsourcing of employees can minimize the occurrence of backlogs or delayed packages that have not been served and reduce the over costs incurred by the expedition. Every month, there will always be a beautiful date event organized by several e-commerce, the event which will be the work schedule of the outsourced employee with a contract system for 3 months. One company that distributes employees for the event is PT Binajasa Abadikarya. Where PT Binajasa Abadikarya is an outsourcing company or manpower supplier for several positions ranging from courier, housekeeping, customer service, security, aircraft, warehouse operators, and talents to drivers. Currently, PT Binajasa Abadikarya is working with one of the expeditions, namely Anter Aja, to the logistics sector. The following is data from outsourced companies as suppliers of outsourcing courier positions

for Anter Aja expeditions for the 2021/2022 period. **Table 1** describes the outsourcing company as an employer who distributes its workforce to a second party by working as a daily courier. Where salary, job description, obligations, and benefits have been arranged by the employer with a predetermined contract period of 3 months.

Table 1: Outsourcing Company Data as Outsourcing Employee Distributor with Courier Position for Anter Aja Expedition for 2021/2022 Period.

Regional	Vendor Outsource
JAVA	TEAM SIDE SUKSESINDO BIJAK
KALIMANTAN	BIJAK
SULAWESI	BIJAK
SUMATERA	BIJAK
PAPUA	BIJAK
BALI NUSRA	BIJAK

PT Binajasa Abadikarya (BIJAK) is one of the outsourcing companies that channel its outsourced workforce from the Java, Kalimantan, Sulawesi, Sumatra, Papua, and Bali Nusra regions with a vision to become a leading company in the field of providing reliable workforce and trustworthy service management. PT Binajasa Abadikarya (PT Bijak) was established on April 6, 1994, and is engaged in the provision and placement of employees abroad and domestically, including education and training of employees. PT Bijak is a direct equity participation from BPJS Employment. In accordance with the philosophy of direct equity participation aimed at supporting BPJS Employment activities, in 2008, PT Bijak carried out a business transformation, namely in the outsourcing/outsourcing business and building management while still running the business of providing Indonesian Manpower services located at Jalan Condet Raya No. 27 Kelurahan Gedong, Pasar Rebo District, East Jakarta. With a vision of which is to become a leading company in the field of providing a reliable workforce and trustworthy service management.

PT Binajasa Abadikarya has a human resource development scheme. Starting from determining needs and moving on to targeting, which focuses on improving abilities and skills in working using an instructional program where participants can learn on their own because of the work steps that have been programmed. This instruction program involves breaking down information into small parts so that an easy-to-understand and interconnected teaching program can be formed. It is carried out through Google Meet media every 3 months according to the contract period that applies to the Bali and Nusa Tenggara regional outsourced employees because the outsourcing employees currently working are from outside the city, so the program is carried out online. The implementation

of the program will produce output, namely the results of the program that will be evaluated whether it runs optimally or not. Development must aim to improve employees' technical, theoretical, conceptual, and moral abilities to produce good work performance and achieve optimal results. If the development of human resources is not carried out in the organization, there will be several symptoms, including employees often making mistakes at work and employees never succeeding in meeting work standards. The following is a list of performance in the number of package deliveries by outsourcing employees for the Bali and Nusa Tenggara Regional Anter Aja expeditions at PT Binajasa Abadikarya in May – December 2021.

Table 2 shows data on human resource development carried out through Google Meet. This development takes place every 3 months according to the contract period that applies to the Bali and Nusa Tenggara regional outsourced employees. This ongoing instruction program uses a PowerPoint display, which includes breaking down information into small parts so that an easy-to-understand and interconnected teaching program can be formed. In the May-July period, it can be seen that the program results in improving the ability and skills for the material on the description of the work mechanism to get a percentage of 63%, then the material on how to use the courier application gets a percentage of 64%, where both of these materials get an assessment that the implementation of the program must be improved again.

Then, it was also seen that the results of the program increasing expertise and skills for anticipating dispute push out delivery materials got a percentage of 3%, which received an assessment that program implementation must be followed up, then for package delivery materials according to the target, it got a percentage of 61% where program implementation must be improved again. In the period from August to October, it was seen that the program results in improving the ability and skills for the material on the description of work mechanisms to get a percentage of 60%, then the material on how to use the courier application got a percentage of 47%, where both materials received an assessment that the implementation of the program must be followed up. Then it was also seen that the results of the program increasing expertise and skills for anticipating dispute push out delivery materials got a percentage of 2%, then package delivery materials according to the target got a percentage of 45%, where both materials received an assessment that program implementation must be followed up. So, the human resource development carried out by PT Binajasa Abadikarya experienced an increasing and decreasing percentage.

Table 2: Data on the development of human resources for regional outsourcing employees in Bali and Nusa Tenggara, which was carried out virtually

Period	Actual Daily employee	Participant on Google Meet	Loss (People)	Target (%)	Improve job technical abilities and skills Programmed Instruction	Result (%)	Target (%)	Improve skills and leadership skills and make decisions Programmed Instruction	Result (%)
May - July	160	100	60	100	Explanation of working mechanisms How to use the courier application	63 64	100	Dispute push-out delivery anticipation Delivery of packages according to target	3 61
August - October	242	145	97		Explanation of working mechanisms How to use the courier application	60 47		Dispute push-out delivery anticipation Delivery of packages according to target	2 45

Explanation:
 Achieved: 81% - 100%
 Enhance: 61% - 80%
 Follow Up: Under 60%

Source: PT Binajasa Abadikarya (2021)

So, in general, it has not reached the target expected by the company. As a result, several symptoms will be seen, including employees who often make mistakes at work and employees who never succeed in meeting work standards. According to **Table 3**, it is known that in May, 2 couriers delivered packages under 40 pieces, as many as 35 couriers delivered packages equal to 40 pieces, and as many as 25 couriers delivered packages of more than 40 pieces. In June, there was 1 courier who delivered packages under 40 pieces, as many as 35 couriers delivered packages equal to 40 pieces, and as many as 3 couriers delivered packages of more than 40 pieces. In July, there were 2 couriers delivering packages under 40 pieces, as many as 28 couriers delivering packages equal to 40 pieces, and as many as 6 couriers delivering packages more than 40 pieces. In August, there were 3 couriers delivering

packages under 40 pieces, as many as 108 couriers delivering packages equal to 40 pieces, and as many as 31 couriers delivering packages more than 40 pieces. In September, 23 couriers delivered packages of more than 40 pieces. In October, there were 2 couriers delivering packages under 40 pieces, as many as 2 couriers delivering packages equal to 40 pieces, and as many as 73 couriers delivering packages more than 40 pieces. In November, there were 3 couriers delivering packages under 40 pieces, as many as 74 couriers delivering packages equal to 40 pieces, and as many as 373 couriers delivering packages more than 40 pieces. In December, there were 7 couriers delivering packages under 40 pieces, as many as 229 couriers delivering packages equal to 40 pieces, and as many as 564 couriers delivering packages more than 40 pieces.

Table 3: List of performance in number of package delivery by outsourcing employee for Bali and Nusa Tenggara Regional Anter Aja expeditions at PT Binajasa Abadikarya in May – December 2021.

No	Area	May			June			July			August			September			October			November			December			Total		
		<40	40	>40	<40	40	>40	<40	40	>40	<40	40	>40	<40	40	>40	<40	40	>40	<40	40	>40	<40	40	>40	<40	40	>40
1	Denpasar	1	19	25	-	25	3	2	20	23	3	60	27	-	-	10	1	1	32	2	59	122	1	100	325	10	284	567
2	Badung	-	6	-	-	-	-	-	-	6	-	8	-	-	-	-	-	-	5	1	5	45	1	103	23	2	122	79
3	Tabanan	-	3	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	6	-	-	8	1	1	15	1	6	29
4	Gianyar	-	-	-	-	-	-	-	-	-	-	4	-	-	-	-	-	-	10	-	4	60	2	3	63	2	11	133
5	Mataram	1	6	-	1	10	-	-	7	-	-	34	-	-	-	3	1	1	13	-	1	20	1	2	38	4	61	74
6	Lombok Timur	-	1	-	-	-	-	-	1	-	-	-	4	-	-	-	-	-	-	-	1	9	-	12	3	0	15	16
7	Lombok Tengah	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	8	-	3	29	0	5	37
8	Buleleng	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-	2	32	-	5	30	0	7	72
9	Jembrana	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	0	0	9
10	Klungkung	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-	-	7	-	-	9	0	0	21
11	Karangasem	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	0	0	2
12	Bima	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	0	0	1
13	Kupang	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	20	1	0	20
		2	35	25	1	35	3	2	28	6	3	108	31	0	0	23	2	2	73	3	74	373	7	229	564	20	511	1060

Source: PT Binajasa Abadikarya (2021)

It can be seen that the percentage from May – December in the delivery of packages of less than 40 pieces is 1%, the delivery of packages is equal to 40 pieces is 32%, and the delivery of packages of more than 40 pieces is 67%. This indicates that there are still employees who deliver packages of less than 40 pieces; therefore, the 1% figure in the percentage of employees who deliver packages of less than 40 pieces in the table is a very influential source for logistics, resulting in delayed package turnover, commonly referred to as a backlog and it is still a big scourge for PT Binajasa Abadikarya in reducing these incidents. Of the many employees who work every month, it is possible for a push-out delivery dispute to occur or a package delivery error. Starting from the lost package, the package has not been received by the buyer, and the package has the wrong address. With this error, the workforce must be responsible for what has been done.

Table 4 shows customer complaints for several cases. There were eight complaints about the package not being received by the buyer, seven complaints about the missing package and two complaints about the wrong package address. As of May, July, September, and November, total customer complaints were at a low level. In June, August, and October, total customer complaints were at the middle level, and December was the month that experienced many customer complaints; namely, five complaints were at the top level. Customer complaints can affect the assessment of Anter Aja Regional Bali and Nusa Tenggara expedition service users and affect Bali and Nusa Tenggara Regional Anter Aja's assessment of PT Binajasa Abadikarya which is not able to provide good service and is unable to develop its outsourcing workforce perfectly.

Table 5 shows the timeliness of sending the Bali and Nusa Tenggara regional outsourcing employees in delivering

Table 4: Bali and Nusa Tenggara Regional customer complaint data in May – December 2021

Period	Lost Package (Case)	The Buyer Has Not Received the Package (Case)	Wrong Package Address (Case)
May	-	1	-
June	1	2	-
July	-	-	1
August	1	1	1
September	1	-	-
October	1	1	-
November	1	-	-
December	2	3	-
TOTAL	7	8	2

Source: PT Binajasa Abadikarya (2021)

their packages in accordance with the Service Level Agreement (SLA) reference, where SLA is a formal agreement between service providers (expedition) and customers regarding service commitments provided with a number of a measure of its performance or commonly referred to as a package estimate. It can be seen from the recapitulation from May – December 2021 that the outsourced workforce delivered packages according to the SLA, and no packages crossed the SLA limit. This indicates that the timeliness of delivery made by outsourcing employees is classified as very good. Additionally, **Table 6** reflected the recapitulation of the performance of the Bali and Nusa Tenggara regional outsourced employees from May to December 2021, with a different percentage each month.

The aspect seen from this assessment refers to the delivery of the number of packages. As outsourced employees with the position of being daily couriers, what will be an assessment of their quantity in delivering packages is in accordance with the minimum standard of delivery targets of 40 packages per day. This assessment is carried out annually with the management by objective (MBO) assessment method

Table 5: Data on Timely Delivery of Bali and Nusa Tenggara Regional Outsourcing employees in May – December 2021.

Period	Regional	Order Type	Delivery Processing Time Limit		Actual Delivery	
			Delivery fulfillment limits	Delivery deadline before automatic cancellation	Delivery fulfillment limits	Delivery deadline before automatic cancellation
May – December 2021	Bali Nusra	Regular	Sent within 3 days of order receipt	Within 2 days after the estimated date	In accordance	No cancellations

Source: PT Binajasa Abadikarya (2021)

Table 6: Recapitulation of the Performance of Bali and Nusa Tenggara Regional Outsourcing employee in May-December 2021

Target	May	June	July	August	September	October	November	December	Average
100%	56%	89%	46%	76%	100%	3%	19%	29%	52%

Explanation:

Achieved: 81% - 100%

Enhance: 61% - 80%

Follow Up: 60% below

Instrument

Work Standards: Minimum delivery of 40 packages/day

Source: PT Binajasa Abadikarya (2021)

in the formulation and resolution of problems by taking into account the ability of subordinates in determining their respective targets with an emphasis on company achievement. Where the main task of this daily courier is as a workforce employed to deliver packages so that the package reaches the buyer's hands in accordance with the applicable SLA. The average performance of outsourced employees from May to December 2021 gets a percentage of 52%, with a record that performance still needs to be followed up to see the problem points in the instruments owned by PT Binajasa Abadikarya regarding its assessment of the performance of regional outsourced employees. Bali and Nusa Tenggara. This is the material for the company's assessment to be more optimal in developing its workforce and being firm with employees who do not meet work standards to achieve optimal performance. Based on the description above, regarding the development of human resources that have an impact on the performance of an outsourced employee at work, so that employee must improve their performance more optimally, the authors are interested in conducting research with the title "The Influence of Human Resource Development on Outsourced Workforce Performance Regional Bali and Nusa Tenggara at PT Binajasa Abadikarya"

2. LITERATURE REVIEW

2.1 Human Resource Development

According to Noe (2020), development refers to training, formal education, work experience, relationships, and an assessment of one's personality, skills, and abilities to help employees prepare themselves to face future jobs or positions which will come. According to (Jackson, 2018), development refers to activities which are intended to increase competence to anticipate mass needs in front of the organization. For this reason, development activities are often referred to as development career or leadership development. Meanwhile, according to Mondy and Martocchio (2016), HR development is one of the HR management functions that focuses on planning career and development activities, organizational development and performance management, as well as evaluation.

Noe (2020), development is a process of acquisition of knowledge, skills and behaviour that enhance an employee's ability to complete a variety of new or existing jobs, including demands from clients regarding their work. Development programs are often focused on preparing employees to assume management responsibilities. One way to increase a company's productivity is by how to utilize technology. In this digital era, there is a lot of technology is growing very rapidly, so employee training and development in accessing This technology can help employees pursue technological developments because increasing productivity also occurs when employees become more skilled in their

work so they can find new ways to complete things the work they usually do in a more effective and efficient way. Carrying out regular training and development can help increase employees' ability to complete their work. It's getting faster. Employees can learn new things, and this is a bonus for the company so that it can be at the forefront of its business competition. By doing employee training and development is better and saves the budget. In comparison, training and developing new employees due to employee training and development can make employees more confident and feel that the company really appreciates it cares about its employees by paying attention to their skills Work. Human resource development helps employees prepare themselves to face the resulting changes in work or position due to changes in new technology or new product markets (Hasibuan & Munasib, 2020). Human resource development is a series of planned activities that have been designed by an organization to provide opportunities for members to learn the skills necessary to meet job requirements now and in the future.

2.2 Synthesis and Analysis of Human Resource Development Indicators

According to Dwi Maysaroh (2022), Human Resource Development (HRD) encompasses a range of indicators that are essential for the effective management and development of employees within an organization. Indicators contained in human resource development include, among others as follows (Dwi Maysaroh, 2022):

- i. Knowledge: Knowledge refers to everything that is known, intelligence, or everything that is known regarding a thing.
- ii. Ability: Ability is a skill or potential possessed by a person or person individuals to master skills in carrying out or completing various tasks in a job or an assessment of actions.
- iii. Personality & Skills: The skills in question are the skills a person possesses to complete work more easily and in a better place.

According to Krismiyati (2017), there are indicators that influence human resource development, including the following:

- i. Motivation: Motivation is the impulse of the heart or soul, which is the basis or reason for carrying out a work activity. Motivation is often interpreted as a driving factor in someone's behavior. Every activity carried out by a person must have a factor that drives that activity. Therefore, the driving factors for a person to carry out a particular activity are generally the person's needs and desires.
- ii. Personality and Skills: Personality and skills include habits, attitudes, and traits that a person has that develop when a person interacts with other people. Personality is closely related to values, norms, and behavior.

2.3 Employee Performance

Performance is a person's overall results during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon. However, how can companies motivate employees and develop a plan to improve performance declines that can be avoided? Adhari (2020) said that employee performance is the result produced by certain job functions or activities at a certain job over a certain period of time, which shows the quality and quantity of that work. Rerung (2019) said that employee performance is behavior produced on tasks that can be observed and evaluated, whereas employee performance is the contribution made by an individual in achieving organizational goals. Sinaga et al. (2020) state that performance is the result of a person's work function or activities in an organization, which is influenced by various factors to achieve organizational goals within a certain time period. Hamdiyah et al. (2016) said that employee performance is work achievement that reflects the comparison between work results and predetermined standards. To achieve optimal employee performance, it is necessary to manage human resources related to compensation, work environment and leadership. Sandewa (2019) said that performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally and without violating the law and in accordance with morals. and ethics. From the opinion above, it can be concluded that employee performance is the ability to achieve job requirements, namely when work targets can be completed at the right time or do not exceed the time limit provided so that the goals will be in accordance with the company's morals and ethics. In this way, employee performance can contribute to the company.

2.4. Performance Indicator

Sopiah and Sangadji (2018) identify six key indicators for measuring employee performance, encompassing a holistic approach to assess effectiveness in the workplace. These indicators include "Quality", which evaluates the caliber of work based on leadership's

perception and the employee's skills; "Quantity", measuring the amount of work output or tasks completed; "Punctuality", assessing timeliness and adherence to deadlines; "Effectiveness", gauging the efficient utilization of organizational resources like manpower and technology; "Independence", reflecting an employee's ability to autonomously perform job functions. Sopiah and Sangadji (2018) provide a comprehensive framework for employee performance appraisals, emphasizing the necessity of objectivity in the appraisal process to ensure fairness and avoid subjectivity. They propose several key indicators for effective performance measurement. These include timeliness in completing tasks, highlighting the importance of employees finishing their work on schedule, the completion of work beyond set targets, which focuses on employees exceeding organizational expectations, and the critical aspect of working without errors, underlining the demand for precision and accuracy in job execution. Additionally, Sopiah and Sangadji (2018) suggest that performance appraisals should also consider the quantity and quality of work produced by the employees, the timeliness of employees in completing their tasks, and the overall purpose of the performance appraisal itself. This dual emphasis on both the outcomes (such as timeliness, exceeding targets, and error-free work) and the characteristics of the work (including quantity and quality) provides a balanced and multidimensional approach to assessing employee performance. **Figure 1** shows the conceptual framework of the research. Based on this conceptual framework, the hypothesis is as it is suspected that human resource development has an influence on the performance of the Bali and Nusa Tenggara regional outsourcing workforce at PT Binajasa Abadikarya.

3. METHODS

3.1 Research Hypothesis

The research hypothesis is a provisional assumption or a temporary answer to the identification of research on two or more variables that must be proven true based on the data obtained in the study. The hypothesis can be stated as a theoretical answer because the answers obtained are only based on theory and not based on facts.

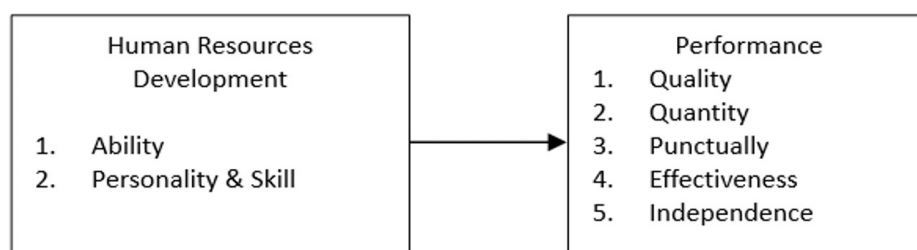


Figure 1: Conceptual framework

The following hypotheses from this research are: It is suspected that the development of human resources has an effect on the performance of outsourcing employees at PT Binajasa Abadikarya.

3.2 Types of Research

The type of research used in this research is descriptive. Done to build knowledge through meaning and discovery. The research technique used is inferential statistics, namely statistics used to analyse sample data and the results can be applied to the population. According to Sugiyono (2017), descriptive research is research conducted to determine the value of independent variables, either one or more (independent) variables without making comparisons or connecting one variable to another.

3.3 Research Objective

The research objective is to determine the influence of human resource development on the performance of outsourcing employees at PT Binajasa Abadikarya. The object of this research is the regional outsourcing of Bali and Nusa Tenggara, where the development of human resources as the independent variable is X (independent), and employee performance is Y (dependent).

3.4 Types of Research Data

The unit of analysis used in this study is the individual, the unit of analysis whose data source is the result of the performance of outsourcing employees at PT Binajasa Abadikarya. This study uses quantitative research methodologies to gather a comprehensive data set. The quantitative data is obtained through the distribution of questionnaires, which offer objective, statistical information based on the responses to the questions included. This blend of qualitative and quantitative approaches ensures a holistic understanding of

the research topic, combining subjective, detailed perspectives with empirical, measurable data for a well-rounded analysis.

3.5 Sampling Method

According to Sugiyono (2017), population is an area of generalization of objects or subjects that have certain qualities and characteristics, determined by the author to be studied and then drawn conclusions. In this study, the number of respondents taken was calculated based on the Non-Probability Sampling formula using the Purposive Sampling method, the sample taken in this study was 94 people from the Bali and Nusa Tenggara regional outsourcing workforce at PT Binajasa Abadikarya.

4. RESULTS AND DISCUSSION

4.1. Results

Human resource development at PT Binajasa Abadikarya is categorized in the re-improvement stage which can be seen in the percentage level of targets in increasing technical abilities and skills in doing work as well as increasing skills and leadership skills and making decisions tend to be at a decreasing percentage per 3 months. So, it is necessary to pay attention to development indicators such as motivation and personality skills. The assessment of the human resource development variable consists of 94 respondents, in which the respondents' answers are assessed using frequency analysis which can be presented in **Table 7**. Based on the results of **Table 7**, the total responses of respondents regarding the variable of human resource development with an average value of 92.8%. Where the total respondents' responses are at intervals (80% - 100%), so it can be concluded that the development of regional human resources in Bali and Nusa Tenggara at PT Binajasa Abadikarya is very good.

Table 7: Results and average respondents' responses to Human Resource Development

No	Indicator	Total Score	respondent's response	average per indicator
Motivation:				
1	1. I always strive for excellence at work;	442	94.0%	93.2%
	2. I am able to use my potential at work;	432	91.9%	
	3. I want to always work;	441	93.8%	
Personality and Skills:				
2	4. I was polite to the recipient of the package;	449	95.5%	92.5%
	5. I always replace the package loss if the package is lost or dropped;	427	90.8%	
	6. I am able to deal with packet receiver complaints;	430	91.4%	
Average Total Responses of Respondents			92.8%	

This is indicated by the number of "frequent" responses from respondents regarding indicators of motivation and personality skills. From the average value of respondents' responses to each indicator, the response with the largest result is the motivation indicator of 93.2%. The smallest response is 92.5%, which is on the skill personality indicator. **Table 8** shows that the average human resource development based on statements that can be answered is 27.88, with a range of 9 and a total score of 2.621.

Table 8: Analysis of frequency distribution results

N	Valid	94
	Missing	0
Mean		27.88
Std. Error of Mean		.248
Median		29.00
Mode		30
Std. Deviation		2.405
Variance		5.782
Range		9
Minimum		21
Maximum		30
Sum		2621

The performance of regional outsourcing employees in Bali and Nusa Tenggara at PT Binajasa Abadikarya, in indicators of human resource development such as

motivation where a person's motivation fluctuates at certain times or situations, the motivation is high while at other times or situations, the motivation is low so that the personnel leadership needs to pay attention to the performance of the staff. Outsourcing work takes into account several performance indicators such as quality, quantity, timeliness, effectiveness, and independence.

The assessment of the performance variable consists of 94 respondents, in which the respondents' answers are assessed using frequency analysis which can be presented in **Table 9**. Based on the results in **Table 9**, the total respondents' responses regarding the employee performance variable have an average value of 92.2%. Where the total respondents' responses are at intervals (80% - 100%), so it can be concluded that the performance of the Bali and Nusa Tenggara regional outsourcing employees at PT Binajasa Abadikarya is very good. This is indicated by the number of "frequent" responses from respondents regarding indicators of quality, quantity, timeliness, effectiveness and independence. From the average value of respondents' responses to each indicator, the responses with the largest results are indicators of quality and independence of 93.6%.

Table 9: Results and average respondents' responses to employee performance.

No.	Indicator	Total Score	Respondents Response	Average Per Indicator
1.	Quality:			
	7. Employees have personal android phones with 3GB RAM to support work;	448	95.3%	93.6%
	8. Employees have a motorized vehicle at least in 2013 to support work;	441	93.8%	
	9. Employees have a power bank to support their work;	431	91.7%	
2.	Quality:			
	10. Employees are able to deliver a minimum of 40 packages per day;	440	93.6%	92.8%
	11. Employees are able to deliver packages of more than 40 packages per day;	435	92.5%	
	12. Employees are able to deliver packages according to the targets given by superiors;	435	92.5%	
3.	Punctuality:			
	13. Employees come to work on time;	425	90.4%	91.0%
	14. Employees deliver packages according to estimates that are in accordance with SLA;	431	91.7%	
4.	Effectiveness:			
	15. The existence of GPS to facilitate employees in delivering packages;	448	95.3%	90.1%
	16. Employees are assisted by GPS in finding the package address;	395	84.0%	
	17. Employees are assisted by GPS in finding the package address;	428	91.0%	
5.	Independence:			
	18. Employees take the initiative to help and provide appropriate services;	444	94.4%	93.6%
	19. Employees take the initiative to provide services that have been promised appropriately which includes punctuality in delivering packages	440	93.6%	
	20. Employees take the initiative to give full attention to the recipient of the package	437	93.0%	
Average Total Responses of Respondents			92.2%	

The smallest response is 90.1%, which is on the effectiveness indicator. **Table 10** shows that the average performance of outsourced employees based on statements that can be answered is 64.66, with a range of 14 and a total score of 6.078.

Table 10: Frequency distribution analysis results

EMPLOYEE PERFORMANCE		
N	Valid	94
	Missing	0
Mean		64.66
Std. Error of Mean		.495
Median		66.00
Mode		70
Std. Deviation		4.796
Variance		23.001
Range		14
Minimum		56
Maximum		70
Sum		6078

Based on the **Table 11**, it can be seen that the significance value of Asymp. Sig. (2-tailed) of 0.200. Because the significance value is greater than 0.05 (0.200>0.05), then the residual value is normally distributed.

Tabel 11: Normality test results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		94
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4818.76678293
Most Extreme Differences	Absolute	.103
	Positive	.101
	Negative	-.103
Test Statistic		.103
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on **Table 12**, it can be seen that the tolerance value of X (human resource development) of 1,000 is greater than 0.10. Meanwhile, the VIF value for the variable X (human resource development) of 1,000 is smaller than 0.10. Then referring to the basis of decision making and multicollinearity test, it can be concluded that there is no multicollinearity symptom in the regression model.

$$Y = 24550,435 + 1,493X \quad (1)$$

Based on the **Table 13**, it can be seen that the significance value is 0.051. Because the significance value is greater than 0.05 (0.051> 0.05), then there is no heteroscedasticity symptom in the regression model. The following is a simple linear regression analysis using SPSS 25, to determine the effect of human resource development variables on the performance of regional outsourcing employees in Bali and Nusa Tenggara at PT Binajasa Abadikarya involving 94 respondents.

Based on **Table 14**, the regression coefficient of the human resource development variable is 1.493 with a positive direction, meaning that for every 1-point increase in human resource development, employee performance will increase by 1.493. Constant coefficient of 24550,435; if human resource development = 0, then employee performance = 24550,435. Based on **Table 15**, it can be seen that the calculated F value = 112.744 with a significance level of 0.000 <0.05, then the regression model can be used to predict the effect of the human resource development variable (X) on employee performance (Y).

The following is an analysis of the coefficient of determination using SPSS 25 to find out how much influence the variables of human resource development have on the performance of regional outsourcing employees in Bali and Nusa Tenggara at PT Binajasa Abadikarya involving 94 respondents.

Table 12: Multicollinearity test results

		Coefficients ^a		T	Sig.	Collinearity Statistics	
Model		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta			
1	(Constant)	24145.530	5655.728		4.269	.000	
	HUMAN RESOURCES DEVELOPMENT	1.364	.193	.715	7.082	.000	1.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 13: Heteroscedasticity test results

		Coefficients ^a		T	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	9721.878	2846.628	3.415	.001
	HUMAN RESOURCES DEVELOPMENT	-.194	.097	-.278	.051

a. Dependent Variable: EMPLOYEE PERFORMANCE

Based on the **Table 16**, it can be seen that the value of $R^2 = 0.551$. This means that the variation of employee performance of PT Binajasa Abadikarya by human resource development is 55.1% and the remaining 44.9% is influenced by other factors not included in the study. Based on **Table 17**, it is known that the value of t_{count} is 10.618 and t_{table} is 1.986, so ($t_{count} > t_{table}$) means that H_0 is accepted by H_a . So, it can be concluded that there is a positive influence between human resource development (X) on employee performance (Y) at PT Binajasa Abadikarya.

4.2. Discussion

Based on the results of research conducted at PT Binajasa Abadikarya using 94 respondents about the influence of human resource development on employee performance. The authors' results show that there is a significant influence between the development of human resources and employee performance. The authors' results show that there is a significant influence between the development of human resources and employee performance. Based on the calculation of simple linear regression analysis between the development of human resources on employee performance, it was obtained 1.493 in a positive direction with a calculated F value = 112.744, a significance level of $0.000 < 0.05$. This shows that there is a significant influence between human resource development on the performance of outsourced employees in regional Bali and Nusa Tenggara at PT

Binajasa Abadikarya.

Based on the results of the research conducted, it can be concluded that from the two indicators in the variable (X) of human resource development, there is a weakness in the indicators of personality and skill measures with the statement, "I always replace the package loss if the package is lost or dropped" the results obtained are 90.8%, while the total average of respondents' responses was 92.8%. Therefore, the personnel leadership pays less attention to the personality and skill problems of the outsourced workforce, therefore the authors suggest that the leader must pay attention to each of his outsourced employee to have a good personality and be responsible for the mistakes he has made.

Based on the results of the research conducted, it can be concluded that of the five indicators in the variable (Y) of employee performance, there is a weakness in the indicators of the effectiveness measure with the statement "Employees between packages according to the address points in the GPS" the results obtained are 84.0%, while the total average of respondents' responses was 92.2%. Therefore, outsourced employees need to understand the route of the assigned area. To make it easier to deliver packages and not get hung up on GPS. This shows that the outsourced workforce still lacks understanding of regional routes even though they work as couriers so that later it can cause packages to pile up.

Table 14: Simple linear regression test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24550.435	4276.335		5.741	.000
	HUMAN RESOURCES DEVELOPMENT	1.493	.141	.742	10.618	.000
a. Dependent Variable: EMPLOYEE PERFORMANCE						

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 15: F Value calculated results

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2889813325.471	1	2889813325.471	112.744	.000 ^b
Residual	2358103196.401	92	25631556.483		
Total	5247916521.872	93			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), HUMAN RESOURCES DEVELOPMENT

Table 16: Coefficient of determination test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.551	.546	5062.762

a. Predictors: (Constant), HUMAN RESOURCES DEVELOPMENT

Table 17: T-Test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24550.435	4276.335		5.741	.000
	HUMAN RESOURCES DEVELOPMENT	1.493	.141	.742	10.618	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Thus, the results of this study support the results of research that has been carried out by previous researchers, that the development of human resources has a positive influence on employee performance. Employee, thus the hypothesis that has been proposed can be said to be proven. It can be stated that the better the development of human resources implemented by the company, the better the performance produced by the employee.

5. CONCLUSION

The aim of this research is to determine the extent of the influence of human resource development on the performance of delivery service employees at PT Binajasa Abadikarya. Based on the results of research that has been carried out and the discussion in previous chapters regarding the Effect of Human Resource Development on the Performance of Bali and Nusa Tenggara Regional Employees at PT Binajasa Abadikarya. Human Resource Development of the Bali and Nusa Tenggara regional outsourced employee at PT Binajasa Abadikarya is classified as a Poor value category as based on the average total responses from respondents regarding statements related to Human Resource Development Indicators. The performance of the Bali and Nusa Tenggara regional outsourced workforce at PT Binajasa Abadikarya is categorized as Good as based on the average total responses from respondents regarding statements related to Performance Indicators. There is a positive influence between human resource development on the performance of the Bali and Nusa Tenggara regional outsourced workforce at PT Binajasa Abadikarya.

Based on the conclusions, the results of the analysis of the effect of human resource development on the performance of the Bali and Nusa Tenggara regional outsourced workforce at PT Binajasa Abadikarya, the authors have provided some suggestions that may be useful and can be input and consideration for PT Binajasa Abadikarya. The results of research on Human Resource Development show poor results. So, for consideration as well as input from the author on the Human Resource Development indicator with the statement "I always replace the loss of the package if the package is lost or dropped", it is necessary to pay attention and education given by the leadership to all outsourced employee to have good personality and responsibility; The results of research on employee performance showed good results. So, for consideration as well as input from the author on Employee Performance indicators with the statement "Employees between packages according to the address points in the GPS", there needs to be socialization between the outsourcing party and outsourcing employee in knowledge and use of GPS as a basis for the ability to deliver a package. GPS is the basis for the ability to deliver packages. The limitation of this research is that the research population is only in

the Bali and Nusa Tenggara regions; future researchers can use a larger population.

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