



## *The Influence of Human Resource Development, Job Satisfaction on Employee Performance at PVH Venlo, The Netherlands*

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### ABSTRACT

This research aims to analyze the influence of human resource development (HR) and job satisfaction on employee performance at PVH Venlo, the Netherlands. The research method used was a questionnaire survey distributed to 90 PVH Venlo employees. The data was then analyzed using structural equation modeling with partial least squares. SEM was chosen because it is more accurate in processing data, not only to obtain causality between variables and constructs but also to determine the magnitude of the relationship between variables and constructs. The research results show that HR development has a positive and significant influence on employee performance. Apart from that, job satisfaction was also found to have a significant influence on employee performance. The combination of an effective HR development program and a high level of job satisfaction contributes significantly to improving employee performance at PVH Venlo. These findings underscore the importance of investing in human resource development and increasing job satisfaction as key strategies for improving organizational performance. This research provides practical implications for PVH Venlo management to continue optimizing HR development programs and creating a work environment that supports employee satisfaction.

Keywords: Human Resource Development, Job Satisfaction, Employee Performance, PVH Venlo, Netherlands

### 1. Introduction

The development of industry continues to change following the times, both in the fields of trade, manufacturing, and services, accompanied by increasingly advanced technological sophistication, making competition in the business world increasingly fierce. With so many changes, the organization must have human resources that are reliable, professional, and sensitive to change so that it can maintain its existence in the business world; otherwise, it will automatically be eliminated from the business world (Handanal et al., 2023).

Employee performance is one of the key elements that determines the success and effectiveness of an organization. In the current era of globalization and intense competition, organizations in Indonesia are required to continue to improve employee performance in order to remain competitive and achieve their strategic goals. High company performance is largely determined by the performance of its employees. Employees who are managed well will be able to maximize their performance so that they can achieve

company goals (Adiyasa & Windayanti, 2019). Therefore, understanding the factors that influence employee performance is very important, including human resource development and job satisfaction.

In today's business world, it is very necessary to have strong resources to increase productivity, as well as cooperation and good relations between leaders and employees. One of the most important is the human resources (HR) department of the company. As science advances, companies are required to make their employees more skilled and trained in carrying out their duties (Rintjap et al., 2021).

Human resource development can basically be done in various ways, but in principle, it is to increase organizational capacity. Human resource development can be carried out through education, training, motivation, and various human resource programs as the main pillars that support and move the organization in an effort to realize the vision and mission of the organization or company (Hidayat et al., 2022).

Human resource development is a way for organizations to maintain the work existence of all components of the company. Human resources are the main and strategic factor in achieving the successful development of a nation. Human resources that are strong and highly competitive in various aspects will support increased development, both in the economic field and in the social and cultural fields. Highly competitive human resources are one of the key factors for success in the era of globalization, which is characterized by increasingly tight competition and the absence of borders between countries (borderless nations) in human interaction and life. Therefore, to win and seize existing opportunities, human resource development must emphasize mastery of competencies that focus on a particular field, which in turn will be able to increase competitiveness at the national and international levels (Yahya & Ahmad Yani, 2023).

Human resource development (HR) is a key element in improving employee performance in an organization. In recent decades, related research has increasingly highlighted the complex relationship between HR development and employee effectiveness. This article will review the latest literature regarding how HR development can influence employee performance.

Job satisfaction is an important aspect of human resource management that has a significant influence on employee performance and overall organizational success. In an era of increasingly fierce global competition, organizations need to understand the factors that influence job satisfaction in order to create a conducive work environment and support optimal employee performance. Job satisfaction is a positive feeling or satisfaction that employees feel towards their work. This covers various aspects of work, including salary, relationships with coworkers and superiors, working conditions, opportunities for career development, and work-life balance. Job satisfaction is a reflection of how individuals feel about their job and whether they get what they expect from it.

Employee performance is the level of employee success in carrying out the duties and responsibilities assigned by the organization. This performance can be measured through various indicators such as productivity, work quality, efficiency, and contribution to organizational goals. Employee performance assessments are usually carried out through performance evaluations, which include assessments by superiors, colleagues, or self-evaluation.

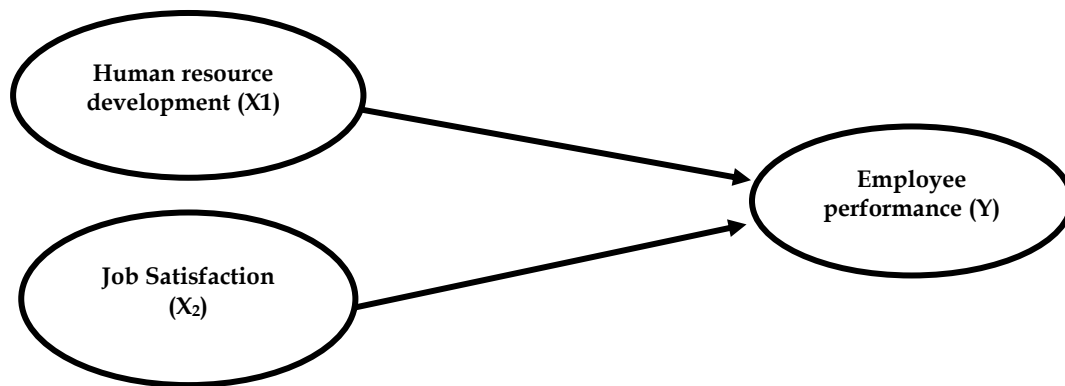
The current condition of PVH Corporation is that, as the main distribution center, PVH Venlo often faces high pressure to meet large and fast distribution requests, especially during peak seasons such as holidays or major promotions. Maintaining high levels of job satisfaction amidst high operational pressure is a challenge. Employee dissatisfaction can impact productivity and high turnover. Changes in economic policies and government regulations, both at the national and European Union levels, may affect the operations and workforce at PVH Venlo.

PVH Corporation, which manages well-known brands such as Calvin Klein and Tommy Hilfiger, has a distribution center in Venlo, Netherlands. HR development is a key element that supports employee performance and company success. This research aims to analyze the influence of human resource development on employee performance at PVH Venlo.

It is hoped that this research can be used as consideration and input in making decisions regarding career development, job satisfaction, and employee performance. Several previous studies conducted by Arfandi et al. (2023); Bowo & Junaedi Hendro, (2023); Fauzan et al. (2023); Handanal et al. (2023); Novita, (2023); Wibowo,

(2021); Yahya & Ahmad Yani, (2023) stated that the influence of HR development has a positive and significant effect on employee performance. However, in contrast to research conducted by Guest (2017), it is highlighted that HR development does not always contribute positively to employee welfare or performance if it is not integrated with employee needs and aspirations. Albrecht et al. (2015) This research shows that without the support of a conducive work environment, human resource development often does not have a significant impact on employee performance.

Based on the explanation above, the following conceptual framework is presented in the following image:



**Figure 1. Conceptual Framework**

## **2. Methodology**

### **2.1. Research Design**

This research variable is an attribute, trait, or value of a person, object, or activity that has certain variations determined by the researcher to draw conclusions (Sugiyono, 2021). In this research, there are two variables, namely independent and dependent variables. The independent variable is the independent variable that is thought to be the cause of the emergence of the dependent variables. The independent variables in this research are HR development (X1) and job satisfaction (X2), while the dependent variable is the dependent variable, which is influenced by the independent variable. The dependent variable in this research is employee performance (Ghazali, 2020).

### **2.2. Research Sample**

The research will be carried out at PVH Venlo, Roosendaal, Netherlands. In this research, the scope of the problem to be discussed is the influence of human resource development on employee performance at the Venlo Roosendaal branch of PVH Venlo in the Netherlands. The population in this study consisted of several employees in the area, totaling 90 people.

### **2.3. Data Analysis**

The data source used in this research is primary data collected using a list of questions or questionnaires. This primary data will be processed in the form of discussion, conclusions, and suggestions. Data analysis is a way to determine the influence of one variable on another variable. In order for the data collected to be useful, it must be processed first so that it can be used as a reference for decision-making. Data analysis techniques are used to draw conclusions from the data that has been collected using Structure Equation Modeling (SEM) to process the data and analyze it. SEM was chosen because it is more accurate in processing data, not only to obtain causal relationships between variables and constructs but also to determine the magnitude of the relationships between variables and constructs.

### 3. Results and Discussion

#### 3.1. Results

The validity test functions to determine the accuracy of the instrument in measuring the variables to be measured. In this research, convergent validity and discriminant validity tests were used. Convergent validity has the reference that each latent variable indicator must have a high correlation, which can be evaluated in two stages, namely average variance extract (AVE) and factor loading values. The indicator is said to be valid if the AVE value is > 0.5 and the factor loading value is > 0.7. However, a value between 0.6 and 0.7 is considered acceptable in research as long as it is not below 0.5 because this value is considered invalid. The following are the loading factor values for each indicator in the research variables:

**Table 1. Indicator Factor Loading**

	HR Development (X1)	Job Satisfaction (X2)	Employee Performance (Y)
X1.1	0,699		
X1.2	0,590		
X1.3	0,771		
X1.4	0,808		
X2.1		0,860	
X2.2		0,810	
X2.3		0,827	
X2.4		0,460	
Y1			0,796
Y2			0,749
Y3			0,740
Y4			0,788
Y5			0,746
Y6			0,676

The next step is to calculate the average variance extraction value for each variable. The criteria used are that each variable must have an AVE value > 0.5 so that the model obtained is in accordance with the calculations.

**Table 2. AVE**

	Average Variance Extracted (AVE)
HR Development (X1)	0,521
Job Satisfaction (X2)	0,573
Employee Performance (Y)	0,563

Based on the table above, the AVE value for each variable has a value above 0.5 and is declared valid, so it can be concluded that each variable in this study produces good convergent validity.

#### Evaluation Results of the Measurement Model (Outer Model)

The evaluation of the measurement model (outer model) is used to determine whether the data that has been collected from respondents meets the validity and reliability requirements based on the relationship between indicators and variables. The following is an image of the outer model used in this research using SmartPLS 3.0 software:

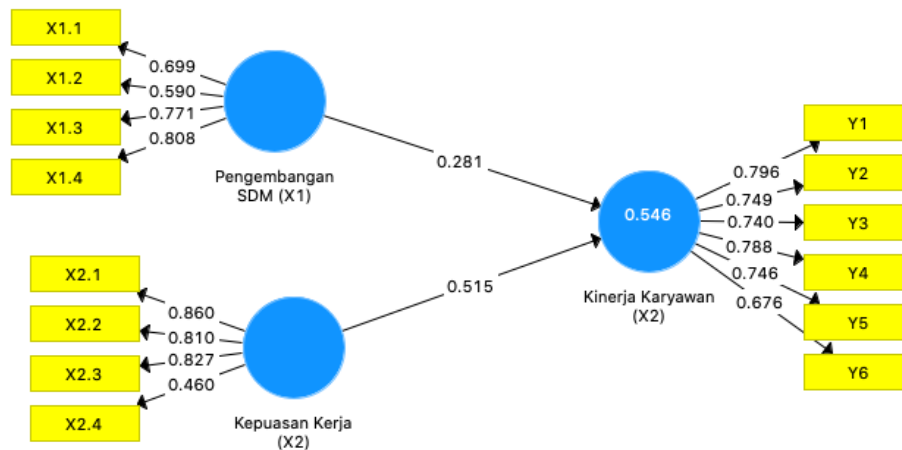


Figure 1. Outer Model

### Reliability Test Results

Reliability testing is carried out to measure the level of consistency of indicators toward variables and is used to measure the level of consistency of respondents when answering statement items on the questionnaire so that they can be declared reliable. In addition, reliability tests are carried out to measure the level of reliability of a variable or indicator based on the correlation between the indicators studied. The indicator for the reliability test used is composite reliability for the reason that the approach assumes more accurate parameters, with the composite reliability figure having to have a value higher than 0,7.

### R Test Results: (R Square)

Coefficient of determination or R<sup>2</sup> carried out to measure how much influence the independent latent variable has on the dependent latent variable. When the R<sup>2</sup> The result obtained is higher or closer to 1, then the ability of the independent variable to explain the dependent variable is greater. In this study the R<sup>2</sup> The result obtained was 0.435, meaning that the influence of the independent variable HR Development (X) had an influence on the dependent variable Employee Performance (Y) of 54.6%. Other influences, namely 45.4%, were influenced by other factors not examined in this study. R calculation results<sup>2</sup> can be seen in table 3 below:

Table 3. R Square

	R Square	R Square Adjusted
Employee Performance (X2)	0,546	0,536

### Path Analysis Coefficient Estimates

In path analysis estimates, the resulting coefficient must be significant, and the calculation uses bootstrapping. The resulting value is the t-value, and if the t-value is > 0,05, then the estimated path coefficient value is significant. The following are the results of the path coefficient test:

Table 4. Bootstrapping Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
HR Development (X1) on Employee Performance (Y)	0,281	0,301	0,103	2,740	0,006
Job Satisfaction (X2) on Employee Performance (Y)	0,515	0,505	0,097	5,294	0,000

### 3.2. Discussion

#### The Influence of Human Resource Development on Employee Performance

Based on the data in Table 3, the relationship between HR Development (X1) and Employee Performance (Y) has an original sample value of 0.281 and a T statistic value of  $2.740 > 1.96$  with a P value of  $0.006 < 0.05$ . This shows that HR development (X1) has a positive and significant effect on employee performance (Y). So the hypothesis in this research can be accepted. Thus, the hypothesis that HR development has a positive and significant effect on employee performance can be empirically proven at PVH Venlo, especially at the branch in Venlo, Roosendaal, Amsterdam.

This research is in line with that conducted by Arfandi et al. (2023); Bowo & Junaedi Hendro (2023); Fauzan et al. (2023); Handanal et al. (2023); Novita (2023); Wibowo (2021); and Yahya & Ahmad Yani (2023), who stated that the influence of HR development has a positive and significant effect on employee performance. However, in contrast to research conducted by Guest (2017), it is highlighted that HR development does not always contribute positively to employee welfare or performance if it is not integrated with employee needs and aspirations. Albrecht *et al.* (2015) This research shows that without the support of a conducive work environment, human resource development often does not have a significant impact on employee performance.

#### The Effect of Job Satisfaction on Employee Performance

Based on the data in Table 3, the relationship between job satisfaction (X2) and employee performance (Y) has an original sample value of 0.515 and a T statistic value of  $5.294 > 1.96$  with a P value of  $0.000 < 0.05$ . This shows that job satisfaction (X1) has a positive and significant effect on employee performance (Y). So the hypothesis in this research can be accepted. Thus, the hypothesis, which states that job satisfaction has a positive and significant effect on employee performance, can be empirically proven at PVH Venlo, especially at the branch in Venlo, Roosendaal, Amsterdam. This has the implication that increasing job satisfaction will have an impact on higher performance.

The results of this research are in line with research conducted by Sabuhari et al. (2020), which states that job satisfaction has a significant effect on employee performance. However, this is different from the research conducted by Parker et al. (2020), which states that job satisfaction influences financial performance but not for disloyal employees.

### 4. Conclusion

Human resource (HR) development at PVH Venlo shows a positive and significant influence on employee performance. Some key factors supporting this conclusion include:

1. Human Resource Development: The HR development program implemented at PVH Venlo shows a positive and significant influence on employee performance. The training, further education, and skills development opportunities provided by the company have improved employees' abilities and competencies so that they are able to work more effectively and efficiently.
2. Job satisfaction: Job satisfaction also has a significant influence on employee performance. Factors such as a conducive work environment, recognition of achievements, and work-life balance have increased employee motivation and loyalty, which ultimately results in improved performance.
3. Competency and Skills Improvement: The HR development program at PVH Venlo has succeeded in increasing employee competencies and skills so that they are able to work more efficiently and effectively. Continuous training and opportunities to learn new skills have increased employees' ability to better complete their tasks.
4. Motivation and Job Satisfaction: HR development that focuses on employee needs and aspirations has increased motivation and job satisfaction. When employees feel that the company is investing in their personal and professional development, they tend to be more motivated and satisfied with their jobs, which in turn improves their performance.

5. **Increased Productivity:** With a comprehensive HR development program, PVH Venlo employees have demonstrated increased productivity. They are able to work faster and with higher quality, which has a direct impact on increasing the company's output and operational efficiency.
6. **Adaptability and Innovation:** The HR development program has also increased adaptability and innovation capabilities among employees. In a rapidly changing business environment, the ability to adapt and innovate is critical. Employees who are continuously developed tend to be more flexible and able to contribute innovative ideas that support company growth.
7. **Employee Retention:** Effective HR development also contributes to higher employee retention rates. Employees who feel valued and see prospects for career development in the company tend to be more loyal and stay longer, reducing turnover and high recruitment costs.

Overall, the findings of this research underline the important role of human resource development and job satisfaction in improving employee performance. PVH Venlo management is advised to continue to strengthen HR development programs and create a work environment that can increase employee satisfaction in order to achieve better performance in the future.

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