

---

## Analysis of HR Development on HR Competency and Performance Mediated by Readiness for Change in The Era of Industrial Revolution 4.0

---

Ananto Pramandhika<sup>1</sup>, Intan Ratna Wati<sup>2</sup>

### **Abstract:**

*The Industrial Revolution is a condition that has an impact on various areas of life caused by global change. In the Industrial Era 4.0, cyber technology is combined with automatic technology. The implementation concept focuses on the concept of automation that technology carries out which in the end can minimize or even eliminate individual labor. The research problem is how to improve HR competency and performance through HR development and readiness for change. The aim of this research is to analyze the influence of HR development on readiness for change in improving HR competency and performance. The sample for this research is employees of PT. Indofood CBP Sukses Makmur, Tbk. Semarang Branch Instant Noodle Division, a total of 203 respondents. SEM analysis with AMOSS software was used to analyze the data. The results of the analysis showed that human resource development had an effect on readiness for change in increasing competence and readiness for change. These empirical findings indicate that human resource development has a significant positive effect on competence; HR development has a significant positive effect on HR performance; HR development has a significant positive effect on readiness for change; readiness for change has a significant positive effect on competency and readiness for change has a significant positive effect on HR performance.*

**Keywords:** HR development, readiness for change, competency and HR performance

Submitted: 29 February 2024, Accepted: 18 May 2024, Published: 31 August 2024

## **1. Introduction**

The Industrial Revolution is a condition that has an influence on various areas of life which is caused by global change. Production or service activities that were previously considered difficult, requiring a long process and time, large amounts of funding, are now easier, shorter, and the costs are relatively low. In the Industrial Era 4.0, cyber technology is collaborated with automation technology (Aloul, F., & Noor, A., 2019). The implementation concept is focused on the concept of automation that technology carries out which in the end can minimize or even eliminate individual labor in the implementation effort (Torrington et al., (2017).

As is understood, business competition is currently increasingly fierce, which means that each company must be able to master technology, the products and services offered have various advantages and human resources are well available.(Sutrisno, 2022).

---

<sup>1</sup> Faculty of Economics and Business, Universitas Diponegoro, [Pramandhika.ananto@gmail.com](mailto:Pramandhika.ananto@gmail.com)

<sup>2</sup> Faculty of Economics and Business, Universitas Diponegoro, [Intanratnawati87@gmail.com](mailto:Intanratnawati87@gmail.com)

In order to be able to maintain the company and to be able to continue the business it is running, each company must of course have the ability to manage its resources optimally, because human resources are classified as one of the important components and the company must pay close attention (Ritala, P., Golnam, A., & Wegmann, A., 2014).

High quality of human resourcesA company owned is included in the capital concerned, especially in facing the current era of industrial revolution 4.0. As is understood, the Industrial Revolution 4.0 (fourth industrial revolution/4IR) is able to increase employment opportunities, but provides encouragement for disruption in many fields so that this results in determining economic development in the future, especially in the global scope and also causes the presence of obstacles in various areas of human life, without exception in the labor sector, where these consist of changes in skills, changes in work and changes in society (Shields et al., 2020).

OpinionAkmal, (2019)Technological developments mean that many jobs will disappear and be replaced by robots, the percentage of which reaches 57%. And this will result in the emergence of many new jobs with the number reaching 65,000. Predictions are that 4IR will eliminate many types of jobs in the next 5 years, where the percentage will reach 35%, even the types of jobs lost will increase by 75% over a period of 10 years (Akmal., 2019).

Performance competency can be interpreted as a variety of behaviors shown by human resources who have the best, most effective and consistent performance when compared with human resources who have average performance (Robbins et al., (2017). Competencies are divided into core competencies and role competencies. Role competencies relate to specific tasks and responsibilities, while core competencies reflect the values and abilities required by all employees to support overall organizational goals (Shields et al., 2020).

OpinionTrisnaningsih and Ratnawati, (2022);Adhikari, (2009);Arubayi et al., (2020);Nunez-Cacho and Grande-Torralej, (2022); AndMahreen and Ali, (2022)provide a statement about efforts to develop human resources that have a good and real impact on employee performance, where it is known that an institution is required to design and implement HRD practices to enable other individuals to work more efficiently and achieve the expected performance.Otto and Mishra, (2017)shows that good human resource development is able to increase their competence.

This study was carried out because a gap or research gap was found, where previous research (Trisnaningsih and Ratnawati, 2022;Adhikari, 2009;Arubayi et al., 2020;Nunez-Cacho and Grande-Torralej, 2022; AndMahreen and Ali, 2022)shows that HR development influences HR performance, but researchJatmika and Andarwati, (2017)provide a statement between HR development and no real attachment to HR performance.

Sutrisno, (2012) And Otto and Mishra, (2017) shows that there is a significant positive influence of HR development on competency, where the better the HR development carried out by the company is able to increase employee competency, meanwhile Rawis et al., (2021) does not show any real impact of human resource development on competency. The differences in the results of previous research in this study can be shown in table 1 below:

**Table 1. Research GAP**

Influence Between Variables	Researcher	Research result
The influence of human resource development on competency	a. Sutrisno, (2012) And Otto and Mishra, (2017) b. Rawis et al., (2021)	a. Significant positive b. Not significant
The influence of HR development on HR performance	a. Arubayi et al., (2020); Nunez-Cacho and Grande-Torraleja, (2022); And Mahreen and Ali, (2022) b. Jatmika and Andarwati, (2017)	a. Significant positive b. Not significant

The table above shows that there are still gaps in the results of research that has been conducted previously so that with the presence of this research and the emergence of novelty with the addition of mediating variables *readiness for change* It is hoped that we can optimize the results of this research.

Implementation of HR development at PT. Indofood has done a lot starting from training, mentoring & coaching, rotation programs, projects, special assignments and other programs. The implementation of HR development has not had an optimal impact, some of the HR who have participated in the program have not provided benefits to the achievement of HR performance. In achieving productivity and effectiveness in providing quality products, attention must be paid to the quality of human resources through efforts to improve and develop human resources by developing human resources, which the company carries out to ensure the readiness of human resources to make changes. The problem phenomenon found in this study is that there is a gap between the annual performance assessment and the performance standards set by the company. In conducting performance assessments, the company determines the performance assessment categories as follows:

**Table 2. Performance Assessment Categories**

Quality Category	Description
5	Very beyond expectations
4	Beyond expectations
3	Meets expectations
2	Most meet expectations
1	Didn't meet expectations

Source: Indofood, (2023)

Performance assessments are carried out regularly every year, the company sets performance standards based on the division of quality categories. Each quality category is determined by the percentage of the number of employees, but the company differentiates between the percentage for the operational level and also the percentage for the staff level and above. For more details, the determination of performance standards is explained in Table 3 as follows:

**Table 3. Distribution of Performance Standards**

Levels	Grades	Working Standards				
		5	4	3	2	1
Operative	3-10		9%	57%	30%	4%
Staff-Up	11-Up	3%	8%	55%	30%	4% %

Source: Indofood, (2023)

Table 3 above explains the distribution of work standards for operative and staff-up levels for each grade with the respective percentages for performance standards. Furthermore, the business phenomenon in this research that occurred over the past 3 years can be explained as follows.

**Table 4. Performance Assessment for the 2020-2022 Period**

Tahun	Level	Grade	Kategori Kualitas					Grand Total
			5	4	3	2	1	
2020	Operative	3 - 10	0	65	398	174	20	657
	%		0,0%	9,9%	60,6%	26,5%	3,0%	100%
	Staff	11 - 13	2	18	56	4	1	81
	Supervisor	14 - 16	0	6	31	1	0	38
	Manager	17 - Up	0	2	5	0	0	7
	Total		2	26	92	5	1	126
2021	Operative	3 - 10	0	54	383	169	20	626
	%		0,0%	8,6%	61,2%	27,0%	3,2%	100%
	Staff	11 - 13	1	13	64	7	0	85
	Supervisor	14 - 16	0	4	33	0	0	37
	Manager	17 - Up	0	0	7	0	0	7
	Total		1	17	104	7	0	129
2022	Operative	3 - 10	0	53	360	158	21	592
	%		0,0%	9,0%	60,8%	26,7%	3,5%	100%
	Staff	11 - 13	0	11	70	3	0	84
	Supervisor	14 - 16	0	2	35	1	0	38
	Manager	17 - Up	0	0	7	0	0	7
	Total		0	13	112	4	0	129
	%		0,0%	10,1%	86,8%	3,1%	0,0%	100%

Source: Indofood, (2023)

Table 4 above, in general, can be explained that the quality of performance of PT Indofood employees is mostly (60% - 86%) located in quality category 3, which means they have met expectations, but there are still employees who still meet some expectations (quality category 2), especially for operational level employees as much as 26% - 27%. Operative level employees with quality category 1 (not meeting expectations) in 2020 were 3%, experiencing an increase in 2021 to 3.2% and in 2022 to 3.5%. The opposite condition occurs for staff level employees and above where quality category 1 (does not meet expectations) experiences an improving trend starting in 2020 of 0.8% and 0% (nil) in 2021 and 2022. The number of employees in quality category 5 (severely exceeds expectations ) especially staff

levels and above in the last 3 years still have not met expectations, there is a visible decrease in the percentage starting in 2020 as much as 1.6%, in 2021 as much as 0.8% and 0% (nil) in 2022.

The era of industrial revolution 4.0 has created waves and currents of change that were previously unheard of. Therefore, companies must have a strategy that is capable of transformation and innovation to deal with this. This is so that the companies and businesses that have been built are not crushed by the times and their development is hampered (Ashbari et al., 2020). The company must have an integrated journey map so that the direction of business development is clearly visible. Among the strategies that are urgent to pay attention to is readiness for change in every organization, especially in global business organizations. The current era of global competition necessitates readiness for change without pause from every industrial person (Arubayi et al., 2020).

The reason for using the industrial revolution era 4.0 is because Industry 4.0 can optimize production because it provides benefits for companies and is more time efficient. This is of course very influential for industries that rely on expensive manufacturing equipment. There are several benefits to the industrial revolution 4.0, namely: mhas the potential to empower individuals and society, create new opportunities for social, economic and self-development, minimize the risk of human error because the computer has full control so work results tend to be consistent, increase productivity efficiency in the production process so you can produce goods in higher volumes a lot and relies on fewer resources, data connected to the computing cloud is guaranteed to be secure, the system used is more sophisticated and controlled in real time, increasing visibility into the status of goods availability and the delivery process, and cutting costs for handling the supply chain (Mujiburrahman et al., (2017).Trisnaningsih and Ratnawati, (2022).

The problem in this study is basically the discovery of a research gap, which is based on previous research (Trisnaningsih and Ratnawati, 2022; Adhikari, 2009; Arubayi et al., 2020; Nunez-Cacho and Grande-Torraleja, 2022 and Mahreen and Ali, 2022) shows that HR development influences HR performance, but research by Jatmika and Andarwati, (2017) provides a statement that between HR development there was no real connection to HR performance. The problem formulation in this study is how to improve HR performance.

## **FORMULATION OF THE PROBLEM**

Based on the background and business phenomena that have been explained, research questions can be determined.

1. Does HR development affect HR competency?
2. Does HR development affect HR performance?
3. Does human resource development influence readiness for change?
4. Does readiness for change affect HR competency?
5. Does readiness for change affect HR performance?

## **LITERATURE REVIEW**

### **Competence**

HR competencies must be directed at creating value for the organization. According to him, HR competencies must be connected to business strategy and focus on aspects such as leadership development, innovation, operational excellence and customer service (Ulrich, D., 2018). HR competencies are not only related to technical knowledge and skills, but also to social and emotional aspects. According to him, effective HR competencies include emotional intelligence, social sensitivity, communication skills, and the ability to work together in teams (Boyatzis, RE, 2008).

### **Human Resources Performance**

Human resource (HR) performance refers to the results or achievements achieved by individuals or HR teams in carrying out their duties and responsibilities in the organization. HR performance can be measured through various metrics, including productivity, work quality, employee satisfaction, employee retention, and contribution to overall organizational goals (Jiang, K., et., All 2012). HR performance can be influenced by a number of factors, including human resource management (HRM) policies and practices, leadership, employee development, performance appraisal, compensation, and a supportive work environment. When HR performs high, they can make significant contributions to organizational success, including increased productivity, innovation, competitive advantage, and achievement of strategic goals (Jiang, K., et all, 2012).

### **Readiness For Change**

Readiness for personal change is an attitude or mental condition that allows a person to be ready and open to face changes in thoughts, behavior or life situations. This involves openness to renewal, a willingness to learn and develop, and the ability to adapt to the changes that occur around us (Oreg, S., 2006).

Considering the current complex and dynamic business environment, it can be concluded that employee willingness to change is classified as an important variable that can influence company performance (Katsaros et al., 2014). Therefore, preparing employees to face change clearly has an important contribution to improving performance. According to Chaka and Govender, (2017), employees who have a higher level of preparation for change have a tendency to be more successful than employees who have a low level of preparation in accepting change in an institution.

### **HR Development**

Human resource development (HR) refers to an organization's efforts to increase the knowledge, skills, competencies and potential of individuals in order to achieve organizational goals and ensure long-term success. HR development involves various strategies, programs and activities aimed at improving employee performance and preparing them to face future changes and challenges (Noe, RA, et all., 2017). Human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better work (Sutrisno., 2022).

**The Influence of HR Development on HR Competency**

The human resource development process is classified as a starting point where organizations want to improve and develop skills, knowledge and abilities (SKA) or individual competencies in accordance with current and future needs. Sutrisno, (2022) stated that HR development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better work. Human resource development is a long-term educational process that uses systematic and organized procedures, so that managerial workers learn conceptual and theoretical knowledge for general purposes. The aim of HR development is to improve the quality of professionalism and skills of employees in carrying out their duties and functions optimally (Otto and Mishra, 2017).

With good human resources, they will have competitive strength and become more difficult to imitate so that sources of competitive success such as production process technology, market protection, access to financial resources should be more efficient and effective. With human resource development, it is hoped that employees can increase their insight, change their attitudes and develop their personalities. Development at both the supervisory level and operational employees up to the manager level who have the potential to adapt to changes that occur and are responsive to developments towards a better future, will make the employees concerned ready to be able to accept greater management responsibilities (Otto and Mishra, 2017). Based on references from research Sutrisno, (2022) And Otto and Mishra, (2017) then the first hypothesis can be formulated, namely:

H1: Human resource development has a positive effect on competency

**The Influence of HR Development on HR Performance**

Research put forward by Fendy et al., (2013) that providing training to employees is classified as an effective way to gain a competitive advantage that can increase employee performance productivity to lead to company growth and prosperity. So training is a good way to increase workforce productivity and have a positive impact on individual performance to obtain higher salaries in the company Pakpahan et al., (2019). Additionally, according to Sahangamu et al., (2019) revealed that there is a relationship between support from the organization for training program readiness and employee development. The results of this study indicate that individual-level factors in the training context can play a significant role in the influence of supervisor support on job performance within an organization.

The same research results were also revealed by Attar and Shah, (2015), that the training factor has a positive effect on the performance of Bank Karachi employees. From this it can be concluded that banks that train their employees well can realize significant increases in performance and productivity thereby satisfying more customers. Trisnaningsih and Ratnawati, (2022) shows that human resource

development has a significant positive effect on readiness for change. Based on references from research Attar and Shah, (2015) And Trisnaningsih and Ratnawati, (2022) then the second hypothesis can be formulated, namely:

H2: HR development has a positive effect on HR performance

### **The Influence of Human Resource Development on Readiness for change**

Training is considered important for the success of employees and companies, because it includes a series of choices made by trainees to dispose of, maintain, apply, or modify the knowledge and skills trained in the context of their work that they need. So this is considered effective in maximizing the function of the selected training program according to their expertise and the field they work in (Eldor, 2017).

According to Cychosz et al., (2019), training and development have a major contribution in organizations because they can function as agents of change for individuals in the organization. So training workers will better prepare employees to hold positions in the upcoming industrial transition period in an organization with full capabilities and help overcome deficiencies in other areas of work, so that work becomes more efficient. Akmal, (2019) projects that the increasing importance of training that is rich in digital content with high technology will make employees ready to face changes in the industrial era 4.0. Britel and Cherkaoui, (2022) shows that HR development has a significant positive effect on HR performance. Based on references from research Cychosz et al., (2019) And Britel and Cherkaoui, (2022) then a third hypothesis can be formulated, namely:

H3: Human resource development has a positive effect on readiness for change

### **The Influence of Readiness for change on HR Competency**

Readiness for change can be interpreted as the view of each individual or employee of an organization regarding the changes carried out by the organization, and the extent to which employees believe in these changes which will have positive implications for employees in particular and the organization in general.

Industry 4.0 is an industry that refers to the latest technological advances, where the internet and technology function as an important part of integrating physical objects, human actors, intelligent machines, production lines and processes that cross organizational boundaries to form a new intelligence, networking and value chain. . The more ready HR is to change, the more their competence will increase. Diwanti et al., (2021) shows that readiness for change has a significant positive effect on competence. Based on references from research Diwanti et al., (2021) then the fourth hypothesis can be formulated, namely:

H4: Readiness for change has a positive effect on HR competency

### **The Influence of Readiness for change on HR Performance**

Readiness to change leads to improved performance especially in global business markets (Eldor, 2017). Considering the current complex and dynamic business environment, it can be concluded that employee willingness to change is classified as an important variable that can influence company performance (Katsaros et al., 2014). Therefore, preparing employees to face change clearly has an important contribution



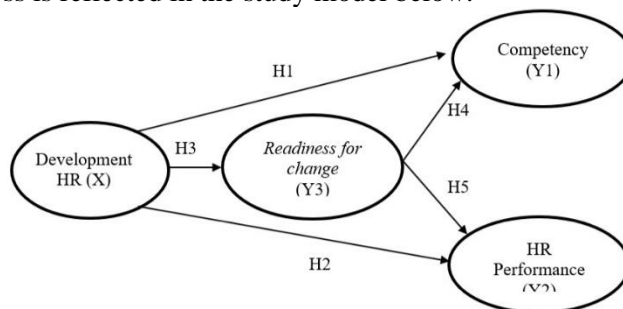
to improving performance. According to Chaka and Govender, (2017), employees who have a higher level of preparation for change have a tendency to be more successful than employees who have a low level of preparation in accepting change in an institution. Because through a high level of preparation, they will do more for the institution where they work in order to achieve the vision, mission and ideals of that institution.

Furthermore, employees who have a high level of readiness to face change will have greater motivation to give the best for their company. Where in the end, in the future, these employees will have greater abilities and readiness when facing changes in the increasingly dynamic industrial era 4.0 (Cychosz et al., 2019). Trisnaningsih and Ratnawati, (2022) shows that readiness for change has a significant positive effect on HR performance. Based on references from research Cychosz et al., (2019) and Trisnaningsih and Ratnawati, (2022) then the fifth hypothesis can be formulated, namely:

H5 = Readiness for change has a positive effect on HR performance

### Research Model

The influence of career adaptability, career management perspective and competency on career success is reflected in the study model below.



**Figure 1. Research Model**

## 2. Methodology

### Population

Population is a combination of all elements in the form of events, things or people who have similar characteristics which is the center of attention of a researcher because it is seen as a research universe. The population in this study is all human resources of PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division has a minimum of D3 education and 174 permanent employees.

### Sample

According to Hair et al., (2021) The recommended minimum sample size ranges from 100-300 in SEM parameter estimation. Considering that there are 174 members of the population in this study, the sampling technique in this study was to use the census technique. According to Ghozali, (2016) The census method is a way of collecting data when all elements of the population are investigated one by one, where the entire

available population is sampled. The sample in this study is HR PT. Indofood CBP Sukses Makmur, Tbk. Semarang Branch Instant Noodle Division numbering 174.

### Operational Definition of Variables

The following is the operational definition in this research

**Table 5. Operational definition**

Operational definition	Measurement	Indicator
HR development is an activity carried out by a company or organization within a certain time to improve the skills and expertise of its human resources within the organizational entity and ultimately increase the productivity of the organization as a whole.	Based on level of agreement STS = 1 TS = 2 KS = 3 S = 4 SS = 5	1. Motivation, 2. Personality 3. Skills  Source: (Arubayi et al., 2020)
Competence is a fundamental characteristic in an individual's attitude that provides an overview of the individual's characteristics, motives, self-concept, understanding or skills as well as various values that exist within the individual when he has the best performance at the place he works.	Based on level of agreement STS = 1 TS = 2 KS = 3 S = 4 SS = 5	1. Integrity, 2. Orientation Towards Quality 3. Adjustment 4. Orientation to Customers 5. Continuous Improvement 6. Collaboration 7. Solution to problem 8. Communication 9. Planning and Organizing 10. Coaching 11. Technical Capabilities Source: (Indofood, 2023)
<i>Readiness for change</i> is the extent to which employees are mentally, psychologically or physically ready to participate in organizational development activities	Based on level of agreement STS = 1 TS = 2 KS = 3 S = 4 SS = 5	1. Belief in change 2. The benefits gained from change 3. There is a need for change 4. Benefits of change for the company 5. Ability to make changes 6. Management commitment to change 7. Benefits of change for employees Source: (Holt et al., 2007)
HR performance is the degree to which the percentage of success of employees in carrying out their duties is in accordance with the responsibilities given to them, both individually and as a group.	Based on level of agreement STS = 1 TS = 2 KS = 3 S = 4 SS = 5	1. Work quality 2. Working quantity 3. Punctuality 4. Work creativity Source: (Pawar, 2019)

### Data collection technique

#### Primary data

Use of questionnaires or structured interviews to collect data from population samples. The survey was carried out online via a Google form given to PT HR. Indofood CBP Successfully Prosperous.

## Secondary data

Secondary data in this research is in the form of reference journals related to research, company data or public data that is available online.

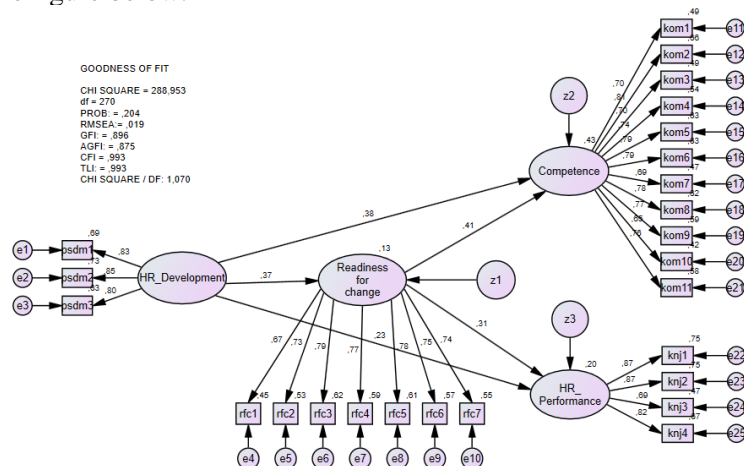
## Data analysis technique

The data analysis method is attempted to be in accordance with the research pattern and variables that are the research object. The research uses The Structural Equation Modeling (SEM) from AMOS 25.0 statistical software in the model and hypothesis assessment. The SEM model is also called a set of statistical techniques that make it possible to test a series of relatively complex relationships simultaneously. Ferdinand, 2020)

## 3. Empirical Findings/Result and Discussion

### Structural Equation Modeling Analysis

The next analysis is a full Structural Equation Model (SEM) analysis, after analyzing the level of unidimensionality of the indicators forming the latent variables which were tested using confirmatory factor analysis. Analysis of the results of data processing at the full SEM model stage was carried out by carrying out suitability tests and statistical tests. The results of data processing for full SEM model analysis are shown in the figure below.



**Figure 2. Structural Equation Model (SEM) Test Results**

The test of the model hypothesis shows that this model is in accordance with the data or fits the data used in the research as seen in the following table.

**Table 6. Model Feasibility Test Results**

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
Chi-Square	Small ( < 311,358)	288,953	Good
Probability	$\geq 0.05$	0.204	Good
RMSEA	$\leq 0.08$	0.019	Good
GFI	$\geq 0.90$	0.896	Marginal

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
AGFI	$\geq 0.90$	0.875	Marginal
TLI	$\geq 0.95$	0.993	Good
CFI	$\geq 0.95$	0.993	Good

Source: Processed research data

able 6 above uses a theoretical framework in the model in accordance with actual reality, where a probability value of 0.204 indicates a good model evaluation. For statistical tests on the relationship between variables which will later be used as a basis for answering the research hypothesis that has been proposed. Statistical tests of the results of processing using SEM are carried out by looking at the level of significance of the relationship between variables which is shown through the Probability (p) and Critical Ratio (CR) values for each relationship between variables. The results of the convergent validity test are as follows.

**Table 7. Standardized Regression Weight**

			Estimate
rfc7	<---	Readiness_for_change	0.739
rfc6	<---	Readiness_for_change	0.753
rfc5	<---	Readiness_for_change	0.779
rfc4	<---	Readiness_for_change	0.77
rfc3	<---	Readiness_for_change	0.789
rfc2	<---	Readiness_for_change	0.727
rfc1	<---	Readiness_for_change	0.674
comm1	<---	Competence	0.699
comm2	<---	Competence	0.811
comm3	<---	Competence	0.697
comm4	<---	Competence	0.737
comm5	<---	Competence	0.792
comm6	<---	Competence	0.793
comm7	<---	Competence	0.688
comm8	<---	Competence	0.785
comm9	<---	Competence	0.767
comm10	<---	Competence	0.649
comm11	<---	Competence	0.76
knj1	<---	HR_Performance	0.868
knj2	<---	HR_Performance	0.866
knj3	<---	HR_Performance	0.686
knj4	<---	HR_Performance	0.817

The results of calculating direct influence, indirect influence and total influence in this research can be explained as follows:

**Table 8. Direct, Indirect and Total Effects**

Variable	Influence	HR Development	Readiness for Change	Competence
	Direct	0.365	0	0

Readiness for change	Indirect	0	0	0
	Total	0.365	0	0
	Direct	0.23	0.314	0
HR Performance	Indirect	0.115	0	0
	Total	0.344	0.314	0
	Direct	0.379	0.412	0
Competence	Indirect	0.151	0	0
	Total	0.529	0.412	0

### Hypothesis test

After all assumptions have been met, the next hypothesis test will be carried out as proposed in the previous chapter. Testing of the 5 research hypotheses was carried out based on the Critical Ratio (CR) value of a causal relationship from the SEM processing results as follows.

**Table 9. Regression Weight Structural Equational Model**

			Estimate	S.E	CR	P
Readiness_for_change	<---	HR_Development	0.321	0.071	4,501	***
Competence	<---	HR_Development	0.342	0.069	4,972	***
HR_Performance	<---	HR_Development	0.271	0.096	2,833	0.005
Competence	<---	Readiness_for_change	0.424	0.08	5,292	***
HR_Performance	<---	Readiness_for_change	0.421	0.111	3,807	***

From the test results it was found that all CR values were above 1.96 or with a probability smaller than 0.05. Thus all hypotheses are accepted.

#### 1. Hypothesis Testing 1

From the calculation results obtained from the CR variable, HR development towards competency is 4.972 and with a probability value of 0.000. Probability value =  $0.000 < 0.05$ , indicating that human resource development has an influence on competence. Thus it can be concluded that H1 is accepted. The results of this research indicate that good human resource development from PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will increase its HR competency, so that high HR development will increase competency. The results of this study support research (Sutrisno, 2022; Otto and Mishra, 2017).

#### 2. Hypothesis Testing 2

From the calculation results obtained from the HR development variable CR on HR performance is 2.833 and with a probability value of 0.005. Probability value =  $0.005 < 0.05$ , indicating that HR development has an influence on HR performance. Thus it can be concluded that H2 is accepted. The results of this research indicate that good human resource development from PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will improve its HR performance, so that high HR development will improve HR performance. The results of this study support research (Attar and Shah, 2015; Trisnainingsih and Ratnawati, 2022).

#### 3. Hypothesis Testing 3

From the calculation results obtained from the CR variable HR development towards readiness for change is 4.501 and with a probability value of 0.000.

Probability value =  $0.000 < 0.05$ , indicating that human resource development has an influence on readiness for change. Thus it can be concluded that H3 is accepted. The results of this research indicate that good human resource development from PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will increase HR readiness for change, so that high HR development will increase readiness for change. The results of this study support research (Cychosz et al., 2019; Britel and Cherkaoui, 2022).

#### 4. Hypothesis Testing 4

From the calculation results obtained from the CR, the readiness for change variable for competency is 5.292 and with a probability value of 0.000. Probability value =  $0.000 < 0.05$ , indicating that readiness for change has an influence on competence. Thus it can be concluded that H4 is accepted. The results of this research show that there is good readiness for change from HR at PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will increase its HR competency, so that good readiness for change will increase competency. The results of this study support research (Diwanti et al., 2021).

#### 5. Hypothesis Testing 5

From the calculation results obtained from the CR, the readiness for change variable on HR performance is 3.807 and with a probability value of 0.000. Probability value =  $0.000 < 0.05$ , indicating that readiness for change has an influence on HR performance. Thus it can be concluded that H5 is accepted. The results of this research show that there is good readiness for change from HR at PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will improve its HR performance, so that good readiness for change will improve HR performance. The results of this study support research (Cychosz et al., 2019; Trisnawati and Ratnawati, (2022)

## 4. Conclusions

The conclusions from this research are as follows:

Hypothesis 1 is accepted, the results of this research show that good human resource development from PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will increase its HR competency, so that high HR development will increase competency. Hypothesis 2 is accepted, the results of this research show that good human resource development from PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will improve its HR performance, so that high HR development will improve HR performance. Hypothesis 3 is accepted, the results of this research show that good human resource development from PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will increase HR readiness for change, so that high HR development will increase readiness for change. Hypothesis 4 is accepted, the results of this research show that there is good readiness for change from HR at PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will increase its HR competency, so that good readiness for change will increase competency. Hypothesis

5 is accepted, the results of this research show that PT HR has good readiness for change. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division will improve its HR performance, so that good readiness for change will improve HR performance.

The results of the influence of human resource development on competency are in accordance with the results of research conducted (Sutrisno, 2022; Otto and Mishra, 2017). The results of the influence of HR development on HR performance are in accordance with the results of research conducted (Attar and Shah, 2015; Trisnarningsih and Ratnawati, 2022). The results of the influence of human resource development on readiness for change are in accordance with the results of research conducted (Cychosz et al., 2019; Britel and Cherkaoui, 2022). The results of the influence of readiness for change on competence are in accordance with the results of research conducted (Diwanti et al., 2021). The results of the influence of readiness for change on HR performance are in accordance with the results of research conducted (Cychosz et al., 2019; Trisnarningsih and Ratnawati, (2022).

PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch of the Instant Noodle Division should review the policy regarding human resource development through educational channels. Because with this human resource development, it is hoped that employees will feel more appreciated and have their personal development needs met. PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division is expected to make it easier for employees to get study opportunities. This is able to provide HR readiness in facing change so that it will increase their competence and performance. This indicates that self-readiness in facing change is important for PT's human resources. Indofood CBP Sukses Makmur, Tbk.

PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division needs to provide more frequent training opportunities (training) on a regular basis, providing opportunities to continue their education either through university scholarships or at their own expense as well as promotional opportunities for those who have the potential to gain new relationships that can improve their competence. PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division needs to strengthen competence by encouraging employees to have the ability, knowledge and insight, then maintain the relationships built, help solve problems and have a wide working network.

PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division needs to improve HR performance. PT. Indofood CBP Sukses Makmur, Tbk. The Semarang Branch Instant Noodle Division needs to provide commensurate rewards for employees who have worked for more than 10 years. This is important because employees with long work experience show good readiness for change and have work experience that can support their performance.

The limitations of this research modeling come from the results of squared multiple correlation showing a magnitude of 0.13 for readiness for change; 0.43 for

competency and 0.20 for HR performance. This indicates that the antecedent variables of these endogenous variables are less than optimal. The optimal amount should be above 0.70. This research also has limitations that cannot be explored or reached, namely related to issues: cost, time and place. The results of this research cannot be generalized to other cases outside the object of this research, namely: PT. Indofood CBP Sukses Makmur, Tbk. Semarang Branch Instant Noodle Division.

The results of this research and the limitations found in the research can be used as a source of ideas for developing this research in the future, so the research expansion suggested by this research is to add independent variables that influence HR performance. The suggested variables are: leader member exchange, organizational citizenship behavior and so on

### References:

- Adhikari, Dev Raj. (2009). Human Resource Development for performance management, a case in a company in Nepal, Emerald
- Akmal. (2019). Closer to Industry 4.0. Yogyakarta: Deepublish
- Aloul, F., & Noor, A. (2019). Collaboration in Cyber Security Operations Centers (CSOCs): A Conceptual Framework. *International Journal of Cyber Security and Digital Forensics (IJCSDF)*, 8(4), 1-15.
- Asbari, Masduki, Dewiana Novitasari, Nelson Silitonga, Didi Sutardi, Gazali. (2021). Analysis of Readiness For Change on Performance: Perspective of Contract Employees During the Covid-19 Pandemic, *Jemasi: Journal of Management Economics and Accounting* Vol. 16, no. 2, July - December 2020 Website: <http://ejournal.iba.ac.id/index.php/jemasi> ISSN 1858-2702, e-ISSN 2684-8732
- Boyatzis, R.E. (2008). Competencies in the 21st century. *Journal of Management Development*, 27(1), 5-12.
- Britel, Zineb and Abdelghani Cherkaoui. (2022). Development of a readiness for change maturity model: an energy management system implementation case study, *Production Engineering Archives* 2022, 28(1), 93-109
- Chaka, J. G., & Govender, I. (2017). Students' perceptions and readiness towards mobile learning in colleges of education: A Nigerian perspective. *South African Journal of Education*, 37(1), 1–12. <https://doi.org/10.15700/saje.v37n1a1282>
- Cychosz, C.C., Tofte, J.N., Johnson, A., Gao, Y., & Phisitkul, P. (2018). Fundamentals of Arthroscopic Surgery Training Program Improves Knee Arthroscopy Simulator Performance in Arthroscopic Trainees. *Arthroscopy - Journal of Arthroscopic and Related Surgery*, 34(5), 1543–1549. <https://doi.org/10.1016/j.arthro.2017.11.028>
- Dessler, Gary. (2017). *Human Resource Management* 15th Edition. Pearson Education Canada.
- Eldor, L. (2017). The relationship between perceptions of learning climate and employee innovative behavior and proficiency. <https://doi.org/10.1108/PR-08-2016-0202>
- Fendy Levy Kambey, Suharnomo. (2013). The Effect of Coaching, Training, Empowerment and Participation on Employee Performance, *Journal of Management & Organization Studies* Vol 10, No 2, July. 2013, Pages 142-151.



- Ghozali, Imam. (2016). *Multivariate Analysis Application with SPSS Program*. Diponegoro University Semarang Publishing Agency.
- Hair JF Hult GTM Ringle CM Sarstedt M. Danks NP & Ray S. (2021). *Partial least squares structural equation modeling (pls-sem) using r : a workbook*. Springer.
- Holt, D.T., Armenakis, A.A., Field, H.S., & Harris, S.G. (2007). Readiness for Organizational Change: The Systematic Development of a Scale. *Journal of Applied Behavioral Science*, Vol 43 No 2 Pages 99-112
- Jatmika, Dodik, Mardiana Andarwati. (2017). The Effect of Motivation on Employee Performance Through Employee Satisfaction of The Tax Office in Surakarta, Research Gate
- Jiang, K. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264-1294.
- Katsaros, K.K., Tsirikas, A.N., & Kosta, G.C. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. *Leadership and Organization Development Journal*, 41(3), 333–347.
- Mahreen, Aqsa and Zulqurnain Ali. (2022). Interaction between employee development factors and succession planning in predicting employee performance: evidence from retail bank, Emerald
- Mello, A. Jeffrey. (2015), *Strategic Human Resource Management 4th Edition*, Cengage Learning Publisher
- Mujiburrahman, Asmony, T., & Husnan, H. (2017). The Influence of Transformational Leadership and Psychological Climate on the Readiness to Change of West Lombok Regency Community Health Center Employees in the Context of Accreditation and Affective Commitment as Intervening Variables. *Master of Management Journal*, 6(2), 1–19. <https://doi.org/10.24054/jurnal.magistermanagement.v6i2.1>
- Núñez-Cacho Utrilla; Pedro Victor and Felix A. Grande-Torrales. (2022). Advancing employee development to improve the performance of the family business, Emerald
- Otto, Frank Nana Kweku and Mridula Misra. (2021). The influence of human resource development (HR) practices on the performance of the hotel industry. The role of employee competency, Emerald
- Otto, Frank Nana Kweku. (2019). Human resource development and effectiveness of the banking industry, Emerald
- Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 15(1), 73-101.
- Pakpahan, Edi Saputra; Siswidiyanto, Sukanto, The Effect of Education and Training on the Performance of Malang City Regional Civil Service Agency employees), *Journal of Public Administration (JAP) Department of Public Administration, Faculty of Administrative Sciences, Brawijaya University, Malang*, Vol. 2, no. 1, Pg. 116-121 <https://media.neliti.com/media/publications/77103-ID-Influence-pendidikan-dan-bisnis>: accessed 1 April 2019
- Pranata, OS, Astuti, ES, & Utami, HN (2018). The Effect of Training on Employee Competency and Performance (Study of Permanent Employees at PT Bank

- Tabungan Pensiunan Nasional Syariah Malang, Sharia Mobile Marketing Division). *Journal of Business Administration*, 61(3), 39–47.
- Rawis, Virene MS Ventje Tatimu Wehelmina Rumawas. (2021). The Effect of Human Resource Planning and Competency on Employee Performance; Productivity, Vol. 2 No. 4, 2021 e-ISSN. 2723-0112
- Ritala, P., Golnam, A., & Wegmann, A. (2014). Coopetition-based business models: The case of Amazon.com. *Industrial Marketing Management*, 43(2), 236-249.
- Robbins, Stephen P., Timothy A. Judge. (2017). *Organizational Behavior* 17th Edition. Jakarta: Salemba Empat.
- Ulrich, D. (2018). *HR from the Outside In: Six Competencies for the Future of Human Resources*. McGraw-Hill Education.
- Your friend, M; Petricia and L. Mandey, Silvia. (2019). The influence of training, motivation and work discipline on employee performance (case study at PT Bank Perkreditan Rakyat Dana Raya Manado). *EMBA Journal*. Vol.2, No.4, December.2014. Manado (ISSN 2303-1174). <http://ejournal.unsrat.ac.id/index.php/emba/issue/view/610/showToc>. Accessed 1 April 2019
- Now, Uma and Bougie, Roger. (2016). *Research Methods for Business: A Skill Building Approach*, 7th Edition. New Jersey: Wiley
- Shields, J., Rooney, J., Brown, M., & Kaine, S. (2020). *Managing Employee Performance and Rewards: Systems, Practices and Prospects* (3rd ed.). Cambridge: Cambridge University Press
- Simamora, Henry. (2017). *Human Resources Management*, Yogyakarta: BPFE
- Sutrisno, Edy. (2022). The influence of human resource and personality development on employee competence and work performance at PT. Barata Indonesia in Gresik, *EQUITY* ISSN 1411-0393 Accreditation No.55a/DIKTI
- Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2017). *Human Resource Management*. United Kingdom: Pearson Education Limited.
- Trisnaningasih, Deny Ika; Intan Ratnawati. (2022). Facing the industrial revolution 4.0: the influence of training programs and work climate on employee performance with readiness to change as an intervening variable (Study at PT. PLN (Persero) UID Central Java and DIY), *Diponegoro Journal of Management*, Volume 11, Number 1, Year 2022, Pages 1-13 <https://ejournal3.undip.ac.id/index.php/djom/index> ISSN (Online): 2337-3792
- Tarigan, J., Susanto, ARS, Hatane, SE, Jie, F., & Foedjiawati, F. (2020). Corporate social responsibility, job pursuit intention, quality of work life and employee performance: case study from Indonesia controversial industry. *Asia-Pacific Journal of Business Administration*, 13(2), 141–158. <https://doi.org/10.1108/APJBA-09-2019-0189>
- Wang, T., Olivier, D.F., & Chen, P. (2020). Creating individual and organizational readiness for change: Conceptualization of system readiness for change in school education. *International Journal of Leadership in Education*, 00(00), 1–25. doi:10.1080/13603124.2020.1818131.
- Wardana, Dany Jaya Wardana and Rina Anindita. (2021). The Influence of Human Resource Development on Employee Competency Which Impacts Organizational Effectiveness in the Drinking Water Industry, *Journal of*

Business Management Postgraduate Program Muhammadiyah University  
Tangerang ISSN: 2302-3449 I e-ISSN: 2580-9490 Vol. 11 I No.1, pp. 29-38