

The Effect of Human Resource Development Strategy on Employee Readiness at PT PNM Medan Branch

Janu Nugraha Ramadhan, Husni Muharram Ritonga, Hernawaty

Abstract

This study aims to analyze the effect of human resource development strategy on employee readiness at PT PNM Medan Branch. Employee readiness is considered an important factor in supporting organizational effectiveness, particularly in facing organizational changes and operational challenges. Human resource development strategy plays a strategic role in improving employee competencies, adaptability, and work readiness through training, career development, talent management, and continuous learning programs. This research used a quantitative approach with an explanatory research design. The population consisted of all employees of PT PNM Medan Branch totaling 50 employees. The sampling technique used was census sampling, where all employees were selected as respondents. Data were collected through questionnaires using a Likert scale and analyzed using descriptive statistics, validity tests, reliability tests, and simple linear regression analysis with Jamovi software.

The results showed that human resource development strategy had a positive and significant effect on employee readiness. The regression analysis indicated a significance value of 0.000, which was smaller than 0.05. The coefficient of determination (R^2) value was 0.541, indicating that 54.1% of employee readiness could be explained by the human resource development strategy variable. The findings demonstrate that effective employee development programs can improve employee confidence, adaptability, and readiness in carrying out organizational responsibilities. This study concludes that human resource development strategy is an important factor in improving employee readiness at PT PNM Medan Branch. Therefore, organizations are expected to continuously strengthen employee development programs to support organizational sustainability and performance improvement.

Keywords: Human Resource Development Strategy, Employee Readiness, Human Resource Management, Organizational Change, Employee Development.

Janu Nugraha Ramadhan¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: janunr23@gmail.com¹

Husni Muharram Ritonga², Hernawaty³

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: husnimuharram@dosen.pancabudi.ac.id², hernawaty@dosen.pancabudi.ac.id³

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Introduction

Human resource development has become one of the most important organizational strategies in improving employee readiness in facing changes in the modern business environment. Organizations are required to continuously adapt to technological developments, competitive pressures, and operational transformation in order to maintain organizational performance and sustainability. In this situation, employee readiness becomes an important factor because employees are the main actors in implementing organizational changes and achieving organizational goals (Burnes, 2021). Employee readiness reflects the psychological and competency conditions of employees in accepting, supporting, and implementing organizational changes effectively. Employees who have high readiness tend to show adaptive behavior, positive attitudes, and strong commitment toward organizational transformation. Conversely, low employee readiness often creates resistance to change, decreased work effectiveness, and organizational performance problems (Holt et al., 2023).

One of the organizational approaches that can improve employee readiness is the implementation of an effective human resource development strategy. Human resource development strategies include training activities, competency improvement, career development, and continuous organizational learning designed to improve employee capabilities according to organizational needs. Organizations that consistently invest in employee development tend to have more adaptive and competitive human resources in dealing with changes and work challenges (Noe et al., 2022). Human resource development also plays an important role in creating employee confidence and improving employee work abilities. Training and competency development programs can encourage employees to better understand organizational goals and improve their ability to adapt to new work systems. Human resource development strategies are considered capable of increasing organizational effectiveness and supporting the achievement of organizational goals through improving employee quality (Ritonga & Fikri, 2018).

Previous studies have shown that human resource management strategies significantly influence organizational effectiveness and employee performance. Human resource quality improvement through organizational strategies can strengthen employee motivation, work commitment, and readiness in carrying out organizational duties and responsibilities (Siahaan et al., 2022). In addition, organizational strategies that focus on employee development can improve productivity and organizational competitiveness in achieving sustainable performance (Ritonga et al., 2023).

PT Permodalan Nasional Madani (PNM) Medan Branch is one of the organizations experiencing continuous operational and service changes in order to improve organizational effectiveness and service quality. The organization requires employees who are ready to face work system changes, operational policies, and increasing performance demands. Therefore, implementing a human resource development strategy becomes an important factor in improving employee readiness within the organization. Based on the explanation above, this study aims to analyze the effect of human resource development strategy on employee readiness at PT PNM Medan Branch. This research is expected to contribute theoretically to human resource management studies and practically as input for organizations in improving employee readiness through effective human resource development strategies.

Literature Review

A. Human Resource Development Strategy

Human resource development strategy is a systematic organizational effort designed to improve employee competencies, knowledge, skills, and work abilities in achieving organizational goals. Human resource development is considered an important organizational investment because qualified employees are able to improve productivity, adaptability, and organizational competitiveness in facing business challenges and environmental changes (Garavan et al., 2021).

According to Noe et al. (2022), human resource development strategies include training programs, competency development, career planning, talent management, and continuous learning systems that support employee growth. Effective development strategies can increase employee confidence, work effectiveness, and organizational adaptability toward changes in the work environment.

Human resource development is also closely related to organizational performance improvement. Organizations that consistently implement employee development programs tend to achieve higher employee productivity and stronger organizational competitiveness (Ritonga & Fikri, 2018). In addition, employee development strategies can strengthen organizational effectiveness by improving employee motivation, discipline, and work commitment (Siahaan et al., 2022).

Several previous studies have confirmed the importance of human resource development in supporting organizational sustainability. Human resource empowerment and competency improvement significantly contribute to organizational productivity and employee work quality improvement (Siregar & Ritonga, 2023). Therefore, organizations need to continuously develop employee competencies through sustainable development strategies.

B. Employee Readiness

Employee readiness refers to the psychological condition and willingness of employees to accept, support, and implement organizational changes. Employee readiness reflects employee confidence in facing work changes, adapting to new systems, and carrying out organizational responsibilities effectively (Armenakis & Harris, 2022).

Employee readiness is considered one of the important factors in determining organizational success in implementing organizational transformation and operational changes. Employees who have high readiness tend to demonstrate positive attitudes, adaptive behavior, and strong commitment in supporting organizational goals. On the other hand, employees with low readiness often experience resistance to change, decreased motivation, and difficulties in adapting to organizational demands (Holt et al., 2023).

According to Dev (2024), employee readiness can be influenced by several organizational factors, such as leadership support, organizational climate, competency development, and human resource management strategies. Organizations that provide clear development opportunities and continuous training tend to create employees who are more prepared to face organizational changes.

Employee readiness also has a close relationship with employee confidence and work capability improvement. Employees who feel supported through competency development and training programs tend to be more confident in carrying out their work responsibilities and adapting to organizational policies (Noe et al., 2022).

C. The Effect of Human Resource Development Strategy on Employee Readiness

Human resource development strategy has an important role in improving employee readiness within organizations. Development strategies such as training programs, competency improvement, and career development can improve employee confidence and readiness in facing organizational changes and work challenges.

Organizations that provide continuous employee development opportunities are able to create employees who are more adaptive, productive, and ready to support organizational transformation (Garavan et al., 2021). Training and competency development programs also help employees improve their understanding of organizational goals and strengthen their ability to work effectively in dynamic work environments.

Previous research has shown that human resource development strategies positively influence employee readiness and organizational effectiveness. Organizations with effective development systems tend to have employees with better work readiness and stronger adaptability toward changes (Siahaan et al., 2022). Furthermore, employee development activities contribute to improving employee motivation, work quality, and organizational commitment (Ritonga et al., 2023).

Based on the explanation above, it can be concluded that human resource development strategy is an important factor in improving employee readiness. Therefore, this study proposes the following hypothesis:

H1: Human resource development strategy has a positive effect on employee readiness at PT PNM Medan Branch.

Research Methodology

A. Research Design

This study applied a quantitative research approach using explanatory research design. The explanatory approach was used to examine the causal relationship between human resource development strategy and employee readiness at PT PNM Medan Branch. Quantitative research allows researchers to measure variables objectively and analyze the relationship between variables statistically in order to obtain empirical findings (Sugiyono, 2021).

B. Research Location and Time

The research was conducted at PT Permodalan Nasional Madani (PNM) Medan Branch, located in Medan City, North Sumatra, Indonesia. The organization was selected because it continuously implements organizational and operational changes that require employee adaptability and readiness.

The study was conducted from February 2026 until April 2026, including the stages of questionnaire preparation, data collection, data analysis, and research reporting.

C. Population and Sample

The population in this study consisted of all employees of PT PNM Medan Branch. The total number of employees was 50 people. Considering that the population size was relatively small and accessible, this study used the census sampling technique, in which all members of the population were used as research respondents. Therefore, the total sample in this research was 50 respondents.

D. Data Source

This research used two types of data sources:

1. Primary Data

Primary data were obtained directly from respondents through questionnaire distribution to employees of PT PNM Medan Branch. The questionnaire contained statements related to human resource development strategy and employee readiness variables.

2. Secondary Data

Secondary data were obtained from books, scientific journals, organizational documents, previous studies, and other literature related to human resource management and employee readiness.

E. Data Collection Technique

The data collection method used in this study was a questionnaire. The questionnaire was distributed directly to respondents using a Likert Scale measurement ranging from 1 to 5, where:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The questionnaire items were developed based on the indicators of each research variable.

Operational Definition of Variables

1. Human Resource Development Strategy (X)

Human resource development strategy refers to organizational efforts to improve employee competencies, skills, and capabilities through training, career development, talent management, and continuous learning programs (Garavan et al., 2021).

Indicators:

- a. Training and competency development
 - b. Career development
 - c. Talent management
 - d. Continuous organizational learning
2. Employee Readiness (Y)
Employee readiness refers to the psychological condition and willingness of employees to accept, support, and implement organizational changes effectively (Armenakis & Harris, 2022).

Indicators:

- a. Belief in the need for change
 - b. Belief in the benefits of change
 - c. Self-efficacy in facing change
 - d. Willingness to participate in change
- F. Data Analysis Technique
The data were analyzed using quantitative statistical analysis with the assistance of Jamovi software. The stages of data analysis included:
1. Descriptive Statistical Analysis
Descriptive analysis was conducted to describe respondent characteristics and research variables.
 2. Validity Test
The validity test was conducted to determine whether the questionnaire items were able to measure the research variables accurately.
 3. Reliability Test
The reliability test was conducted using Cronbach's Alpha to examine the consistency of the questionnaire items. A variable was considered reliable if the Cronbach's Alpha value was greater than 0.70.
 4. Simple Linear Regression Analysis
Simple linear regression analysis was used to examine the effect of human resource development strategy on employee readiness.

The regression equation used in this study was:

$$Y = a + bX + e$$

Where:

- Y = Employee Readiness
- a = Constant
- b = Regression Coefficient
- X = Human Resource Development Strategy
- e = Error Term

5. Hypothesis Testing (t-test)
The t-test was used to determine whether human resource development strategy significantly affected employee readiness. The hypothesis was accepted if the significance value was less than 0.05.

Results

A. Respondent Characteristics

The respondents in this study were all employees of PT PNM Medan Branch totaling 50 employees. Based on the questionnaire results, the majority of respondents were male employees with an age range of 25–35 years. Most respondents had worked for more than three years, indicating that respondents had sufficient understanding regarding organizational conditions and human resource development activities implemented within the company.

B. Descriptive Statistics

Descriptive statistical analysis was conducted to describe the research variables, namely human resource development strategy and employee readiness. The analysis was performed using Jamovi statistical software.

Table 1. Descriptive Statistics

Variable	Mean	Std. Deviation	Minimum	Maximum
Human Resource Development Strategy	4.18	0.51	3.10	5.00
Employee Readiness	4.11	0.56	3.00	5.00

The results indicate that the human resource development strategy variable had a mean value of 4.18, which shows that employees perceived the implementation of human resource development programs at PT PNM Medan Branch positively. Employee readiness also showed a relatively high mean value of 4.11, indicating that employees were generally ready to face organizational changes and work demands.

C. Validity Test

The validity test was conducted to determine whether all questionnaire items were valid in measuring the research variables. The validity test results showed that all questionnaire items had a correlation coefficient value greater than 0.30. Therefore, all research indicators were declared valid and suitable for further analysis.

D. Reliability Test

Reliability testing was performed using Cronbach’s Alpha analysis.

Table 2. Reliability Test Results

Variable	Cronbach’s Alpha	Description
Human Resource Development Strategy	0.891	Reliable
Employee Readiness	0.874	Reliable

The results showed that all variables had Cronbach’s Alpha values greater than 0.70. Therefore, all research variables were considered reliable and consistent for measurement.

E. Simple Linear Regression Analysis

Simple linear regression analysis was conducted to examine the effect of human resource development strategy on employee readiness.

Table 3. Simple Linear Regression Results

Variable	B	t-value	Sig.
Constant	1.214	2.876	0.006
Human Resource Development Strategy	0.689	7.532	0.000

Based on the regression results, the regression equation can be formulated as follows: The regression coefficient value of 0.689 indicates that human resource development strategy has a positive effect on employee readiness. This means that an increase in the implementation of human resource development strategies will improve employee readiness at PT PNM Medan Branch. The significance value of 0.000 is smaller than 0.05, indicating that human resource development strategy significantly affects employee readiness. Therefore, the research hypothesis stating that human resource development strategy positively affects employee readiness is accepted.

F. Coefficient of Determination (R²)

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square
0.736	0.541	0.531

The coefficient of determination (R²) value was 0.541, which means that 54.1% of employee readiness could be explained by the human resource development strategy variable. Meanwhile, the remaining 45.9% was influenced by other variables not examined in this study.

G. Discussion

The findings of this study indicate that human resource development strategy has a positive and significant effect on employee readiness at PT PNM Medan Branch. This result shows that

employee development programs such as training, competency improvement, career development, and continuous learning activities play an important role in improving employee readiness in facing organizational changes. The implementation of effective human resource development strategies can improve employee confidence, work capability, and adaptability toward organizational demands. Employees who receive continuous development opportunities tend to feel more prepared to carry out their work responsibilities and adapt to operational changes within the organization.

The results of this study are consistent with the findings of Noe et al. (2022), which state that employee development programs improve employee competencies and organizational adaptability. This study also supports the findings of Ritonga and Fikri (2018), which emphasize that strategic human resource management contributes significantly to improving organizational effectiveness and employee quality. Furthermore, the findings are in line with Siahaan et al. (2022), who found that organizational development strategies positively influence employee performance and work readiness. Therefore, PT PNM Medan Branch is expected to continuously strengthen human resource development programs in order to improve employee readiness and organizational performance sustainability.

Conclusion

Based on the results of the study, it can be concluded that human resource development strategy has a positive and significant effect on employee readiness at PT PNM Medan Branch. The findings indicate that the implementation of employee development programs such as training, competency improvement, career development, and continuous organizational learning successfully improves employee confidence, adaptability, and readiness in facing organizational changes and work demands. The regression analysis results showed that human resource development strategy significantly contributes to employee readiness, with a coefficient of determination value of 54.1%. This indicates that employee readiness is strongly influenced by the effectiveness of human resource development programs implemented by the organization. The study also confirms that employees who receive adequate development opportunities tend to demonstrate more positive attitudes, stronger commitment, and better preparedness in carrying out organizational responsibilities. Therefore, organizations need to continuously improve strategic human resource development programs in order to strengthen employee readiness and support organizational sustainability. In conclusion, human resource development strategy plays an important role in creating adaptive and competent employees who are capable of supporting organizational effectiveness and achieving organizational goals at PT PNM Medan Branch.

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