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The Influence of Human Resource Development and Mental Health on Employee Performance at PT. XYZ

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A B S T R A C T

Employee performance is a critical determinant of organizational success, part in manufacturing settings where operational efficiency and productivity depend heavily on workforce quality. This research investigates the impact of Human Resource Development and Mental Health on employee performance at PT. XYZ, an Indonesian electrical panel manufacturer. A quantitative approach combining descriptive and associative methods was applied. The sample comprised all 36 production employees selected through saturated sampling. Data were collected via structured questionnaires using a semantic differential, with performance ratings provided by direct supervisors to enhance objectivity. Analysis involved descriptive statistics and multiple linear regression using IBM SPSS Statistics. Findings reveal that both Human Resource Development and Mental Health exert positive and significant effects on Employee Performance, both partially and simultaneously. The R-squared value of 0.833 indicates that these two variables account for 83.3% of the variance in employee performance, while the remaining 16.7% is attributable to factors outside the model. These results underscore the importance of sustained investment in employee training, skill enhancement, and mental health support to boost productivity, strengthen market position, and support long-term sustainability in the manufacturing sector.

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INTRODUCTION

Human resources constitute the core element that shapes organizational success across public and private domains. Within manufacturing, this role is especially pronounced, as the sector acts as a major engine of economic growth in countries such as Indonesia. Manufacturing converts raw materials into higher-value finished products ready for consumer or industrial use (Yanto et al., 2023). The industry spans multiple sub-sectors, among them cement, metals, animal feed, machinery, food and beverages, cosmetics, and automotive. Even amid the height of the COVID-19 pandemic, manufacturing continued to make a substantial contribution to Indonesia's Gross Domestic Product. Although the pandemic placed heavy pressure on the national health system and frontline workers (Romi et al., 2021), the sector remained resilient. Official data from the Ministry of Industry indicate that manufacturing contributed IDR 2,760.43 trillion to GDP in 2020 and rose to IDR 2,946.9 trillion in 2021, reflecting 6.75% growth (www.kemenperin.go.id).

Electrical panels form a vital part of Indonesia's power infrastructure. Rising energy demand driven by population growth and industrial expansion has elevated their importance in efficient electricity distribution. These panels serve as central control systems that manage power flow from source to residential, commercial, and industrial loads. Their development is linked to government initiatives aimed at expanding electricity access in remote regions and reducing reliance on fossil fuels through renewable sources. The electrical panel sector has expanded notably in West Java, creating jobs, stimulating local economies, and supporting exports. Despite competitive advantages in the province, firms still confront challenges related to quality, process optimization, customer requirements, and global competition. Development has also been evident in Bekasi (Pratiwi et al., 2023). Electrical panels constitute one of the essential components of Indonesia's electrical infrastructure. As energy demand continues to rise due to population growth and industrial expansion, the role of electrical panels has become increasingly significant in ensuring the efficient distribution and management of electrical power. These panels function as central control systems that regulate the distribution of electricity from its source to various electrical loads, including residential buildings, commercial facilities, and industrial plants. In Indonesia, the development of electrical panel systems is closely associated with the government's efforts to expand electricity access in remote areas (https://vistateknik.co.id). The electrical panel industry has experienced considerable growth in this country, particularly in West Java Province. This growth is reflected in the growing number of electrical panel manufacturing companies operating in the region. These companies have a significant impact to the regional economy by generating employment opportunities, stimulating economic growth, and contributing to export activities.

Furthermore, West Java offers several competitive advantages that make it an attractive location for manufacturing businesses. Nevertheless, manufacturing companies in the region continue to face various challenges, including maintaining product quality, optimizing production processes,

meeting customer demands, and remaining competitive in the global market. In addition, the electrical panel industry in Bekasi has shown significant development in recent years. (Pratiwi et al., 2023). PT. XYZ operates in electrical panel manufacturing. As a growing firm, it prioritizes elevating employee performance to secure operational continuity and competitive strength. Strong performance reflects a constructive employee–organization relationship that yields optimal outcomes supporting growth. Organizational activities at PT. XYZ depend largely on the quality of human resources. Employees are expected to hold technical competencies, uphold discipline, exercise responsibility, and collaborate effectively. Continuous identification and strengthening of factors that shape performance are therefore essential. Performance can be further enhanced through solid employee–organization relationships that foster commitment and encourage maximum contribution. Employee engagement is particularly relevant, as engaged workers tend to be more motivated, productive, and aligned with organizational goals (Firdausi & Wajdi, 2024).

Employee performance is described as the quality and amount of work accomplished in carrying out assigned tasks and responsibilities (Mangkunegara, 2009). Enhancing it not only raises organizational effectiveness and productivity but also builds sustainable competitive advantage (Mathis & Jackson, 2011). Consequently, PT. XYZ must continually identify and assess the determinants of performance from a holistic viewpoint. Against this background, the present study examines whether Human Resource Development and mental health significantly affect employee performance. The inquiry is timely because contemporary organizations must simultaneously raise performance and safeguard employees' psychological well-being as part of sustainable human-resource management. Prior research has given substantial attention to spiritual intelligence in relation to Organizational Citizenship Behavior and performance, generally falling into three clusters: the effect of spiritual intelligence on OCB, the links among emotional intelligence, spiritual intelligence, and performance, and inconsistent findings on spiritual intelligence and OCB (Romi, 2024). Related work has also shown that improved work quality strengthens organizational commitment, prompting organizations to cultivate cultures that retain committed and high-performing employees (Romi et al., 2022). Human Resource Development is a principal driver of performance. It is a systematic process that prepares individuals for greater responsibility by building knowledge, skills, and professional capabilities so they can perform more effectively (Sutrisno, 2009). Development is commonly realized through education and training that raise competence and, ultimately, performance. Human Resource Development forms an integral part of overall human-resource management. It encompasses activities designed to maximize employee potential and organizational professionalism. When conducted systematically and continuously, it elevates competence, optimizes resource use, and supports long-term organizational effectiveness (Bukit et al., 2017).

At PT. XYZ, high professionalism underpins operational excellence. Achieving it requires continuous attention from workforce planning through competency development and maintenance. From a broader perspective, Human

Resource Development is understood as the integrated process of elevating individual quality and capability through planning, development, management, and utilization of human resources (Notoatmodjo, 1998). Empirical studies consistently report a significant positive relationship between Human Resource Development and employee performance. Sawal et al. (2025) found that HRD initiatives explained 31.6% of the variance in performance, underscoring the value of ongoing education and training. High-quality human resources are regarded as strategic assets that enhance competitiveness; continuous education, training, and professional development are among the most effective means of building that quality (Ahmad, 2023). Organizations are therefore encouraged to treat Human Resource Development as a strategic investment rather than a purely administrative function.

LITERATURE REVIEW

Mental health has likewise emerged as a critical performance factor. It enables individuals to cope with daily demands and is especially relevant for employees who must sustain performance under workplace pressures. Sound mental health allows workers to manage occupational stress and meet professional obligations. Public awareness of mental health in Indonesia has grown markedly in recent years, reflected in the expansion of online counseling services and community initiatives focused on psychological well-being (Fakhriyani, 2017). Mental health is conceptualized as a psychological state free from excessive guilt, characterized by realistic self-perception, acceptance of strengths and weaknesses, effective coping, satisfying social relationships, and overall life satisfaction (Pieper & Uden, 2006). It further includes the capacity to manage stress, adapt to change, form constructive relationships, and make sound decisions (Fakhriyani, 2017). Yusuf (2018) defines it as psychological well-being marked by normal mental functioning and motivation to achieve high quality of life in personal, family, work, and social domains. Research in India indicated that employees under 30 were particularly susceptible to mental-health difficulties related to self-confidence and stress, which impaired work performance (Johnson et al., 2020). The interplay between Human Resource Development and mental health is increasingly recognized. Development programs that neglect mental health may fail to deliver expected results, because employees experiencing psychological distress are less able to benefit fully from training (Salas-Vallina et al., 2021). Conversely, employees in good mental health tend to be more motivated, resilient, and able to apply new knowledge, thereby amplifying the returns on Human Resource Development and elevating performance.

Although separate bodies of research exist on Human Resource Development and on mental health (Lu et al., 2022), studies examining their joint effect on performance remain limited, especially within Indonesia's electrical-panel manufacturing sector. Most prior work has focused on service, education, or healthcare settings (Jannah, 2025). The present study addresses this gap by analyzing the simultaneous influence of Human Resource Development and mental health on employee performance at PT. XYZ, thereby contributing both

to the human-resource management literature and to practical insights for manufacturing organizations. Employee performance can also be enhanced through the development of strong relationships between employees and the organization, fostering greater commitment and encouraging employees to contribute their best efforts toward organizational success. In this regard, employee engagement plays a crucial role in improving employee performance, as engaged employees are generally more motivated, productive, and committed to achieving organizational objectives (Firdausi & Wajdi, 2024).

Employee performance refers to the quality and quantity of work accomplished by an employee in carrying out assigned duties and responsibilities. (Mangkunegara, 2009). Furthermore, improving employee performance not only enhances organizational effectiveness and productivity but also serves as a strategic foundation for building a sustainable competitive advantage. (Mathis, R. L., & Jackson, 2011). Therefore, it is essential for PT XYZ to continuously identify and evaluate the factors that influence employee performance from a comprehensive perspective. Based on these circumstances, this study seeks to examine whether Human Resource Development (HRD) and mental health significantly influence employee performance. Investigating the relationship among these variables is particularly important because organizations today are challenged not only to improve organizational performance but also to maintain employees' psychological well-being, which has become an increasingly important aspect of sustainable human resource management. Previous studies have attracted considerable scholarly attention regarding the influence of spiritual intelligence **on** Organizational Citizenship Behavior (OCB) and employee performance. Existing literature can generally be classified into three major areas: (1) the effect of spiritual intelligence on Organizational Citizenship Behavior (OCB); (2) the relationship between emotional intelligence, spiritual intelligence, and employee performance; and (3) inconsistencies in research findings concerning the effect of spiritual intelligence on Organizational Citizenship Behavior (OCB) (Romi, 2024). In addition, improving employees' work quality has been found to strengthen organizational commitment. Organizations expect to employ competent individuals with a high level of commitment and therefore are required to cultivate a strong organizational culture that encourages employees to remain committed and contribute to organizational success over the long term. (Romi et al., 2022). According to (Sutrisno, 2009) Human resource development can be achieved through education and training programs that enhance employees' competencies and ultimately improve their performance.

Similarly, argued that Human Resource Development constitutes an integral component of overall human resource management. Fundamentally, HRD encompasses a broad range of activities aimed at maximizing employees' potential and improving organizational professionalism. When implemented systematically, strategically, and continuously, Human Resource Development not only enhances employee competencies but also promotes the efficient utilization of organizational resources, thereby contributing to organizational effectiveness and long-term sustainability. (Bukit et al., 2017). Within the working

environment of PT XYZ, a high level of professionalism is essential because it serves as the foundation for achieving operational excellence. Establishing such professionalism requires a comprehensive and continuous process that begins with workforce planning and extends to the development, management, and maintenance of employees' competencies and potential. From a macro perspective, Human Resource Development is role as a process of improving the quality and capabilities of individuals through integrated planning, development, management, and utilization of human resources. (Notoatmodjo, 1998). Previous empirical studies have consistently demonstrated that Human Resource Development has a significant positive effect on employee performance. Consequently, organizations are expected to support the development of competent and highly skilled employees, as human resources represent one of the most critical determinants of organizational excellence and sustainable competitive advantage (Ahmad, 2023).

In addition to Human Resource Development, mental health has emerged as another critical factor influencing employee performance. Mental health plays a fundamental role in individuals' overall well-being, enabling them to cope effectively with the challenges and demands of everyday life. This is particularly important for employees, who are expected to maintain optimal performance despite the various pressures and uncertainties encountered in the workplace. Consequently, employees must possess sound mental health to effectively manage occupational stress and fulfill their professional responsibilities. In recent years, public awareness of mental health in Indonesia has increased considerably. This growing awareness is evidenced by the rapid expansion of online psychological counseling services and the emergence of numerous communities dedicated to promoting mental health and psychological well-being. (Fakhriyani, 2017). Such developments indicate that mental health is increasingly recognized as an essential component of both personal well-being and organizational sustainability. Mental health is refers as a psychological condition in individuals are free from excessive feelings of guilt, possess a realistic perception of themselves, accept their strengths and weaknesses, effectively cope with life challenges, experience satisfaction in their social relationships, and maintain a sense of happiness and life satisfaction. (Pieper & Uden, 2006). Furthermore, mental health encompasses the ability to manage stress, adapt to changing circumstances, establish effective interpersonal relationships, and make sound decisions in various situations. (Fakhriyani, 2017). More broadly, (Yusuf, 2018) refers to mental health as a state of psychological well-being characterized by normal mental functioning and strong motivation to achieve a high quality of life across personal, family, occupational, and social domains. Empirical evidence further demonstrates the importance of mental health in organizational settings. A study conducted in India found that employees under the age of 30 were particularly vulnerable to mental health problems, especially those related to self-confidence and elevated stress levels, which negatively affected their work performance. (Johnson & others, 2020). These findings suggest that poor mental health may reduce employees' ability to perform effectively, thereby limiting organizational productivity.

The impact between Human Resource Development, mental health, and employee performance has become an increasingly important area of research. Human Resource Development initiatives that are implemented without adequate attention to employees' mental health may fail to achieve their intended outcomes because employees experiencing psychological distress are less likely to fully benefit from education and training programs. (Salas-Vallina et al., 2021). Conversely, people with good mental health are generally more motivated, resilient, and capable of applying newly acquired knowledge and skills in the workplace. Consequently, positive mental health strengthens the effectiveness of Human Resource Development initiatives and enhances employee performance by encouraging continuous learning, adaptability, and meaningful contributions to organizational success. Despite the growing body of literature examining Human Resource Development and mental health independently (Lu et al., 2022). Limited research has investigated the combined influence of these two variables on employee performance, particularly within Indonesia's electrical panel manufacturing industry. Most previous studies have focused on organizations in the service sector, educational institutions, or healthcare settings. (Jannah, 2025).

METHODOLOGY

The study adopted a quantitative design employing descriptive and associative approaches. The quantitative orientation was chosen to measure and analyze numerically operationalized relationships among variables. The descriptive component portrayed the characteristics of each variable, while the associative component examined relationships and causal effects. The population consisted of 36 production employees of PT. XYZ. Because the population was small and fully accessible, saturated sampling was used, including every member as a respondent. To increase objectivity, employee performance was assessed by each respondent's immediate supervisor rather than by self-report. The primary instrument was a structured questionnaire employing a semantic differential scale, designed to measure Human Resource Development, Mental Health, and Employee Performance according to predetermined indicators. Data were analyzed with descriptive statistics and multiple linear regression. Descriptive analysis summarized each variable through mean scores; associative analysis tested the partial and simultaneous effects of the independent variables on performance. All procedures—validity testing, reliability testing, classical assumption tests, t-tests, F-tests, and coefficient-of-determination analysis—were performed with IBM SPSS Statistics.

RESEARCH RESULTS

Table 1. Validity Test

Variabel	Item	r Hitung	r Tabel	Note
Human Resources Development	X1.1	0,543	0,001	Valid
Human Resources Development	X1.2	0,662	0,000	Valid
Human Resources Development	X1.3	0,569	0,000	Valid
Human Resources Development	X1.4	0,569	0,002	Valid
Human Resources Development	X1.5	0,508	0,001	Valid
Human Resources Development	X1.6	0,534	0,000	Valid
Human Resources Development	X1.7	0,555	0,000	Valid
Human Resources Development	X1.8	0,604	0,000	Valid
Human Resources Development	X1.9	0,557	0,001	Valid
Human Resources Development	X1.10	0,513	0,000	Valid
Human Resources Development	X1.11	0,657	0,000	Valid
Mental health	X2.5	0,674	0,000	Valid
Mental health	X2.1	0,610	0,001	Valid
Mental health	X2.2	0,657	0,000	Valid
Mental health	X2.3	0,534	0,000	Valid
Mental health	X2.4	0,586	0,000	Valid
Mental health	X2.5	0,652	0,000	Valid
Mental health	X2.6	0,721	0,000	Valid
Mental health	X2.7	0,697	0,000	Valid
Mental health	X2.8	0,675	0,000	Valid
Mental health	X2.9	0,655	0,000	Valid
Mental health	X2.10	0,539	0,001	Valid
Employee Performance	Y.1	0,588	0,000	Valid
Employee Performance	Y.2	0,625	0,000	Valid
Employee Performance	Y.3	0,594	0,000	Valid
Employee Performance	Y.4	0,641	0,000	Valid

Variabel	Item	r Hitung	r Tabel	Note
Employee Performance	Y.5	0,669	0,000	Valid
Employee Performance	Y.6	0,618	0,000	Valid
Employee Performance	Y.7	0,641	0,000	Valid
Employee Performance	Y.8	0,654	0,000	Valid
Employee Performance	Y.9	0,694	0,000	Valid
Employee Performance	Y.10	0,605	0,000	Valid

According to Sugiyono (2018), a valid instrument accurately measures the intended construct. After data collection and tabulation, item-total correlations were examined using the Pearson Product-Moment coefficient. All items measuring Human Resource Development (X1), Mental Health (X2), and Employee Performance (Y) were valid, as calculated r-values exceeded the critical value of 0.3291.

Table 2
Reliability Test (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,795	11

Table 3
Reliability Test (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
,823	10

Table 4. Reliability Test (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,829	10

Reliability assesses consistency across repeated measurements of the same object (Sugiyono, 2018). All three variables met the reliability criterion, with Cronbach's Alpha coefficients of 0.795, 0.823, and 0.829—each exceeding the 0.60 threshold.

Table 5. F-Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	712,401	2	356,200	82,303	,000[b]
	Residual	142,821	33	4,328		
	Total	855,222	35			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Mental Health, Human Resources Development						

The multiple linear regression equation obtained are:

$$Y = 0.697 + 0.156X_1 + 0.818X_2.$$

Positive coefficients for both Human Resource Development and Mental Health indicate that improvements in these variables raise Employee Performance. Jointly, the two predictors exert a positive and statistically significant effect ($F = 82.303$; $p < 0.001$).

Table 6. T-TEST

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,697	3,081		,226	,822
	Human Resource Development	,156	,058	,211	2,676	,011
	Mental Health	,818	,081	,801	10,153	,000
a. Dependent Variable: Employee Performance						

Partial tests show that Human Resource Development has a positive and significant effect on Employee Performance ($t = 2.676$, $p = 0.011$). Mental Health likewise exerts a positive and significant effect ($t = 10.153$, $p < 0.001$).

Table 7. Descriptive Statistics (X1)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	36	1	5	4,06	,955
X1.2	36	1	5	3,42	1,105
X1.3	36	1	5	3,94	1,120
X1.4	36	1	5	3,31	1,238
X1.5	36	1	5	3,58	1,025
X1.6	36	1	5	4,14	1,018
X1.7	36	1	5	2,83	1,483
X1.8	36	2	5	4,08	,841
X1.9	36	2	5	4,31	,668
X1.10	36	1	5	3,44	,998
X1.11	36	1	5	3,58	1,052
Valid N (listwise)	36				

Descriptive analysis of Human Resource Development ($n = 36$) produced mean scores ranging from 2.83 to 4.31. Indicator X1.9 recorded the highest mean (4.31, SD = 0.668), while X1.7 recorded the lowest (2.83, SD = 1.483). Most indicators exceeded 3.40, indicating generally favorable perceptions of Human Resource Development practices at PT. XYZ, although indicator X1.7 warrants further attention.

Table 8. Descriptive Statistics (X2)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	36	2	5	4,14	,798
X2.2	36	2	5	3,89	,708
X2.3	36	2	5	3,67	,756
X2.4	36	1	5	3,69	,980
X2.5	36	2	5	4,33	,676
X2.6	36	2	5	3,86	1,046
X2.7	36	2	5	4,19	,749
X2.8	36	3	5	4,39	,549
X2.9	36	3	5	3,94	,630
X2.10	36	2	5	3,83	,775
Valid N (listwise)	36				

Mental Health means ranged from 3.67 to 4.39. Indicator X2.8 showed the highest mean (4.39, SD = 0.549) and X2.3 the lowest (3.67, SD = 0.756). All indicators exceeded 3.60, supporting the conclusion that employee mental health at PT. XYZ is in the good category.

Table 13. Descriptive Statistics (Y)

Table 9. Descriptive Statistics (Y)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y1.1	36	2	5	4,19	,786
Y1.2	36	2	5	3,69	,749
Y1.3	36	3	5	4,28	,659
Y1.4	36	2	5	3,83	,941
Y1.5	36	2	5	3,72	,815
Y1.6	36	2	5	4,14	,798
Y1.7	36	2	5	3,94	,860
Y1.8	36	2	5	3,81	,920
Y1.9	36	3	5	3,78	,681
Y1.10	36	3	5	4,33	,586
Valid N (listwise)	36				

Employee Performance means ranged from 3.69 to 4.28. Indicator Y1.3 recorded the highest mean (4.28, SD = 0.659) and Y1.2 the lowest (3.69, SD = 0.749). All indicators exceeded 3.60, indicating that employee performance at PT. XYZ is likewise in the good category.

Table 10. Literature View

No	Author(s)	Year	Study Focus	Key Findings	Moderating Factors	Geographic Context
1	Sawal et al.	2025	HRD – Employee Performance	Human Resource Development had a significant positive effect on employee performance, with a coefficient of determination of 31.6%.	-	Indonesia
2	Romi et al.	2021	Work Quality & Organizational Commitment	Improved work quality strengthened organizational commitment and employee retention.	-	Indonesia
3	Ahmad	2023	Training	Training and HRD programs improved employee competence and organizational effectiveness.	-	Indonesia
4	Johnson et al	2020	Mental health	High stress and poor mental health negatively affected employee performance.	-	Indonesia

CONCLUSION AND RECOMMENDATIONS

This study examined the influence of Human Resource Development and Mental Health on Employee Performance at PT. XYZ. Results demonstrate that both of variables are positive and statistically significant effects, both individually and jointly. Strengthening training quality, competency development, and attention to mental well-being are therefore essential for elevating performance. Sound mental health enables employees to adapt more readily, manage work stress, and execute tasks efficiently, while Human Resource Development enhances competence, professionalism, and productivity. Organizations are advised to maintain robust development

programs and cultivate supportive work environments that protect mental health.

ADVANCED RESEARCH

Limitations include the restriction of respondents to the production department of a single firm, which constrains generalizability. Future studies should employ larger samples, encompass diverse industries, and include additional factors such as work motivation, leadreship, and organizational culture to provide a more comprehensive understanding of the determinants of Employee Performance.

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