



# Human Resources Development and Training in Improving Employee Work Effectiveness at Psychology Bureau X: An overview

Fayakun Sholichah<sup>1\*</sup>, Vania Ardelia<sup>2</sup>

<sup>12</sup> Faculty of Psychology, Universitas Negeri Surabaya, Indonesia

vaniaardelia@unesa.ac.id

## Abstract

Human resources (HR) are essential for individual career growth and improving organizational competitiveness. Thus, HR training and development is an important thing to pay attention to. HR training and development is known to significantly improve the effectiveness of employee performance. However, this concept still focuses on corporate settings in the industrial field, and not many have looked in the context of psychology practitioner bureaus. Therefore, this study aims to explore the description of HR training and development in improving the effectiveness of employee performance at Psychology Bureau X. This research was conducted with a qualitative research method using data collection with semi-structured interviews and observation. Interviews were conducted with 6 participants who were employees, directors, and client representatives of the bureau. Results found that Psychology Bureau X has implemented training and development for its employees well to increase the effectiveness of employee performance. This research is expected to contribute by providing an overview of the dynamics of HR training and development in companies with a psychology practitioner setting.

**Keywords:** Employee; Psychology Bureau; Training And Development; Work Effectiveness

## 1. INTRODUCTION

Training and development of human resources (HR) is a crucial element in improving company performance and competitiveness [1]. Therefore, it is essential for organizational leaders to acknowledge the significance of training and development in employee performance and assessment. Improved capabilities, knowledge, and skills are the foundation of the organization's competitive edge in the global market today [2].

In the industrial sector, there is an appeal for everyone in it to play an effective role. This is intended to improve the quality of the company, so that it can compete with similar companies. Therefore, companies need to find human resources who have high integrity and are in line with the company's goals. Nowadays, more and more companies have started to care about the mental health of their employees [3]. The assumption that work will bring better results if employees are mentally and

physically healthy is the basis for the awareness of mental health. In addition, it should also be noted that employees also have their own personal problems in their lives and at the workplace every day which can then trigger the emergence of stress [3]. Therefore, the provision of training and human resource development carried out by a company is an important thing to note.

The human resources concept which must be considered by agencies is the level of member skills, member abilities, and member capabilities with their relationship in making human resource strategies [4]. Nurhasanah and Inoprasetya [5] argues that training is a process that teaches certain knowledge, skills, and attitudes so that members are able to carry out their responsibilities better, according to or even far above the standard. Furthermore, according to Mondy and Martocchio [6], HR development is one of the HR management functions that focus on career planning and development activities, organizational development and performance management, and assessment.

In some companies, training and development activities are often overlooked. It would naturally impact ineffective employee performance and thus make the company quality worse. In recent years, the ministry representative of BUMN company has dissolve 7 BUMN company because some of these companies have poor performance and procedures. A case of psychological code violations by some psychologists also shows a lack of quality of employment. This proves that many companies or agencies still have poor human resources. The quality of workers has several factors, one of which is the environmental factor [7]. If the work environment supports employees to have good quality of work, there is a good possibility that there will be increased quality of work. Employees will be able to produce quality performance and achieve desired results if supported by both physical and nonphysical work environments [8].

Many studies have examined the relationship between HR training and development and employee performance effectiveness [9][2]. These studies found that HR training and development provided by companies significantly contribute to improving the effectiveness of employee performance, which in turn will increase the effectiveness of organizational performance [9]. Nevertheless, there are still many companies that do not fully understand what kind of HR training and development is needed for employees to improve the effectiveness of their performance and who needs to be involved in it [10]. This then needs to be studied in more depth about the dynamics of HR training and development within a company.

Referring to the aspects of HR training and development that have been described, this concept is mostly used in companies engaged in industry, but not many have highlighted the dynamics of HR training and development in Psychology Bureaus engaged in psychological testing practices. Therefore, this study aims to descriptively explore the description of HR training and development in Psychology Bureau X. From this research, it is hoped that it can provide a broader picture of how HR training and development is applied in the context of psychology practitioners.

## 2. METHODS

This study used a qualitative research design with data collection using a semi-structured interview and observation method. Qualitative research is a type of investigation that examines information expressed through language and behavior in natural environments. It aims to capture detailed information about beliefs, values, emotions, and motivations that cannot be conveyed through quantitative data [11]. A semi structured interview is an open-ended interview to get to the heart of a problem and ask for opinions and ideas outside of the interview guidelines [12]. Interviews were conducted to 4 staff members and the director of the X psychology bureau. Further, researchers also did an additional interview with one of the bureau clients. Data were analyzed using triangulation method between interview and observation.

## 3. RESULTS AND DISCUSSION

Data collected using semi-structured interviews was conducted on a total of 6 people consisting of 4 staff members, the director of the psychology bureau, and 1 client of the bureau. All interviews were conducted offline by the researcher with a duration of approximately 20-40 minutes. The recorded interviews were transcribed for data processing.

The interview results found that the implementation of HR training and development at Psychology Bureau X is considered effective to improve the effectiveness of employee performance. In its implementation, HR training and development at Psychology Bureau X begins with counseling sessions for staff who will conduct training and development. This counseling can be done with the psychologist in charge or the area psychologist. Counseling sessions are conducted to find out the obstacles of staff at work, the level of stress and the ability of staff to follow the work rhythm of the bureau, and development suggestions for the agency from the staff perspective. After the counseling session, it will be known what obstacles are felt by the staff. HR training and development at the X Psychology Bureau includes several aspects, namely the ability to become a tester, the ability to welcome and administer counseling clients, the ability to respond to clients, the ability to score test results, the ability to normalize test scoring results, and the ability to do digital work on bureau systems, such as client data collection, making invoices and receipts, monitoring and scoring online test results, and managing the X Psychology Bureau website. This HR training and development activity certainly aims to increase the effectiveness of staff work which will certainly also improve the quality of the Psychology Bureau. Counseling conducted before the implementation of training and development aims to analyze the obstacles and difficulties felt by staff more clearly, so that the implementation of HR training and development can be carried out appropriately.

In its implementation, training and development at Psychology Bureau X is carried out individually. This is because there are differences in the training needs of each staff. Individual HR training and development is considered more effective to be applied at Tulip Psychology X Bureau because it can make training more efficient, quality, and right on target. HR training and development conducted individually also

makes trainees and trainers more familiar, and more flexible to convey obstacles and complaints felt during work.

The trainer at Psychology Bureau X is the director of the bureau itself. This is so that the director as the owner of the bureau can directly see the quality and ability of his staff. After the training activities are completed, a role play will be conducted by the staff and the director to solidify the staff's understanding of what has been obtained during the training activities. The role play is conducted with the director acting as the client, and the staff acting as the counselor or tester. At the role play stage, staff are required to really understand and be able to apply what has been obtained during the training. If the director feels that the staff is ready to carry out their work, then the staff will be given permission to become a tester in the psychological test activities but accompanied by the director. After the staff has successfully applied the results of the training, both in terms of knowledge and attitude, then the staff is allowed to become a tester without assistance from the director.

Training and development activities at the X Psychology Bureau are carried out routinely and periodically once a month throughout. It aims to maintain the quality of staff work, so that they are able to work effectively even without the assistance of the director. There is an increase in the quality of staff performance after training, which proves that HR training and development activities need to be carried out to improve the effectiveness of employee performance, which will improve the quality of the agency. As a result of the quality improvement at Psychology Bureau X, the projects received became more and bigger. An increase in project offers followed by an increase in the quality of staff and bureaus, will lead to stability in the work rhythm of the X Psychology Bureau.

To ensure employees can work efficiently and effectively, companies must ensure that employee needs are met. This can be provided in the form of regular HR training and development whose purpose is to maintain and improve the quality of agency performance. In the study of industrial and organizational psychology, HR training and development is often highlighted in the setting of industrial agencies or companies, while not many have focused on how the description of HR training and development is carried out in other fields, such as in psychology bureaus as psychology practitioners. Therefore, this research aims to get an overview of how HR training and development is carried out at X psychology bureau.

This study found that psychological bureau X conducts training to improve the performance of its members, by providing a learning process related to certain knowledge, skills, and attitudes that will be needed during the implementation of work activities. This was stated by almost all participants in the interview regarding how this bureau routinely conducts career counseling and mental health counseling for its employees. Where this result is in line with previous research which suggests that career counseling is one of the important factors to improve employee performance [13]. In line with this, according to one employee of Bureau X, the provision of counseling facilities is able to realize work-life balance for him, where he can find out whether he is in the right position or not at the bureau. In this way, employees can overcome all the obstacles and challenges in the work that must be faced. This is in line with previous research which found that employee counseling has a positive effect on improving employee performance [14].

HR development conducted by X psychology bureau is also in line with the purpose of training, which is to improve the quality of performance and services provided by X psychology bureau. For example, one participant explained that in a psychology bureau, the novelty of test administration knowledge must always be considered, therefore, bureau X regularly conducts training and knowledge development on the latest psychological test tools for its employees. This also shows that HR development carried out by bureau X aims to keep the agency abreast of changing times and also to improve the effectiveness of employee performance [15].

#### 4. CONCLUSION

Taken together, this study discovered that HR training and development is an essential thing to be implemented by any company, including in a psychology practitioner company. From the results of the interview analysis, it is known that Psychology Bureau X has implemented HR development and training according to the needs of its employees and to achieve the goals of the bureau. This HR development and training is also found to be able to increase the effectiveness of the performance of employees of Psychology Bureau X.

This research has several advantages and disadvantages. The advantages of this study are the in-depth data collection through semi-structured interviews, and also the selection of different company settings, namely psychology practitioners. While the shortcomings of this study are questions that are not too detailed to explore thoroughly the dynamics contained during the HR training and development process, besides that the gender of the participants is also not too varied because it is dominated by women. Future research is expected to develop a comprehensive interview question design and also choose a more varied representation of participants.

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