

# Analysis of Human Resource Development and Leadership Style on the Performance of Employees at the Wonogiri BKPSDM Office

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## ABSTRACT

Human resource management is nothing new in organizations, particularly in government institutions. Field observations show that equitable human resource development and the right leadership style can become a strength within an organization. The purpose of this study was to analyze the influence of human resource development and leadership style on employee performance at the Wonogiri BKPSDM Office through a qualitative approach. Qualitative research plays a crucial role in identifying social, cultural, and behavioral phenomena. In this study, the researchers used the Nvivo 14 application to assist in data analysis. This application helped process information obtained from interviews with informants. The Nvivo 14 visualization results show a strong correlation between human resource development and leadership style on the performance of BKPSDM Wonogiri employees. Thus, human resource development and leadership style play a significant role in sustainably improving BKPSDM Wonogiri employee performance.

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## 1. INTRODUCTION

The Human Resources and Personnel Development Agency (BKPSDM) in Wonogiri serves as the implementing element of the regional government in the Human Resources, Education, and Training sectors. Human resource management is nothing new in organizations, particularly in government institutions. Competition between organizations is increasing, requiring human resources to continuously and proactively develop themselves (Febrianti et al., 2025). Human resource development is the process of preparing individuals to assume different or greater responsibilities within an organization, typically related to improving abilities or skills to become more proficient and professional, enabling them to perform their jobs better (Wibowo et al., 2021).

Leadership style reflects how a leader influences and directs subordinates in achieving organizational goals. Leadership is a crucial factor determining employee performance and an organization's ability to adapt to environmental changes. Effective leadership must direct the efforts of all employees in achieving goals. Without leadership, the relationship between individual and organizational goals may become erratic (Widodo et al., 2022).

The achievement of performance targets can be influenced by the leadership's tendency to meet employee needs, which impacts employee intention to stay and performance in the current and future periods (Dewi & Arisyahidin, 2021). Employees are the most important resource in an organization, designing and actively involved in every ongoing activity. They have diverse thoughts,

motivations, emotions, aspirations, needs for recognition, status, educational backgrounds, and ages that are brought into the organization or company. Employees are not inanimate objects like machines, money, and other materials that can be fully managed and controlled to achieve an organizational goal. Every employee will feel pride or self-satisfaction from their achievements. Employee performance is the main focus of this study, specifically at the Wonogiri BKPSDM Office. Performance is essentially an action or inactivity demonstrated by employees. An employee's performance influences how much they contribute to the organization, namely the contribution an employee can make to their workplace.

Therefore, this study intends to fill the empirical gap by examining two main variables (Human Resources Development and Leadership Style) in the specific context of the Wonogiri BKPSDM Office and see their influence on employee performance so that it can be beneficial to the related sectors.

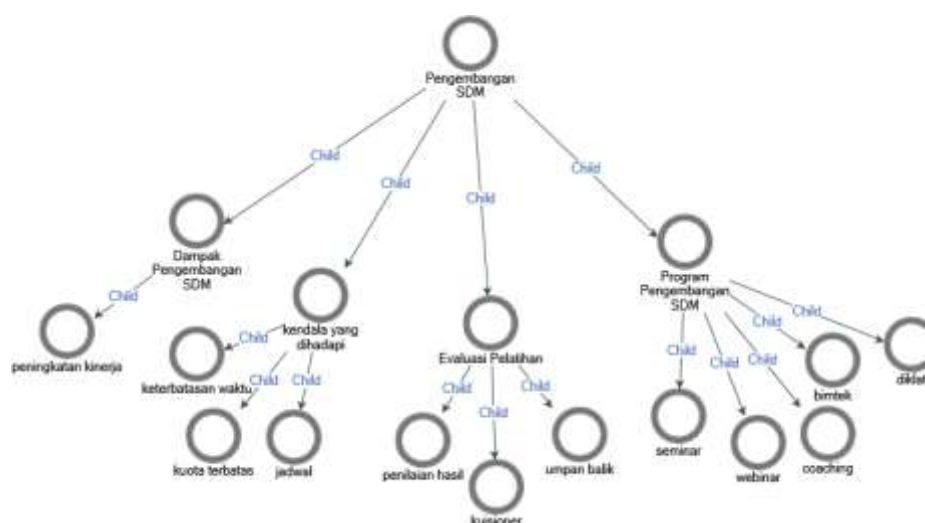
## 2. RESEARCH METHOD

The method used in this study is descriptive qualitative. Qualitative methods provide researchers with the opportunity to collect in-depth and diverse data, using methods such as in-depth interviews, participant observation, and document analysis. In this study, researchers used the NVivo 14 application to assist in the data analysis process. This application greatly facilitates researchers in processing information obtained from interviews with informants. The use of NVivo 14 makes research more efficient because this application can assist in organizing, processing, analyzing data, and compiling reports. This is important because data in qualitative research tends to be large and unstructured. The information reviewed includes the results of interviews, observations, and documents collected during the research process.

## 3. RESULTS AND DISCUSSIONS

### Analysis of Human Resource Development on Employee Performance

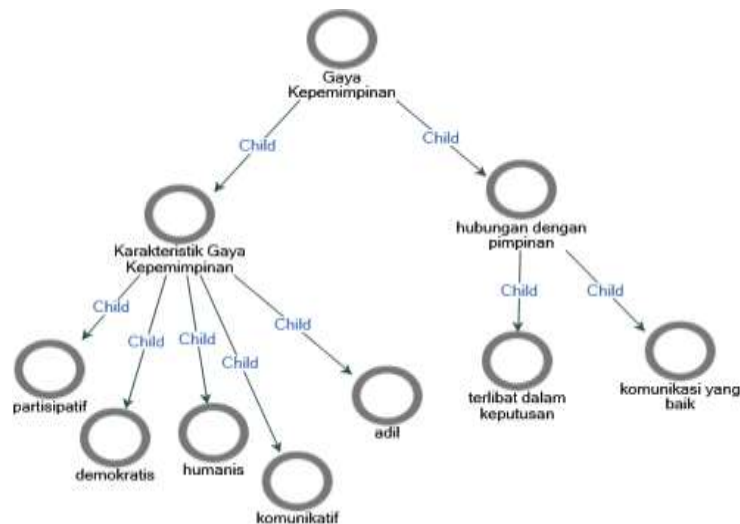
Based on the results of qualitative data processing using Nvivo 14, it is clear that human resource development is a central theme that has a strong relationship with improving employee performance at the Wonogiri BKPSDM. The main theme of human resource development is broken down into several subthemes, namely human resource development programs, training evaluation, the impact of human resource development, and obstacles faced in its implementation. The resulting node and child node structure shows that human resource development is not only understood as a training activity, but also as a planned, evaluated process that has a direct impact on the quality of employee performance.



The analysis shows that the human resource development program at the Wonogiri BKPSDM is implemented in various forms, including training, technical guidance (bimtek), seminars, webinars, and coaching. This variety of programs reflects the organization's efforts to align employee competency development with job requirements and bureaucratic developments. These programs are considered capable of improving employee knowledge, skills, and professionalism, which ultimately contributes to improved performance. Furthermore, the existence of training evaluations, through outcome assessments, questionnaires, and feedback, demonstrates the leadership's commitment to ensuring the effectiveness of human resource development. This aligns with the role of leadership styles that encourage continuous evaluation and improvement of organizational performance.

However, the Nvivo 14 analysis also revealed obstacles in the implementation of human resource development, such as time constraints, limited participant quotas, and adjustments to activity schedules. These obstacles have the potential to hinder the optimization of human resource development results if not managed properly. Nevertheless, the overall impact of human resource development remains positive, particularly in improving employee performance, both in terms of work ability, discipline, and service quality. This indicates that human resource development supported by a participatory and evaluative leadership style has a significant influence on improving the performance of BKPSDM Wonogiri employees.

### Analysis of Leadership Style on Employee Performance

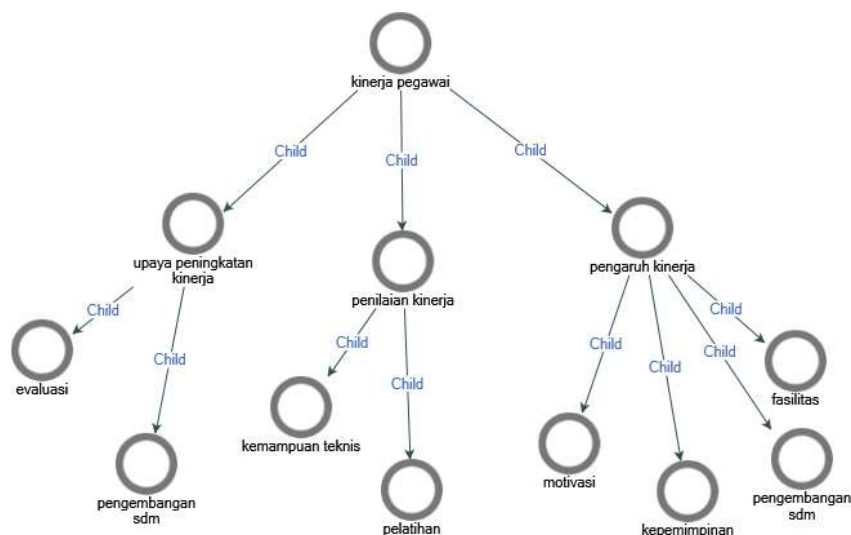


Based on the results of qualitative data analysis using Nvivo 14, leadership style emerged as one of the main themes that plays a significant role in influencing the performance of BKPSDM Wonogiri employees. This theme is classified into two main subthemes: leadership style characteristics and leader-employee relationships. This grouping of themes indicates that leadership is understood not only from the perspective of leadership attitudes and behaviors, but also from the quality of interactions and communication patterns established within the work environment.

In the subtheme of leadership style characteristics, coding results indicate that leaders at the Wonogiri BKPSDM tend to implement a participatory, democratic, humanistic, and communicative leadership style, while upholding the principle of justice. Participatory and democratic leadership styles are reflected in leaders' openness in accepting input and involving employees in the work process. Meanwhile, a humanistic and communicative approach is evident in the way leaders build harmonious working relationships, respect employees, and convey directions clearly and easily understood. The application of the principle of justice is also an important aspect of leadership, particularly in the division of tasks, performance assessments, and providing opportunities for human resource development.

Furthermore, in the subtheme of leadership-employee relations, the analysis results indicate employee involvement in decision-making and good communication between leaders and subordinates. Employee involvement in the decision-making process reflects leadership trust in employee capabilities, which has a positive impact on work motivation and a sense of responsibility. In addition, effective communication between leaders and employees supports the smooth implementation of tasks, reduces misunderstandings, and creates a conducive work environment. Overall, the results of this analysis indicate that a participatory, fair, and communicative leadership style has a significant contribution in supporting the effectiveness of human resource development and improving the performance of BKPSDM Wonogiri employees.

### Analysis of the Relationship between Human Resource Development and Leadership Style on the Performance of Wonogiri BKPSDM Employees



The results of qualitative data analysis using NVivo 14 indicate that employee performance is a primary theme influenced by various supporting factors within the Wonogiri BKPSDM work environment. The employee performance theme is divided into several subthemes, namely, efforts to improve performance, performance assessment, and the influence of performance. This grouping demonstrates that employee performance is not solely assessed based on work results, but also on the development process, evaluation, and the supporting factors that influence it.

In the subtheme of performance improvement efforts, coding results indicate that the organization has undertaken various strategic steps, such as conducting regular evaluations and implementing human resource development programs. Performance evaluations are conducted to determine employee performance achievements and identify aspects that need improvement. Meanwhile, human resource development is a crucial instrument in improving employee performance, particularly through increased competence and professionalism. This demonstrates that performance improvement efforts at the Wonogiri BKPSDM are carried out sustainably and integrated with employee development policies.

The performance assessment subtheme indicates that employee performance is assessed based on technical skills and employee participation in training activities. Technical skills reflect an employee's level of mastery of assigned tasks and responsibilities, while training plays a role in updating work knowledge and skills. This competency-based performance assessment demonstrates the close relationship between human resource development and improving employee performance.

Furthermore, in the subtheme of performance impact, the analysis results show that motivation, leadership style, facility availability, and human resource development have a significant influence on employee performance. High motivation encourages employees to work more optimally, while a supportive leadership style can create a conducive and productive work environment.

Furthermore, adequate work facilities and a continuous human resource development program also strengthen employee performance achievement. Overall, the results of this analysis confirm that the performance of BKPSDM Wonogiri employees is influenced by the synergy between human resource development and an effective leadership style.

#### 4. CONCLUSION

Based on the research results and discussions that have been described in the previous chapter regarding the influence of HR development and leadership style on employee performance at BKPSDM Wonogiri, the following conclusions can be drawn. First, human resource development at the Wonogiri BKPSDM has been implemented through various programs, such as training, technical guidance, seminars, workshops, and other competency development activities. These programs have positively contributed to improving the technical skills, knowledge, and professionalism of employees. Although there are still obstacles such as limited time, quotas, and implementation schedules, overall, human resource development has proven to play a significant role in supporting improved employee performance. Second, the leadership style implemented at the Wonogiri BKPSDM tends to be participatory, democratic, communicative, humanistic, and upholds the principle of justice. Leaders provide space for employee involvement in decision-making and foster open and effective communication. This leadership style can create a conducive work environment, increase work motivation, and encourage employees to carry out their duties responsibly and on time. Third, the performance of Wonogiri BKPSDM employees is influenced by the relationship between human resource development and leadership style. Performance assessments based on technical skills and participation in training, along with motivational support, work facilities, and effective leadership, contribute to improving the quality and output of employee work. Therefore, human resource development and leadership style play a significant role in sustainably improving employee performance.

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