**MANAGEMENT DEVELOPMENT STRATEGY TO IMPROVE EMPLOYEE PERFORMANCE IN THE NORTH SUMATRA GOVERNOR'S OFFICE**

**Abstract**

**Aims:**

This study aims to analyze the influence of development and management strategies on employee performance at the North Sumatra Governor's Office. The research focuses on identifying the partial and simultaneous effects of human resource development and managerial quality on the work performance of government employees.

**Study Design:**

This research employs a quantitative approach with explanatory and descriptive designs. The independent variables in this study are development (X1) and management (X2), while the dependent variable is employee performance (Y).

**Place Study:**

The study was conducted at the North Sumatra Governor's Office in Medan, Indonesia,

**Methodology:**

A total of 50 respondents were selected using purposive sampling. Data was collected through questionnaires using a 5-point Likert scale and analyzed using SPSS version 24. Validity and reliability tests were conducted prior to regression analysis. The analytical tools used included multiple linear regression, t-test, F-test, and the coefficient of determination (R²).

**Results:**

The findings show that both development and management have a positive and significant effect on employee performance. The t-test revealed that the development variable had a t-value of 3.383 (p = 0.027) and the management variable had a t-value of 3.493 (p = 0.000), both exceeding the critical value of 2.002. The F-test demonstrated that development and management jointly influence performance significantly (F = 37.314, p < 0.05). The Adjusted R Square value was 0.525, indicating that 52.5% of the variation in employee performance is explained by the two variables.

**Conclusion:**

The study concludes that strategic efforts in employee development and effective managerial practices significantly improve employee performance in public institutions. The results support the theory that management and development are essential to enhance organizational outcomes. Future research should consider other influencing factors such as motivation, leadership style, and organizational culture to further explain variations in performance.

**Keywords:** Development, management, employee performance, public service, human resource strategy.

**INTRODUCTION**

In the world of government, the quality of human resources plays an important role in determining the effectiveness of public services. The North Sumatra Governor's Office as one of the strategic government institutions, is required to have competent, professional, and capable employees who are able to provide optimal services to the community. However, in reality, there are still various complaints from the public about the quality of services provided.

The problem is mostly rooted in the performance of employees who have not reached optimal standards. Inconsistent performance and lack of initiative of employees to innovate in carrying out their duties indicate the need for a proper strategy in management and human resource development. This strategy not only aims to improve individual performance, but also strengthens an adaptive and collaborative organizational culture.

Human resource development in the context of government organizations is no longer an option, but an absolute necessity. As stated by (Mathias & Jackson, 2011), planned development is able to improve work performance, which ultimately accelerates the achievement of organizational goals. Without a development program, the potential of employees will be stagnant and it will be difficult to keep up with the dynamics of modern bureaucracy.

According to (Sutrisno, 2009), the work performance of employees is influenced by the factors of ability, experience, and seriousness in carrying out tasks. In the North Sumatra Governor's Office, there is a significant difference between active and productive employees and those who do not show optimal performance. This indicates that there is a gap in the implementation of management development strategies.

The lack of continuous training and development is one of the main obstacles in increasing employee capacity. Not all employees get the same access to training programs, so there is an imbalance in quality and performance between individuals and between work units. This is a big challenge for human resource management in the local government environment.

The role of leaders is vital in encouraging changes in work culture. Leaders who care about the development of their employees will create a productive and supportive work environment. However, in many government agencies, leaders are still found who are less responsive to the need to increase employee capacity. This has a direct effect on the achievement of overall work performance.

The development of effective management must start from careful planning. This includes identifying training needs, developing a curriculum that is in accordance with the demands of the task, and ongoing implementation and evaluation. Training is not only technical, but also includes conceptual and moral aspects, as affirmed by (Pangestu & Rifa'i, 2025).

In an effort to improve employee performance, a strategic approach to management is very important. Management is not only about regulating and supervising, but also designing a work system that is able to optimize the potential of each individual. According to (Manullang, 2018), effective management is a collaborative process that involves all elements of the organization in achieving a common goal.

Previous research has shown that development and management have a significant influence on employee work performance. For example, a study by (Siswanto & Dewi, 2013) confirmed that these two variables simultaneously had a positive impact on improving work performance at the North Sumatra Provincial Health Training Center. These findings are relevant to be used as a basis for designing a similar strategy in the Governor's Office.

The goal of the management development strategy is not only to create employees who are able to work according to SOPs, but also to form individuals who are innovative, responsible, and ready to face the challenges of globalization in public services (Maulani et al., 2024). Employees are required to have a lifelong learner mentality and be able to adapt to changes in regulations and the needs of the community.

As technology develops and public expectations for fast and transparent public services increase, government agencies need to transform their internal management. This transformation requires visionary leadership and systems that support overall capacity building.

In this context, development is not enough to be done sporadically or simply as a formality. There must be a system that is continuous and integrated with an objective performance management system. Periodic evaluation of the development program will help ensure that the training conducted actually has an impact on improving the quality of work.

High employee performance can be achieved if management provides adequate support, both in terms of facilities, incentives, and a conducive work environment (Supardi, 2016). This is where the importance of a strategic approach in management development comes in, where the policies made are not reactive, but proactive and data-driven. Government agencies also need to encourage a results-oriented work culture. This culture cannot be built overnight, but through a coaching process, setting an example by the leadership, and a fair and transparent reward system. Thus, employee motivation to excel will naturally increase.

Management development must also consider aspects of character and integrity of employees (Radina et al., 2024). Outstanding employees are not only seen from the quantity of work, but also from the quality and accountability in carrying out their duties. This is important considering that public demands for bureaucratic transparency are getting higher. An effective training program must be designed based on an accurate needs analysis. Training that is not in accordance with work needs will only become a budget burden without having a significant impact on employee performance. Therefore, employee involvement in designing development programs is highly recommended.

In its implementation, the management development strategy must be accompanied by strict supervision and evaluation. Monitoring of the results of the training and its implementation in the field will be an indicator of the success of the program (Sun et al., 2019). Management that does not measure results will only run on the spot. In addition, technology can be used to accelerate and expand access to development programs. The use of a digital-based HR management information system will facilitate the process of evaluation, reporting, and decision-making in terms of employee development (Winata, 2022).

The North Sumatra Governor's Office as a representative of the provincial government has a great responsibility in showing good governance. The management development strategy applied in the office environment must be able to be an example for other agencies in building a professional and competitive bureaucracy. By strengthening an integrated management development strategy, the North Sumatra Governor's Office can improve the overall work effectiveness of employees. In the end, these efforts not only improve the quality of public services, but also strengthen public trust in local governments.

**RESEARCH METHODS**

The research method is a systematic step used by researchers to obtain the data and information needed to answer the formulation of the problem and test the hypothesis that has been determined. In this study, the method used is designed to explain the relationship between management development strategies and employee performance improvement in the North Sumatra Governor's Office.

1. Research Approach

This study uses a quantitative approach with descriptive and verifiable methods (Priadana & Sunarsi, 2021). The quantitative approach was chosen because it aims to measure the influence of independent variables, namely development and management, on dependent variables, namely employee performance. This study not only describes the phenomenon, but also tests the relationship between variables based on data obtained from respondents.

1. Types and Properties of Research

This type of research is explanatory research, which is research that aims to explain the causal relationship between variables through hypothesis testing. The nature of this research is applicable because it aims to provide solutions and input to problems that occur in the organization, especially within the North Sumatra Governor's Office.

1. Research Location

This research was carried out at the North Sumatra Governor's Office, which is located on Jalan Diponegoro No. 30, Medan.

1. Population and Sample

The population in this study is all employees who work in the North Sumatra Governor's Office. Due to the large population and time and cost limitations, the researcher used the purposive sampling technique, which is a deliberate selection of samples based on certain criteria, such as employment status (permanent employees) and a minimum working period of two years. The number of samples used in this study was 50 respondents, which is considered sufficiently representative of the population in providing an overview of management development strategies and their influence on employee performance (Retnawati, 2017).

1. Data Collection Techniques

The data collection technique in this study was carried out using:

* Questionnaire: The questionnaire is arranged on a Likert scale with five alternative answers, ranging from "Strongly Disagree" (STS) to "Strongly Agree" (SS). This questionnaire was used to measure respondents' responses to employee development, management, and performance variables.
* Documentation study: Secondary data such as organizational structure, number of employees, and annual performance reports were obtained from official documents of the North Sumatra Governor's Office.
* Limited interviews: Conducted informally with several employees to reinforce and clarify the results of the questionnaire (Data, 2015).

1. Variable Operational Definition

This study has three main variables, namely:

* Development (X1): Planned efforts to improve employees' technical, conceptual, and moral abilities, as measured through the dimensions of training, education, and work experience.
* Management (X2): The process of planning, organizing, directing, and supervising organizational resources, measured by clarity of roles, work systems, and leadership effectiveness.
* Employee Performance (Y): The work results achieved by employees in carrying out their duties, measured from the aspects of quantity, quality, punctuality, and responsibility.

1. Data Analysis Techniques

The data obtained from the questionnaire will be analyzed with the following steps:

1. Validity and Reliability Tests

* The validity test is used to find out the extent to which the questionnaire instrument is able to measure the variable in question. The technique used is Pearson Product Moment correlation.
* A reliability test was performed to measure the consistency of the question item, using Cronbach's Alpha value. The instrument is declared reliable if α > 0.60.

1. Descriptive Analysis

* To find out the distribution of respondents' answers to each statement item on the questionnaire.

1. Classic Assumption Test

* Normality, multicollinearity, and heteroscedasticity tests to ensure that the data are eligible for linear regression.

1. Multiple Linear Regression Analysis

* It is used to determine the influence of independent variables (development and management) on dependent variables (employee performance).
* Regression model formula:

*Y=a+b1X1+b2X2+e*

Where:

* Y = Employee Performance
* X₁ = Development
* X₂ = Management
* a = Constant
* b₁, b₂ = Regression coefficient
* e = Error

1. Significance Test (t-test and F-test)

* The t-test is used to test the influence partially between each independent variable on the dependent variable.
* The F test is used to test the simultaneous influence of development and management variables on employee performance.

1. Coefficient of Determination (R²)

* It is used to find out how much influence independent variables together have on dependent variables.

**RESULTS OF RESEARCH AND DISCUSSION**

1. **Description of Respondent Data**

The respondents in this study were 50 employees from the North Sumatra Governor's Office. Data collection was carried out through the distribution of questionnaires that included variables of employee development, management, and performance. The following is a brief description of the characteristics of the respondents:

**Table 1. Respondent Data**

|  |  |  |
| --- | --- | --- |
| Characteristic | Frequency | Percentage |
| Gender |  |  |
| Man | 30 | 60% |
| Woman | 20 | 40% |
| Long Time Working |  |  |
| < 5 Years | 12 | 24% |
| 5–10 Years | 26 | 52% |
| > 10 Years | 12 | 24% |
| Final Education |  |  |
| S1 | 35 | 70% |
| S2 | 15 | 30% |

1. **Validity and Reliability Test Results**

The validity test is performed by measuring the correlation between the item score and the total variable score. All items show a correlation value greater than 0.3 so they can be declared valid. Reliability tests with Cronbach's Alpha showed the following results:

**Table 2. Validity and Reliability Tests**

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | Number of Items | Cronbach's Alpha | Information |
| Development | 8 | 0.856 | Reliable |
| Management | 8 | 0.843 | Reliable |
| Employee Performance | 8 | 0.871 | Reliable |

1. **Multiple Linear Regression Test Results**

To determine the influence between the development variable (X1) and management (X2) on employee performance (Y), multiple linear regression analysis was performed. Here are the results:

**Table 3. Multiple Linear Regression Test**

|  |  |  |  |
| --- | --- | --- | --- |
| Type | Unstandardized Coefficients | t count | Sig. |
|  | B | Std. Error |  |
| Constant | 2.304 | 0.587 | - |
| X1 (Development) | 0.384 | 0.113 | 3.383 |
| X2 (Management) | 0.426 | 0.122 | 3.493 |

**Regression Equation Model:**

*Y=2.304+0.384X1+0.426X2*

1. **Simultaneous Test (F Test)**

The F test is carried out to determine the simultaneous influence between development and management on employee performance. The results showed that the value of F was greater than the F value of the table and the significance value was below 0.05, so it can be concluded that both variables had a simultaneous effect on employee performance.

1. **Coefficient of Determination (Adjusted R Square)**

The Adjusted R Square value of 0.525 indicates that 52.5% variation in employee performance can be explained by development and management variables. The remaining 47.5% is explained by factors outside of this study model.

**Table 4. Cohesion Determination**

|  |  |
| --- | --- |
| Model Summary | Value |
| R Square | 0.543 |
| Adjusted R Square | 0.525 |
| Std. Error of Estimate | 0.614 |

**DISCUSSION**

The results of this study show that both development and management have a positive and significant effect on the performance of employees in the North Sumatra Governor's Office. These findings reinforce the notion that improving the quality of human resources through appropriate managerial strategies can encourage more optimal work effectiveness and public services.

In particular, the development variable was shown to have a significant influence on employee performance, with a calculated t value of 3.383 which is greater than the table t of 2.002 and a significance level of 0.027. This result is in accordance with the theory put forward by (Sutrisno, 2009), which states that employee development is an operational function of personnel management that aims to improve employees' skills, knowledge, and work attitudes in order to be able to carry out their duties more effectively and efficiently. In the context of the North Sumatra Governor's Office, this shows that training and work capacity building contribute directly to the improvement of individual work performance.

These findings are also consistent with previous research conducted by (Siswanto & Dewi, 2013) which states that development has a significant influence on the work performance of employees at the North Sumatra Provincial Health Training Center. They emphasize that structured training and competency enhancement programs play an important role in shaping a productive work culture.

Meanwhile, the management variable also showed a significant influence on employee performance, with a calculated t-value of 3.493 and a significance level of 0.000. This indicates that the managerial system implemented in the North Sumatra Governor's Office has begun to show positive results in supporting employee activities and productivity. This is in line with the definition of management according to (Maujud, 2018), which states that management is a collaborative process in achieving organizational goals through basic functions such as planning, organizing, directing, and supervision. When these processes run effectively, it will have a direct impact on the work results achieved by employees.

These findings are again supported by research (Muliawati & Frianto, 2020), which concludes that development management in international companies also has a significant impact on employee characteristics and performance. In the context of government, these results confirm the importance of adaptive and responsive management in managing the potential of civil servants.

The multiple linear regression analysis in this study provides strong evidence that the two variables, namely development and management, simultaneously contribute 52.5% to employee performance. This means that more than half of the variation in employee performance can be explained by the quality of development and managerial practices applied. This is an important indicator that organizational intervention in these two areas is indeed needed. The rest, at 47.5%, was influenced by other factors that were not studied, such as intrinsic motivation, leadership style, work environment, and well-being factors.

In terms of work performance theory, (Bernardin & Russell, 1993) states that work achievement is the level of individual proficiency in carrying out the tasks for which they are responsible. In this study, these skills were improved through two main approaches: development and management. Therefore, it can be said that management development strategies are not only theoretically relevant, but also proven to be empirically effective.

Thus, this discussion concludes that the North Sumatra Governor's Office has been on the right track by paying attention to development and management aspects in an effort to improve employee work performance. However, to achieve optimal levels, follow-up interventions are needed to strengthen the consistency of training program implementation, design performance-based management, and create a work environment that is more adaptive to change. This research is empirical evidence that reinforces the view that increased employee capacity and managerial efficiency not only affects individual productivity, but also reflects the overall quality of public services. In the context of local government, this is an important prerequisite for the realization of good governance.

**CONCLUSION**

Based on the results of the research that has been conducted, it can be concluded that management development strategies have an important and significant role in improving employee performance in the North Sumatra Governor's Office. This research empirically proves that two main factors, namely development and management, make a positive contribution to improving employee work performance, both partially and simultaneously. Employee development carried out through training, education, and upskilling has been proven to improve individual competencies and broaden work horizons. This is reflected in the results of the regression test which shows that development variables have a significant effect on employee performance. Employees who have the opportunity to develop themselves tend to be more productive, more responsible, and have a high morale for work. Similarly, good management practices in organizations, including work planning, organizing, directing, and supervision, have been proven to be able to create a more structured and professional work environment. The positive influence of management on work performance indicates that the success of employees depends not only on individual potential, but also on organizational systems that support and facilitate the effective execution of tasks. Simultaneously, the two variables account for 52.5% of the variation in employee performance, which suggests that more than half of the quality of performance can be influenced by development and management. The remaining 47.5% were influenced by other factors outside the scope of this study, such as work motivation, organizational climate, leadership style, and well-being factors. These findings are in line with management and human resource development theories that emphasize the importance of investing in employee development and a well-managed work system. This research also strengthens the results of previous research which stated that development and management have a significant effect on work performance.

**REFERENCES**

Bernardin, H. J., & Russell, J. R. (1993). Human Resources Management: Experimental Approach. *(No Title)*.

Data, T. P. (2015). Instrumen Penelitian. *Kisi-Kisi Instrumen*.

Manullang, M. (2018). Dasar-dasar Manajemen, edisi revisi, setakan tujuh. *Jakarta: Ghalia Indonesia*.

Mathias, R., & Jacson, J. (2011). *Human Resource Management (G and TUS Britain, Ed)*. USA: Kogan Page Limited.

Maujud, F. (2018). Implementasi fungsi-fungsi manajemen dalam lembaga pendidikan islam (studi kasus pengelolaan Madrasah Ibtidaiyah Islahul Muta’allim Pagutan). *Jurnal Penelitian Keislaman*, *14*(1), 31–51.

Maulani, G., Kom, S., Kom, M., Fitria, I., Ansyah, R. H. A., Deni, H. A., Anwar, H. M., Ningsih, D. A. W. S., Novaria, R., & Liana, E. (2024). *Manajemen Pelayanan Publik*. Cendikia Mulia Mandiri.

Muliawati, T., & Frianto, A. (2020). Peran work-life balance dan kepuasan kerja terhadap kinerja karyawan milenial: studi literatur. *Jurnal Ilmu Manajemen (JIM)*, *8*(3), 606–619.

Pangestu, D. A. P., & Rifa’i, M. (2025). Manajemen Sumber Daya Manusia dalam Meningkatkan Kualitas Tenaga Pendidik melalui Pendisiplinan Kinerja di Madrasah Raudlatus Shalihin Sumber Centeng Kotaanyar Probolinggo. *JIIP-Jurnal Ilmiah Ilmu Pendidikan*, *8*(3), 2937–2945.

Priadana, M. S., & Sunarsi, D. (2021). *Metode penelitian kuantitatif*. Pascal Books.

Radina, R., Arpandi, A., & Baihaqi, A. (2024). KINERJA PETUGAS DALAM PENGAWASAN NARAPIDANA PADA LEMBAGA PEMASYARAKATAN KELAS II B AMUNTAI KABUPATEN HULU SUNGAI UTARA. *Jurnal MSDM Manajemen Sumber Daya Manusia*, *1*(3), 645–655.

Retnawati, H. (2017). Teknik pengambilan sampel. *Disampaikan Pada Workshop Update Penelitian Kuantitatif, Teknik Sampling, Analisis Data, Dan Isu Plagiarisme*, 1–7.

Siswanto, S., & Dewi, R. (2013). Pengembangan Menajemen Dalam Meningkatkan Prestasi Kerja Pegawai Pada Balai Pelatihan Kesehatan Provinsi Sumatera Utara. *Publikauma: Jurnal Administrasi Publik Universitas Medan Area*, *1*(1), 21–26.

Sun, D., Zeng, S., Chen, H., Meng, X., & Jin, Z. (2019). Monitoring effect of transparency: How does government environmental disclosure facilitate corporate environmentalism? *Business Strategy and the Environment*, *28*(8), 1594–1607.

Supardi, E. (2016). Pengembangan Karir Kontribusinya Terhadap Kinerja Pegawai. *Jurnal Geografi Gea*, *9*(1).

Sutrisno, E. (2009). Manajemen sumber daya manusia edisi pertama. *Jakarta: Kencana Prenada Media Group*, *41*.

Winata, E. (2022). *Manajemen Sumberdaya Manusia Lingkungan Kerja: Tinjauan dari Dimensi Perilaku Organisasi dan Kinerja Karyawan*. Penerbit P4I.