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INFLUENCE TRAINING WORK AND DEVELOPMENT SOURCE

POWER HUMAN RESPONSE TOWARDS EMPLOYEE PERFORMANCE AT BANK BRI PALOPO BRANCH

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ABSTRACT

This study aims to evaluate and analyze the influence of job training and human resource development on employee performance at Bank BRI Palopo Branch. The research employed a survey method, with data collected through a questionnaire distributed via Google Forms and measured using a Likert scale. The entire population of employees was included as the research sample. The findings indicate that job training, when considered individually, does not have a significant effect on employee performance. In contrast, human resource development has a significant influence. Moreover, when combined, both variables have a notable impact on improving employee performance. These results offer deeper insights for the management of Bank BRI Palopo Branch into the critical role of human resource development as a strategy for enhancing performance, while also emphasizing the need to assess and improve the effectiveness of existing training programs. The study also recommends that management pay greater attention to other supporting factors, such as organizational culture and work environment, to further improve the quality of human resources and overall performance.

Keywords: Job training, Human resource development, Employee performance, Bank BRI Palopo Branch.

INTRODUCTION

In the modern era, technology plays a dominant role in nearly all professional activities, and the intensity of business competition continues to rise. Consequently, employees are expected to possess relevant technical competencies, be familiar with supportive technologies, and adapt swiftly to evolving work demands. Moreover, they must demonstrate flexibility and an innovative mindset that contributes to organizational growth. To meet these expectations, companies implement structured training initiatives aimed at enhancing employee capabilities in alignment with corporate goals (Kusuma et al., 2018). These training efforts typically involve short-term programs that follow a systematic and procedural approach, equipping employees with essential knowledge and skills for their respective roles. Subsequently, the process advances to the development stage, which, while similar in nature to training, spans a longer period and focuses on broader competencies.

During the development phase, employees are introduced to various theoretical frameworks and encouraged to cultivate innovative thinking that aligns with organizational objectives (Intan, 2019). Training and development serve as vital components in improving organizational performance by increasing operational efficiency and effectiveness. These initiatives not only support institutional goals but also enhance individual employee performance. As Armstrong and Taylor (2014) suggest, employees are among the most valuable assets of an organization. Cardy (2010) further differentiates between the two concepts: training centers on improving specific skills for immediate performance gains, while development aims to broaden long-term employee potential. Pancasasti (2022) highlights that training helps employees acquire the competencies necessary for existing tasks, contributing directly to performance enhancement.

Additionally, work motivation plays a key role in determining employee performance. Motivation acts as a driving force for organizational transformation. Employees, being crucial organizational assets, require proper recognition and support. A company that effectively nurtures its workforce and provides appropriate incentives—whether financial or non-material—tends to achieve higher productivity levels (Sutono & Rahmat Hidayat, 2023). Therefore, organizational leaders must be attuned to employee needs, challenges, and productivity-enhancing factors. Motivated individuals are likely to demonstrate improved performance and sustained commitment to their roles and the organization (Simbolon, 2021). It is also imperative for companies to cultivate a conducive work environment that maintains high productivity and supports quality outcomes (Ardiano Saputra et al., 2023).

Human capital serves as the foundation of all business operations, particularly in the service sector such as hospitality. Without qualified personnel, financial capital alone cannot guarantee success. For hotels and similar institutions, it is essential to recruit, nurture, and retain

skilled professionals (Saharuddin et al., 2022). Training and development play a crucial role in maximizing organizational profitability, deepening skill sets across various levels, elevating employee morale, and fostering alignment between individual goals and organizational visions (Muktamar et al., 2024). Well-designed development strategies can significantly boost employee performance (Sifabela Melliinia Agustin & Safaria, 2021). Indeed, human resource management holds a central role in driving business performance and facilitating goal achievement (Ridwan Fahrozi et al., 2022). Thus, developing human resources is a strategic imperative for sustainable business success and innovation.

Optimizing the potential of human capital is essential for boosting employee performance, which directly impacts business outcomes. Improved performance not only increases organizational productivity but also contributes to the personal welfare of employees (Samsinar, 2024). In light of these factors, the present study entitled *"The Influence of Job Training and Human Resource Development on Employee Performance at Bank BRI Palopo Branch"* was undertaken to provide valuable insights for organizational leaders in implementing effective training programs aimed at enhancing workforce capabilities and performance.

This study was also motivated by inconsistent findings in previous research. Therefore, the researcher intends to analyze the extent to which job training and human resource development influence employee performance at Bank BRI Palopo Branch, with a particular focus on assessing the individual and combined effects of training on performance outcomes.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job Training

Job training refers to a structured process designed to enhance employees' knowledge, skills, and work attitudes, making them more competent, responsible, and capable of improving their performance (Setiani & Febrian, 2023). Training and development serve as critical strategies in strengthening organizational capacity, including mitigating risks such as fraud. Through well-planned training programs, companies can provide practical experiences, guidance, and motivational support that help employees perform in accordance with organizational standards.

Generally, the primary aim of job training is to equip employees with the necessary competencies to fulfill their responsibilities effectively. As such, job training represents a systematic approach to professional development, enabling employees to carry out their duties more efficiently and with greater expertise. In addition to fostering personal growth, training also contributes significantly to achieving broader organizational goals. According to Mangkunegara (2013), a major evolution in training has been the shift towards performance improvement

through technological integration. Therefore, training and human resource development are strategic investments that promote organizational success.

Employee capabilities can also be improved through both training and on-the-job experience. Training programs implemented by companies are essential in enhancing employee knowledge and skills, particularly when interacting with clients from diverse backgrounds. Purnama (2019) emphasizes that to improve their abilities, employees must demonstrate performance outcomes and engage in training activities as a means of skill evaluation.

Optimal performance is more likely to be achieved when employees possess adequate skills. Performance improvement is essential to achieving company objectives. Common performance indicators include quantity of work, output quality, and timeliness. One of the most effective strategies to enhance performance is through comprehensive training combined with strong work discipline (Purnama, 2019).

Human Resource Development

Human Resource Development (HRD) is a systematic process aimed at improving individual quality through planned education, training, and personnel management to achieve maximum results. Armstrong explains that HRD involves providing learning opportunities through training programs that are carefully designed, implemented, and evaluated. McLagan and Suhadolnik further describe HRD as encompassing training, career development, and organizational development—all of which are interconnected in enhancing the effectiveness of both individuals and the organization as a whole.

The main objective of HRD is to improve the professional quality and skills of employees so they can carry out their duties and responsibilities effectively (Retnilasari & Putra, 2019). Human resources are individuals who are ready and capable of contributing to the achievement of organizational goals. The way an organization treats its employees significantly affects their quality of life and overall capability (Aprianus Telaumbanua, 2024). Thus, HRD is centered on improving individual potential through educational programs, structured training, and effective employee management.

Employee Performance

Employee performance refers to the work outcomes evaluated based on quality, quantity, punctuality, and teamwork in achieving the organization's objectives. Performance reflects the level of output delivered by employees. It is influenced by both internal and external factors such as motivation, compensation, and the work environment (Ardiano Saputra et al., 2023). Internal influences include knowledge, skills, competence, personality traits, and attitudes, while external influences consist of leadership style, coworker relationships, and the organizational climate.

According to Lestary & Chaniago (2018), employee performance is strongly impacted by their willingness and openness in performing tasks, which in turn enhances productivity and positively influences their overall performance. Harmon (2017) defines performance as the result of an employee's work in fulfilling assigned duties, measured in terms of both quality and quantity. He adds that performance is the outcome of responsibilities successfully carried out by an individual.

In conclusion, employee performance serves as a key indicator of organizational success and is shaped by various internal and external elements. Enhancing performance requires deliberate organizational efforts, including the provision of training programs, the creation of a supportive work environment, and initiatives to motivate employees to perform at their best.

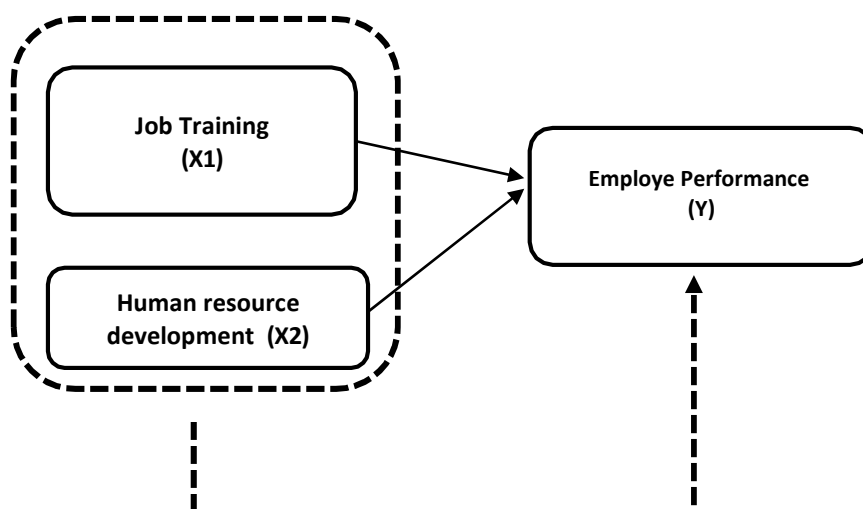
Previous Research

A study by In et al. (2019), titled *The Influence of Job Training and Human Resources on Employee Performance*, focused on examining the effect of human resource development on employee performance at Bank BRI Palopo Branch. The research adopted a quantitative approach using a correlational associative method.

According to Andayani and Hirawati (2021), employee performance is reflected in task completion and is assessed based on experience, knowledge, skills, personality, and time management, with key indicators including quantity, quality, and timeliness of work.

Additionally, Yosep Satrio Wicaksono (2016) states that work enthusiasm is expressed through employee behavior and attitudes, including dedication, enjoyment in performing tasks, a desire to collaborate, and satisfaction in completing assignments. This sense of enthusiasm functions as a psychological driver and must be reinforced through discipline to achieve optimal results.

KERANGKA BERFIKIR



Hypothesis (Temporary Assumption)

A hypothesis represents a provisional answer formulated based on established theories to address the research problem. It is a declarative statement that requires empirical validation through observation and analysis. Drawing from the theoretical foundation and conceptual framework outlined earlier, the hypotheses for this study are proposed as follows:

1. H1: Job training is expected to have a significant partial influence on employee performance at Bank BRI Palopo Branch.
2. H2: Human resource development is expected to exert a significant partial influence on employee performance at Bank BRI Palopo Branch.
3. H3: Job training and human resource development are expected to have a significant joint influence on employee performance at Bank BRI Palopo Branch.

METHOD STUDY

The research conducted in this study adopts a quantitative method, which aims to assess the impact of job training and human resource development on the performance of employees. It also serves to examine the hypotheses that were previously established. The variables examined in this research include a dependent variable, namely employee performance, and two independent variables: job training and human resource development.

The study population comprises 131 employees of Bank BRI Palopo Branch. The researcher applied a purposive sampling technique, which involves selecting participants based on predetermined criteria that align with the research objectives. As defined by Sugiyono (2020), purposive sampling is a method of selecting subjects deliberately according to specific considerations relevant to the study's aims.

Research Type

This study employs a **quantitative research approach** to investigate how job training and human resource development influence employee performance at Bank BRI Palopo Branch. The quantitative method is selected as it enables the researcher to assess variables in an objective manner and produce data that can be analyzed statistically to explore the relationships among variables.

The research design is **descriptive-correlational**, focusing on illustrating the connection between job training and human resource development with employee performance, as well as evaluating the extent to which these two independent variables affect performance outcomes.

Research Variables

This research focuses on three primary variables:

- **Job Training (X1):** Refers to the degree to which employees comply with the bank's established procedures and guidelines during the training programs provided.

- **Human Resource Development (X2):** Represents how effectively human resource development efforts support employees in carrying out their duties and responsibilities.
- **Employee Performance (Y):** Denotes the level of performance demonstrated by employees, as perceived by the bank's customers, encompassing factors such as efficiency, accuracy, customer friendliness, and overall service quality.

Data Collection Techniques

Data collection is conducted through the following steps:

Data Collection Techniques

Questionnaire Distribution: The questionnaire instrument will be directly distributed to employees at the BRI Bank Palopo Branch. Respondents will be asked to complete the questionnaire based on their experiences related to job training, human resource development, and employee performance.

Interviews (if necessary): In addition to the questionnaires, brief interviews may be conducted with selected employees to gather deeper insights into their experiences.

Validity and Reliability Testing

Validity Test: The validity test is carried out to ensure that the research instruments truly measure what they are intended to measure. The validity of each questionnaire item will be examined using Factor Analysis and Pearson Correlation to verify that the indicators are appropriate and relevant to the variables being assessed.

Reliability Test: The reliability test aims to determine the consistency of the measurement results. The questionnaire instrument will be tested using Cronbach's Alpha coefficient. An Alpha value greater than 0.7 indicates that the instrument is considered reliable.

Data Analysis Techniques

The data collected from the questionnaires will be processed using SPSS statistical software. The data analysis includes the following steps:

- **T-Test:** This test is used to determine whether there is a significant difference in employee performance before and after participating in job training or human resource development programs. It helps assess the impact of training on performance improvement.

- **F-Test:** This statistical method evaluates the variance between two or more sample groups and is also used to examine the relationship between independent and dependent variables in regression or ANOVA models. In this study, the F-test is used to analyze the combined effect of job training and human resource development on employee performance.
- **Coefficient of Determination Test (R^2):** This is part of regression analysis used to determine how much variation in the dependent variable (employee performance) can be explained by the independent variables.
- **can be accounted for by the independent variables, namely job training and human resource development.**
- **Multiple Linear Regression Analysis:** This method is applied to evaluate the combined influence of job training and human resource development on employee performance. In this analysis, job training (X1) and human resource development (X2) act as the independent variables, while employee performance (Y) is the dependent variable. The outcomes of this regression analysis will serve as the basis for determining whether these two independent variables significantly affect the performance of employees at Bank BRI Palopo Branch.

RESEARCH RESULTS AND DISCUSSION

The data analysis procedure applied in this research consists of several stages, including tests for validity and reliability, multiple linear regression analysis, the R^2 (coefficient of determination) test, t-test, F-test, and the determination coefficient assessment. The aim of these analyses is to examine the correlation between the independent variables—Job Training (X1) and Human Resource Development (X2)—and the dependent variable, namely Employee Performance (Y). All statistical analyses were performed using SPSS version 25. The influence of the independent variables on the dependent variable was examined using a confidence level of 90%, corresponding to a significance threshold of $\alpha = 0.10$. The following section presents the results of the validity test for the variables in this study, as

shown in Table 1. **Validity Test Results.**

VARIABLES	ITEM QUESTION	R COUNT	R TABLE	STATUS
TRAINING WORK (X1)	X1	0.842 **	0.1716	VALID
	X2	0.860 **	0.1716	VALID
	X3	0.871 **	0.1716	VALID
	X4	0.862 **	0.1716	VALID
	X5	0.948 **	0.1716	VALID
DEVELOPMENT SOURCE POWER HUMAN	X1	0.954 **	0.1716	VALID
	X2	0.959 **	0.1716	VALID
	X3	0.945 **	0.1716	VALID

(X2)	X4	0.943 **	0.1716	VALID
	X5	0.908 **	0.1716	VALID
PERFORMANCE EMPLOYEE (Y)	X1	0.914 **	0.1716	VALID
	X2	0.918 **	0.1716	VALID
	X3	0.929 **	0.1716	VALID
	X4	0.917 **	0.1716	VALID
	X5	1	0.1716	VALID

The validity test was carried out to determine how effectively the questionnaire measures the variables it is intended to evaluate. A questionnaire item is deemed valid if it accurately reflects the concept it is supposed to assess. To test validity, the obtained correlation coefficient (r-count) was compared with the critical value from the r-table, using a sample of 131 respondents and degrees of freedom (df) of 129 (calculated as $N - 2$, or $131 - 2$). At a 5% significance level ($\alpha = 0.05$), the critical r-value was found to be 0.1716. If the r-count exceeds this critical value, the item is considered valid and appropriate for use in measurement.

Reliability Test

The reliability test aims to evaluate how consistently the questionnaire reflects the variable it is intended to measure. A questionnaire is deemed reliable if the responses given by participants remain stable over repeated measurements. Reliability was assessed using the Cronbach's Alpha method. A construct is categorized as reliable when the Cronbach's Alpha coefficient exceeds 0.60. On the other hand, if the Alpha value falls below 0.60, the instrument is considered to lack reliability. The results of the reliability analysis for the research instrument are presented as follows: Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Criteria	Information
Training Work	0.978	0.60	Reliable
Development Human Resources	0.987	0.60	Reliable
Performance Employee	0.979	0.60	Reliable

Based on Table 2, it can be seen that each variable has a Cronbach's Alpha value greater than 0.60, indicating that all statements within the variables can be considered reliable.

Multiple Linear Regression Analysis

This research employs multiple linear regression analysis to examine the influence of Job Training (X1) and Human Resource Development (X2) on Employee Performance (Y), aiming to identify the strength and direction of the relationship between the independent and dependent variables.

Table 3. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,049	0,743		4,103	0,000
	X1	-0,033	0,054	-0,030	-0,610	0,543
	X2	0,917	0,046	0,966	19,768	0,000

Referring to the information in Table 5, the outcomes of the multiple linear regression analysis involving Job Training (X1) and Human Resource Development (X2) in relation to Employee Performance (Y) indicate a constant of 3.049, with a regression coefficient of -0.033 for X1 and 0.917 for X2. Consequently, the formulated multiple linear regression equation is as follows:

$$Y = 3.049 - 0.033X1 + 0.917X2 + e$$

Based on the regression equation, the following interpretations can be drawn:

1. The constant value of 3.049 suggests that if both Job Training (X1) and Human Resource Development (X2) are at zero, the baseline value of Employee Performance (Y) would be 3.049.
2. The regression coefficient for Job Training (X1) is -0.033, signifying an inverse relationship between job training and employee performance. This implies that any decline in job training is likely to reduce employee performance at Bank BRI Palopo Branch.
3. The coefficient for Human Resource Development (X2) is 0.917, indicating a direct and positive correlation with employee performance. This means that enhancements in human resource development contribute significantly to improved employee performance at Bank BRI Palopo Branch.

T-Test (Partial)

The partial t-test is utilized to assess whether each independent variable has a statistically significant effect on the dependent variable. An independent variable is deemed influential if its significance value is below 0.05 and the calculated t-value exceeds the critical t-value from the t-table. The degrees of freedom (df) are determined using the formula $df = n - k$, where n represents the total sample size and k is the number of predictors. In this study, with 131 respondents and 2 independent variables, the resulting df is 129, corresponding to a t-table value of 1.979.

Table 4. T-Test (Partial)

Coefficients ^a						
Model				Standardized Coefficients	t	Sig.
				Beta		
1	(Constant)	3,049	0,743		4,103	0,000
Training Work	X1	-0,033	0,054	-0,030	-0,610	0,543
Development source human resources	X2	0,917	0,046	0,966	19,768	0,000

Referring to Table 4, the t-calculated value for the Job Training variable (X1) is -0.610. Since this value is less than the t-table value of 1.979 and the significance level is 0.543 (which exceeds 0.05), it can be concluded that Job Training (X1) does not exert a statistically significant partial influence on Employee Performance (Y). Meanwhile, the t-calculated value for the Human Resource Development variable (X2) is 19.768, which is The obtained t-calculated value exceeds the t-table value of 1.979, with a significance level of 0.000, which is below the threshold of 0.05. This outcome indicates that the Human Resource Development variable (X2) has a statistically significant partial impact on Employee Performance (Y).

F-Test (Simultaneous)

The simultaneous F-test is employed to determine whether the independent variables collectively have a significant effect on the dependent variable. These variables are considered to influence the dependent variable if the computed F-value exceeds the critical value from the F-table and the significance level is below 0.05.

The degrees of freedom (df) are calculated using the formula: $df = n - k - 1$, where n represents the total number of observations and k denotes the number of independent variables. Substituting the values results in: $df = 131 - 2 - 1 = 128$.

Referring to the degrees of freedom, the critical value of F is found to be 3.07. A summary of the F-test outcomes is provided in Table 5.

Table 5. F-Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1935,616	2	967,808	505,357	.000 ^b
	Residual	245,133	128	1,915		
	Total	2180,748	130			

Based on the data in Table 5, the results of the F-test show that the calculated F value is 505.357, while the F-table value is 3.07, with a significance level of 0.000. Since the F-calculated is greater than the F-table and the significance level is below 0.05, it can be concluded that H_0 is rejected and H_3 is accepted. This means that the variables Job Training (X_1) and Human Resource Development (X_2) have a simultaneous and significant effect on Employee Performance (Y).

Coefficient of Determination

The purpose of the coefficient of determination test is to assess how much of the variation in the dependent variable can be accounted for by the independent variables. In this context, the test is used to evaluate the extent to which Job Training (X_1) and Human Resource Development (X_2) contribute to influencing Employee Performance (Y) at the Bank BRI Palopo Branch Office.

Table 6. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	0,888	0,886	1,384

Referring to Table 6, the R Square (R^2) value is shown to be 0.888, which implies that Job Training (X_1) and Human Resource Development (X_2) collectively account for 88.8% of the variation in Employee Performance (Y). This means that the influence of these two independent variables on the dependent variable is 88.8%, while the remaining 11.2% is attributed to other factors outside the scope of this research.

CONCELUTION

1. The combination of job training and human resource development significantly impacts the performance of employees at the Bank BRI Palopo Branch.
2. Individually, job training demonstrates a strong and meaningful effect on employee performance at Bank BRI Palopo, making it the most dominant factor in this research.
3. Human resource development also has a positive and statistically significant relationship with employee performance at Bank BRI Palopo, although its influence is the least among the variables examined in this study.

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