
The Effect Of Human Resources Development On Employee Performance At Government Office In South Sumatra.

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ABSTRACT

The purpose of this research is to analyze and test the effect of human resource development as a proxy for education & job training and promotion on employee performance in the South Sumatra Provincial Government Office. The population in this study were all employees in the South Sumatra Provincial Government Office. Samples were taken by accidental sampling so that a total of 100 people were obtained based on the Slovin method. Data were analyzed using IBM SPSS version 26 and data analysis through several tests, namely: validity test, reliability test, classical assumption test, multiple linear regression analysis and coefficient of determination test. The results showed that the development of human resources proxied by education & job training and promotions either partially or simultaneously had an influence on employee performance in the South Sumatra Provincial Government Office.

Keywords: HRD, Training, Promotion, Performance

INTRODUCTION

Performance is very important for organizational groups because if there is no performance, organizational goals cannot be achieved (Ratnawita & Argiansyah, 2022). Employee performance refers to how effectively and efficiently they carry out their job responsibilities and duties in an organization. It includes various factors that contribute to the overall effectiveness of an employee's job. Performance can be evaluated through quantitative metrics and qualitative assessments. Human resources have a major role in every organizational activity. As the main key, human resources will determine the success of the implementation of organizational activities. Organizational demands to obtain, develop and maintain quality human resources are increasingly urgent in accordance with the ever-changing dynamics of the environment. This is supported by the opinion of Priansa & Suwatno.(2013) that human resources always play an active and dominant role in every organization, because human resources are planners, actors

and determinants of the realization of organizational goals. Therefore, every organization is required to use professional human resources in the field of work it handles. Under these circumstances, it is very necessary for a government agency to carry out an activity that can provide benefits and contributions. Many factors influence employee performance, one of which is Human Resources Development.

Human resource development (HRD) contains the task of optimally utilizing human resources owned by an institution, so that human resources can work optimally to jointly achieve goals in accordance with the vision and mission of the organization. In this study, Human Resources Development is proxied by education & training (training) and job promotions on employee performance.

Development can be done in various ways, such as education and training, involving employees in learning assignments for formal education, and other activities. The large number of training participants who were not adjusted to their career development plans



resulted in training participants after returning, they did not get promotions or development placements according to their potential (Damayanty, 2021). This causes disappointment for employees. The tendency that occurs in government organizations is that there are employees who don't have a workload and instead cause problems in the office, for example they are less active in doing their jobs, so to provide a way out these employees are trained. Studies on the relationship between training and performance have gained much attention over the past few decades, although it still exists debate related to contradictory research results (research gap) between relationships both of them. In general, the existing literature shows that training improve organizational performance by creating a productive work force have broad knowledge and skills (Tharenou et al., 2007). Furthermore, there is documented evidence that training activities have a positive influence on individual performance and team performance. Training activities can also benefit other outcomes both at the individual and at the team level (e.g., attitudes, motivation, and empowerment) (Aguinis & Kraiger, 2009). Arthur et al. (2003) conducted a study meta-analysis derived from 165 sources by comparing relationships between the performance of employees without training and through training. They concluded that employees who received training as a whole positive effect on the performance they produce in the organization.

Promotion plays an important role for every employee. Promotions supposed to give social status authority, responsibility, as well increased income for employees. Theoretically, employees have access to promotions based on the principles of fairness and objectivity, employees will motivated to work harder, enthusiastic, disciplined and work achievement (Indrawan 2015). However, based on the results of observations on the Regional Water Company Drinking (PDAM) Kudus Regency, sometimes carrying out promotions for occupy certain structural positions not based on principle professionalism and objective

requirements set, sometimes a different position given not in accordance with the expertise and educational background. Reality above is supported by the results of observations and interviews at regional companies Drinking water (PDAM) Kudus district, the employee revealed that conditions that occur during the inauguration of structural officials in the work environment The Regional Drinking Water Company (PDAM) of Kudus Regency, that is the placement of employees in certain positions is not in accordance with their discipline and there is an emotional closeness between the head and the employee promoted tends to be the basis of policy in promoting employees occupy certain structural positions

The Global Workforce Study (GWS) conducted a study to assess the totality of employee work in Indonesia (Ratnawita et al, 2023). In government organizations, the performance of employees in carrying out their duties or work is often not in accordance with what is expected by the community. They often make mistakes that shouldn't have happened, for example, they often don't show up for work and don't really comply with working hours regulations. This will have a bad impact on the organization because work often cannot be completed according to the allotted time or a lot of time is not used properly. Besides that, the phenomenon is that there are still employees who use their working time to do other things outside of their main job. This results in low employee performance because their attention is divided with activities outside of their main obligations as community servants, so these employees do not provide total self-dedication to the organization (Soepriyadi, 2022).

To realize the government's vision, employees in the South Sumatra Provincial Government service environment need to be given human resource development so that they have good quality human resources because the employees who work there are people who are appointed by the government to occupy certain positions held. directed. to guarantee the implementation of governmental

tasks, development efficiently and effectively (Wahab, 2021).

This study aims to analyze and test the effect of human resource development as a proxy for education & job training and job promotions on employee performance in the South Sumatra Provincial Government Office.

METHOD

The research approach is the entire method used by researchers starting from the formulation of the problem to the stage of drawing conclusions. The study approach places more emphasis on the research techniques to be carried out (Creswell, 2014). The research method according to Creswell (2014) is a process of activities in the form of data collection, analysis, and provision of interpretation related to research objectives. The research method is a scientific method for obtaining data with specific goals and uses (Sugiyono, 2017).

In this study, researchers used a quantitative descriptive verification research approach using survey methods. Descriptive research according to Sugiyono (2017) is research conducted to describe independent variables, either only on one variable or more (stand-alone variables) without making comparisons and looking for these variables with other variables. The verification method is defined as a study conducted on a certain population or sample with the aim of testing a predetermined hypothesis. Based on the understanding put forward by Sugiyono (2017) it can be explained that descriptive verification research is a research method used to describe whether facts are true or not, as well as explaining how the relationship between the variables studied is the method of data collection, data processing, data analysis, and

interpretation of data in testing statistical hypothesis (Triyono, 2022).

The next survey research method is research that is used to measure the value of a number of variables, then test hypotheses about the behavior, experience and characteristics of an object (Triyono, 2020). Survey study is a quantitative research method used to obtain data from the past or present, regarding beliefs, opinions, characteristics and relationships between variables and is used to test hypotheses taken from certain populations, data collection techniques using observation (interviews, questionnaires) are not deep .

The dependent variable is employee performance in the South Sumatra Provincial Government Service (Y) and the 2 independent variables are human resource development as a proxy for education & job training (X1) and promotion (X2). The population in this study is the population in this study are all employees in the South Sumatra Provincial Government Office. Samples were taken by accidental sampling so that a total of 100 people were obtained based on the Slovin method. Data were analyzed using IBM SPSS version 26 and data analysis through several tests, namely: validity test, reliability test, classical assumption test, multiple linear regression analysis and coefficient of determination test.

RESULT and DICUSSION

Validity and Reliability Test

The purpose of carrying out the validity test is to ensure that each questionnaire question distributed by the researcher is valid so that it can be used to obtain data correctly. Obtained from a comparison between r-count and r-table where $df = n-2$ with alpha 0.05. If the Pearson Correlation value $> r$ -table, then it can be said to be valid.

Table 1. Validity test

Variable	Pearson Correlation	r-table ($\alpha = 5\%$)	Results
Performance	0,753	0,1966	Valid
Training	0,849	0,1966	Valid
Promotion	0,703	0,1966	Valid

Based on the results obtained in table 1, it is concluded that performance, training,

promotion have a Pearson Correlation score $> r$ -table. then it is said that all the questions are



valid so that they can be a valid measuring tool.

The reliability of a variable is determined if the Cronbach's Alpha score is > 0.6 . If the

reliability < 0.6 is stated to be not good, but if 0.7 is in the good category and the reliability in the good category is more than 0.8 .

Table 2. Reliability Test

Variable	Cronbach's Alpha	Results
Performance	0,824	Reliable
Training	0,858	Reliable
Promotion	0,820	Reliable

Based on table 2, the Cronbach's Alpha score > 0.7 , so this study is acceptable and reliable.

Classic assumption test

Normality test

In the opinion of Ghozali (2018), this test

can be done with the Kolmogorov Smirnov One Sample test, namely if the Asymp Sig (2-tailed) score is > 0.05 , it is said that there is a normal distribution of the data. However, if the Asymp Sig score (2-tailed) < 0.05 , it indicates that there is no normal distribution of the data.

Table 3. Normality Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,73290680
Most Extreme Differences	Absolute	,085
	Positive	,083
	Negatif	-,085
Kolmogorov-Smirnov Z		,837
Asymp. Sig. (2-tailed)		,657

Based on table 3, a significance score (2-tailed) was obtained 0.657 , because the significance value (2-tailed) is $0.657 > 0.05$, so it is stated that there is a normal distribution, it can be used.

Multicollinearity Test

In the regression equation, multicollinearity problems are not found if $VIF < 10$ and tolerance > 10 .

Table 4 Multicollinearity Test

Model		Tolerance	VIF
1	(Constant)		
	Training	,752	2,933
	Promotion	,769	2,258

a. Dependent Variable: Performance

Referring to table 4, the overall independent variables in this study have a tolerance > 0.10 , while a VIF value < 10 means that multicollinearity symptoms are not found among the independent variables.

The goodness of the regression model can be seen from the presence or absence of heteroscedasticity. This study uses the Glejser test, namely the significance score is less than 5% (0.05), so heteroscedasticity is not found.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test

Model	T



1	(Constant)	
	Training	,168
	Promotion	,402

a. Dependent Variable: Performance

Based on table 6, the independent variable used has a tvalue above 0.05, the test results show that heteroscedasticity is not

formed.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression

Based on table 7, the value of (β) 0.570 by training and (β) 0.396 is obtained by promotion,

Model		Standardized Coefficients		
		Beta	t	Sig.
1	(Constant)		4,272	,406
	Training	,570	4,708	,323
	Promotion	,396	3,916	,574

then an equation is formed, namely: $Y = 0.570X_1 + 0.396X_2$

Information :

1. The training coefficient value is positive, which is 0.570, meaning that every increase in training will cause an increase in employee performance in the South Sumatra Provincial Government Office.
2. The training coefficient is positive, namely 0.386, meaning that an increase in promotion will be accompanied by an increase in employee performance in the South Sumatra Provincial Government Office.
3. Employee training in the South Sumatra Provincial Government Office has a greater

influence on performance compared to other variables

Hypothesis test

Simultaneous Test (Test F)

When the significance is < 0.05, it means that Ho is rejected, meaning that the independent and dependent variables have a significant effect. If the significance value is > 0.05, it indicates that Ho is accepted, so that it can be stated that the independent and dependent variables have no effect.

Table 8. Simultaneous Test

Model	Sum of Squares	Df	Mean Square	Sig.
Regression	701,763	2	202,291	0,001 ^b
Residual	262,465	98	15,504	
Total	963,228	100		

a. Dependen Variable: Performance

b. Predictors: (Constant), Training, Promotion

Based on the results obtained from table 8, it can be stated that a significant value of 0.001 < a significant level of 0.05, so that can be said simultaneously training and promotion affect the performance of employees in the South Sumatra Provincial Government Service.

t Test)

If a probability < 0.05 is generated, it will be stated that there are significant implications from the independent variable to the dependent variable. If the resulting probability is > 0.05, it is said that it will not have a significant effect.

Table 9. Partial Test (t test)

Model		Sig.
1	(Constant)	
	Training	,026
	Promotion	,030



a. Dependent Variable: Performance

Referring to table 9, Training (X1) has a significance of $0.026 < 0.05$. Indicates the receipt of H1 and the rejection of Ho, so that Performance is influenced by Training (X1). promotion (X2) has a significance of $0.030 < 0.05$. Indicates the receipt of H2 and the

rejection of Ho, so that Performance is influenced by promotion (X2).

Determination Coefficient Test

It is hoped that this test will produce an r squared score that is greater than 0.5, because a good value is between 0 and 1.

Table 10. Determination Coefficient Test (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,819	,794	,753	2,2531

a. Predictors: (Constant), Training, Promotion

Based on table 10, it is known that the Adjusted R Square value is 0.753, indicating that the independent variable (Training and Promotion) affects the dependent variable (Performance) by 75,3 % and the remaining 24,7 % was not examined by researchers in research.

received training as a whole positive effect on the performance they produce in the organization.

DISCUSSION

Training and development (diklat) can have a significant effect on employee performance. Through training, employees can improve their skills, knowledge and understanding of the tasks they have to do. This can have a positive impact on productivity, efficiency and quality of work. Training can also provide opportunities for employees to develop soft skills such as communication, leadership, and teamwork skills, all of which are important factors in improving overall performance. However, the effect of training on performance is not always immediate and certain. The success of the training depends on several factors, including the quality of the training materials, delivery methods, management support, and the willingness of employees to apply what they have learned. Overall, education and training can be an effective tool for improving employee performance if properly implemented and followed by consistent efforts to apply the knowledge and skills acquired in the daily work environment. Aguinis & Kraiger (2009). Arthur et al. (2003) conducted a study meta-analysis derived from 165 sources by comparing relationships between the performance of employees without training and through training. They concluded that employees who

The effect of promotion on performance can vary depending on several factors, such as the quality of the candidate being promoted, the selection process used, and the work environment. In general, promotions based on relevant qualifications and abilities tend to increase employee motivation and performance, as they feel valued and have greater responsibility. However, if promotions are made without proper consideration, it could negatively affect overall performance, as people who are not ready for new roles can feel overwhelmed. This study supports the results of previous research from Indrawan (2015) which states that promotion has an effect on and significant to work performance.

Training and promotions together can have a positive influence on employee performance. Training (education and training) can improve employee skills and knowledge, while promotion can provide motivation to achieve better work results. The combination of the two can increase employee competence and motivation, which in turn has the potential to increase their performance in their duties.

CONCLUSION

Based on the research that has been done, the results of data analysis and hypotheses about research variables consisting of the influence of Training, Promotion and Performance, the following conclusions can be drawn.



1. There is a positive and significant influence of Training on Performance. This can be seen from the increasing number of Training actors, which can increase Performance.
2. There is a positive and significant influence of Promotion on Performance. This is indicated by the increasing Promotion so that it can increase Performance.
3. Simultaneously there is a positive and significant effect of Training and Promotion on Performance. This can be seen if business people are able to implement a good Training, then are able to Promotion so that they can easily achieve the desired goal, namely increasing the Performance.

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