

THE INFLUENCE OF TRAINING AND HUMAN RESOURCES DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES OF THE COMMUNICATIONS AND INFORMATICS OFFICE OF Tulang Bawang District

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Abstract. *The phenomenon that occurs at the Department of Communication and Informatics of Tulang Bawang Regency regarding employee training is the minimum number of trainings attended by employees. The phenomenon that occurs related to the development of human resources in the Department of Communication and Informatics in Tulang Bawang Regency is still not optimal. Seeing and paying attention to the problems of HR training and development as described above, it is suspected that this accumulation of problems also contributes to weak performance, this can be seen from the realization of the implementation of work targets that are not according to plan. The formulation of the problem in this study is whether the influence of training and development of human resources either partially or simultaneously on employee performance. The purpose of this study was to study the influence of training and human resource development on employee performance. The hypothesis in this study is that there is an influence of training and human resource development either partially or simultaneously on employee performance.*

The sample in this study amounted to 40 employees. Data collection techniques include observation, data collection and questionnaires. Methods of data analysis using a quantitative approach with the help of statistical tools SPSS version 21.0 includes the calculation of validity tests, reliability tests, simple and multiple linear regression tests, t tests, F tests and tests of the coefficient of determination. The results of hypothesis testing show that the training variable partially has a positive influence on performance with a contribution of 54.3%. Human resource development has a positive influence on performance with a contribution of 49.6%. Simultaneous hypothesis testing shows that training and human resource development variables together have a positive influence on employee performance variables with a contribution of 58.7%,

Keywords: *training, human resource development, employee performance*

THE INFLUENCE OF TRAINING AND HUMAN RESOURCES DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES OF THE COMMUNICATIONS AND INFORMATICS OFFICE OF Tulang Bawang District

Abstract. Fenomena yang terjadi di Dinas Komunikasi Dan Informatika Kabupaten Tulang Bawang tentang pelatihan pegawai adalah minimnya jumlah pelatihan yang diikuti oleh pegawai. Fenomena yang terjadi terkait pengembangan SDM di lingkungan Dinas Komunikasi Dan Informatika Kabupaten Tulang Bawang masih belum maksimal. Melihat dan memperhatikan permasalahan pelatihan dan pengembangan SDM sebagaimana diuraikan di atas, maka muncullah dugaan bahwa akumulasi persoalan inilah yang turut berkontribusi terhadap lemahnya kinerja, hal ini terlihat dari realisasi pencapaian target sasaran kerja yang tidak sesuai perencanaan. Rumusan masalah pada penelitian ini yaitu apakah pengaruh pelatihan dan pengembangan sumber daya manusia baik secara parsial maupun secara simultan terhadap kinerja pegawai Tujuan penelitian ini adalah untuk mengetahui pengaruh pelatihan dan pengembangan sumber daya manusia terhadap kinerja pegawai. Hipotesis pada penelitian ini adalah ada pengaruh pelatihan dan pengembangan sumber daya manusia baik secara parsial maupun secara simultan terhadap kinerja pegawai.

Sampel pada penelitian ini berjumlah 40 orang pegawai. Teknik pengumpulan data meliputi kegiatan observasi, dokumentasi dan angket. Metode analisis data menggunakan pendekatan kuantitatif dengan bantuan alat statistik SPSS versi 21.0 meliputi perhitungan uji validitas, uji reliabilitas, uji regresi linier sederhana dan berganda, uji t, uji F dan uji koefisien determinasi. Hasil pengujian hipotesis menunjukkan bahwa variabel pelatihan secara parsial berpengaruh positif terhadap kinerja dengan kontribusi sebesar 54,3%. Pengembangan sumber daya manusia berpengaruh positif terhadap kinerja dengan kontribusi sebesar 49,6%. Pengujian hipotesis secara simultan menunjukkan bahwa variabel pelatihan dan pengembangan sumber daya manusia secara bersama-sama berpengaruh positif terhadap variabel kinerja pegawai dengan kontribusi sebesar 58,7%, sedangkan sisanya sebesar 41,3% merupakan variasi variabel lain di luar penelitian ini.

Kata Kunci: *pelatihan, pengembangan sumber daya manusia, kinerja pegawai*

INTRODUCTION

Employees as an element of HR play a central role in every organizational activity, because they are the planners, actors and determiners of how the goals of the organizational system can be realized because it is humans who provide their energy, talent, creativity and effort to the organization. Realizing the importance of the HR element in an organization, it is appropriate to say that people are the most valuable asset and have a direct impact on the organization compared to other resources. One of the instruments in developing apparatus resources or improving the quality of apparatus is through training. Through this training, the aim to be achieved is basically to increase knowledge, expertise, skills and attitudes to be able to carry out the duties of the position professionally based on the personality and ethics of civil servants in accordance with the needs of the agency, creating an apparatus that is able to act as a reformer and cement of unity, nation, strengthening personality attitudes and spirits that are oriented towards service, protection and community empowerment, and creating a common vision and dynamic mindset in carrying out general government and development tasks for the realization of good governance.

The phenomenon that occurs in the Tulang Bawang Regency Communication and Informatics Service regarding employee

training is the minimal amount of technical training attended by employees. This can be seen in the following:

No.	Jenis Pelatihan	Target Peserta (orang)	Target Peserta (orang)	Persentase Realisasi (%)
1.	Pelatihan Kepemimpinan Pengawas	2	1	50
2.	Pelatihan Kepemimpinan Administrator	2	1	50
3.	Pelatihan Keuangan Daerah	5	2	40
Total		9	4	44,44

Sumber: Diskominfo Kabupaten Tulang Bawang Tahun 2022

Improving employee knowledge, skills and attitudes requires effective Human Resources (HR) development. The aim of HR development is to improve employee performance. It is hoped that HR development can improve knowledge and skills, as well as improve employees' attitudes towards their duties.

Likewise with the Tulang Bawang Regency Communication and Informatics Service, in order to improve the knowledge, skills and attitudes of employees at work and in order to improve performance, it can be done by increasing human resource development, so that it is hoped that employees will be able to work professionally, responsibly, and can work efficiently, effectively and efficient, and can improve work performance which ultimately achieves the vision and mission of the organization.

However, in practice the implementation of HR development is still not in line with expectations. There are still many obstacles both from a technical and managerial perspective that occur, so that the targets to be achieved are not optimal.

No	Indikator	Target (%)	Realisasi (%)	Capaian (%)
1	Indeks SPBE Pemerintah Kabupaten Tulang Bawang	2,11	1,67	79,14
2	Nilai IKM Dinas Komunikasi dan Informatika	76	49,64	75,18
3	Indeks Kepuasan masyarakat terhadap Keterbukaan Informasi Publik	80,44	61,40	76,33
Rata-rata				76,88

Sumber : Diskominfo Kabupaten Tulang Bawang Tahun 2022

Based on the data presented in the table above, it can be explained that in the 2022 Fiscal Year, there are still 3 (three) indicators that did not achieve the results as targeted. The average achievement of the target indicator was 76.88% with the lowest achievement being the IKM Value indicator for the Communication and Informatics Service, which was only achieved at 75.18%. Based on this fact, it can be indicated that the organizational performance of the Tulang Bawang Regency Communication and Information Service is still not optimal. The problem identification in this research is:

1. The training provided to employees of the Tulang Bawang Regency Communication and Information Service is still not sufficient in terms of quantity and quality. It is felt that training for employees is still lacking, and does not touch the routine work of each employee.
2. Human resource development receives little attention, for example training is rarely held in accordance with each employee's main duties and responsibilities.
3. Organizational performance is not yet optimal, this can be seen from the realization of work targets that are not according to plan.

Based on the background of the problem above, the researcher is interested in conducting research with the title "The Influence of HR Training and Development on Employee Performance in the Tulang Bawang Regency Communication and Information Service".

THEORETICAL BASIS

Study of Training Variable Theory

Wursanto (2014:83) said, to improve the quality of employees, both knowledge, skills, talents and mentality, employees need to be given various kinds of training and education. Training is a process of developing employees in the areas of skills, knowledge, skills, expertise as well as employee attitudes and behavior.

According to Mathis and Jackson (2014: 177) training is training that enables employees to carry out their work, duties and responsibilities well. Dessler (2015:228) states that training is the process of teaching new employees the skills needed to do their jobs.

The most well-known type of On the Job Training training is the coaching (guiding) or understudy (while learning) method. Here, an experienced worker or trained supervisor is assigned to train employees. For example, namely: internships, formal learning, Job Instruction Training, lessons, programmed lessons, audiovisual equipment, and training with simulations.

Training Techniques

According to Rivai (2013: 182) the methods or techniques used in training are divided into two types, namely:

1. On-the-job training

On-the-job training or also called training with job instructions as a training method by which workers or prospective workers are placed in real work conditions, under the guidance and supervision of experienced employees or supervisors. Various types of on-the-job training techniques that are commonly used are:

- a. *Job Instruction Training*
- b. Rotation
- c. Apprenticeship
- d. Exercise

2. Off the job training

- a. Class Lectures and Video Presentations
- b. Vestibule Training
- c. Case Study (Case study)
- d. Simulation
- e. Independent Study and Programmed Learning Process
- f. Laboratory Practice

The aim of training is to improve performance, update supervisory skills, reduce study time, solve operational problems, promote employees, employee orientation towards the organization, meet personal growth needs.

Training Indicator

Wursanto (2014:90) states that these dimensions are as follows:

1. Participation
2. Deepening
3. Relevance
4. Redirection
5. Feedback
6. Comfortable atmosphere
7. Have Criteria

Study of the variable theory of Human Resource Development

Hasibuan (2015:56) said that human resource development is an effort to improve the implementation of current and future work by providing information, influencing characteristics or increasing skills.

The importance of human resource development according to Ranupandojo and Husnan (2014: 100) states that after employees are obtained, it is appropriate for them to be developed. This development is carried out to improve skills through training, which are needed to be able to carry out tasks well. This activity is becoming increasingly important due to the development of technology and the increasing complexity of leadership tasks.

HR Development Objectives

According to Notoatmodjo (2013:31) the aim of human resource development is to increase the contribution of human resources to the organization in order to achieve the

productivity of the organization concerned. It can be understood that all organizational activities in achieving its mission and goals are very dependent on the people who manage the organization. Therefore, human resources must be managed in such a way that they are efficient and effective in achieving the mission and goals of the organization.

Human Resources Indicators

The indicators used to measure Human Resources (HR) development variables are the opinion of Hasibuan (2015: 82), namely:

1. Education and training
2. Further studies
3. Case studies
4. Seminars
5. Transfer

Theory Study of Employee Performance Variables

Hasibuan (2015:47), states that work achievement or performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Work performance or performance is a combination of three important factors, namely, a worker's ability and interest, ability and acceptance of explanations of task delegation, as well as the role and level of motivation of a worker.

The measure of success cannot be compared from one individual to another. The success achieved by individuals is based on applicable standards and is adjusted to the

type of work, as explained by As'ad (2013: 59) that what is meant by performance is the results achieved by a person according to the measures and standards that apply to the work in question. Thus it can be said that performance is the level of someone's success in carrying out work.

Employee Performance Assessment

According to Musanef (2015:75), the results of the assessment of the implementation of the work of Civil Servants are stated in the assessment list of the implementation of the work. The elements assessed are:

1. Loyalty,
2. Work performance,
3. Responsibility,
4. Obedience,
5. Honesty,
6. Cooperation and
7. Leadership.

Employee Performance Indicators

According to Mas'ud (2014:44), employee performance indicators are as follows following:

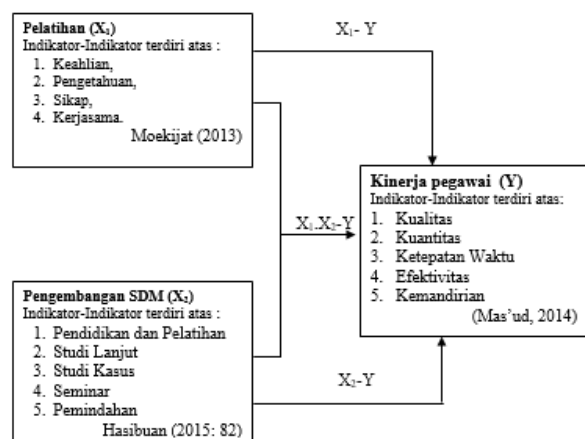
1. Quality, the level at which the results of the activity carried out are close to perfect, in the sense of adapting to some ideal way of performing the activity or fulfilling the expected goals of an activity.
2. Quantity, the amount produced in terms of the number of units, the number of activity cycles completed.

3. Timeliness, the degree to which an activity is completed at the desired initial time, seen from the point of coordination with output results and maximizing the time available for other activities.

4. Effectiveness, the level of use of the organization's human resources is maximized with the aim of increasing profits or reducing losses for each unit in the use of resources.

5. Independence, the level at which an employee can carry out his work functions without asking for guidance from the supervisor or asking for the supervisor's intervention to avoid detrimental results.

Framework of Thought



Gambar 1. Kerangka Pikir

RESEARCH METHODS

The research location is at the Communication and Informatics Service of Tulang Bawang Bawang Regency which is located at Jalan Negara Lintas Timur Tiuh Tohou, Menggala District, Tulang Bawang Regency. The research period was carried out

for four months, namely between May 2023 and July 2023. According to data, the number of employees of the Tulang Bawang Regency Communication and Information Service is 42 people as a population, with a composition of 30 civil servants and 12 non-civil servants.

The minimum sample from the existing population is obtained by referring to the theory of Arikunto (2013: 108) that if the population members are greater than 100 then a sampling method can be used by taking a sample of 10% to 25% of the population members, but if the population members are smaller of 100 then the sample is taken from the entire population. From the definition above, the sample size is all employees at the Tulang Bawang Regency Communication and Information Service after deducting 2 people, namely the writer and the leader, so there are 40 employees.

Operational research variables are structured to facilitate the steps in capturing and collecting data collected from respondents in accordance with the theories, concepts, propositions and assumptions of the specified research variables.

Training (X1)

Training is improving work abilities including skills, knowledge, attitudes and cooperation.

HR Development (X2)

Human resource development in this research is an effort to improve the implementation of current and future work, by providing information, influencing attitudes or increasing skills.

Performance (Y)

Performance is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

This research uses a survey at the research location as a problem solving method or step. The research carried out is descriptive quantitative research, this type of research is research that aims to present systematically, factually and accurately the facts and characteristics of a certain population using a Likert scale measurement with a score of 1 to 5.

The data collection techniques used in this research are:

1) Direct Observation Technique

The direct observation technique is a method of collecting data by making direct observations (without tools) of the symptoms of the object under study, whether carried out in previous situations or in special situations.

2) Documentation Techniques

Documentation techniques are an investigation that uses documentation sources to obtain the required data.

3) Questionnaire Technique

The questionnaire technique is a data collection method that is carried out by confronting respondents, especially in matters relating to the problem being studied.

Test Analysis

Analysis Techniques

Multiple linear regression analysis

$$Y=a+b_1X_1+e$$

Menentukan Persamaan Regresi Linear Berganda

$$Y=a+b_1X_1+b_2X_2+e$$

Dimana:

Y = Variabel dependen (kinerja)

X₁ = Variabel independen (Pelatihan)

X₂ = Variabel independen (pengembangan SDM)

a = Konstanta

b₁, b₂ = Koefisien regresi

e = Variabel lain yang tidak diteliti atau dimasukkan dalam model

Hypothesis test

Hypothesis testing is carried out to obtain the truth of what has been hypothesized. A hypothesis is a temporary answer to the problem being studied, where the answer is still weak, and its truth needs to be empirically tested, by carrying out statistical proof.

1. Partial Hypothesis Testing

The t test is used to test the significance of the relationship between variables X and Y, whether variables X1 and X2 (HR training and development) really influence variable Y (performance) individually or partially.

2. Simultaneous Hypothesis Testing

The F test in this research is used to determine the level of significance of the influence of the independent variables (Training and HR development) together (simultaneously) on the dependent variable (performance).

Coefficient of Determination Test

The coefficient of determination test according to Priyatno (2015: 83) is intended to measure the ability of the variation in the

independent variable in the multiple linear regression model to explain the variation in the dependent variable.

The coefficient of determination value is between 0 (zero) and 1 (one). A small R^2 value (zero) means that the ability of the independent variables (HR training and development) to explain variations in the dependent variable (employee performance) is very limited.

RESEARCH RESULTS AND DISCUSSION

Partial hypothesis testing results:

Table. 3.Results of Partial Testing of the Effect of Training on Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	18,982	3,078		4,912	,000
X1	,965	,194	,758	6,645	,000

a. Dependent Variable: Y

The calculated t value of the training variable is 6.645 with a constant of 4.912 in the t table with db 40 and a significance level of 0.05 which is 1.686 because t calculated > t table then H_a is accepted. This means that training has a positive effect on the performance of employees of the Tulang Bawang Regency Communication and

Information Service. The result of the regression direction coefficient between training and performance is 0.965 with a constant of 18.982. Thus, the regression equation is $Y = 18.982 + 0.965X_1$. This means that if the training score increases by one score, the employee's performance score also increases by 0.965

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.543	.484	2.067

a. Predictors: (Constant), X1

Sumber: Data diolah, 2023

From the table above, it is known that the R square value is 0.543, meaning that 54.3% of the variation in performance changes can be explained by the training variable, while the remaining 45.7% is explained by other variables outside of this research variable.

Hypothesis Testing of the Effect of Partial Human Resource Development on Employee Performance

The results of partial hypothesis testing of the influence of HR development on performance can be seen in the following table. The calculated t value for the HR

development variable is 5.445 with a constant of 6.759, in the t table with db 40 and a significance level of 0.05, it is obtained as 1.686, so H_a is accepted, meaning that HR development has an effect on performance. Based on the table above, the regression direction coefficient between HR development and employee performance is 0.692 with a constant of 17.351, thus, the regression equation is $Y = 17.351 + 0.692X_2$. This can be explained by the fact that if the HR development score increases by one score, the employee performance score also increases by 0.692.

Table. 3.Results of Partial Testing on the Effect of Human Resource Development

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,351	4,175		6,759	,000
.X2	,692	,091	,835	5,445	,000

a. Dependent Variable:

Source: Processed data, 2023

The magnitude of the contribution of the HR development variable to performance can be seen from the coefficient of determination value in the following table. It is known that the contribution of HR development to the performance of employees of the Tulang Bawang Regency Communication and Information Service is 0.496, meaning that

49.6% of the variation in changes in performance variables can be explained by HR development variables, while the remaining 50.4% is explained by other factors not examined in the research. This.

Hypothesis Testing of the Simultaneous Effect of Training and Organizational Culture on Performance.

Table. 4. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704a	.496	.413	2,105

a. Predictors: (Constant), X2

Hypothesis Testing of the Simultaneous Effect of Training and Organizational Culture on Performance

The results of the regression direction coefficient between training and HR development on employee performance were respectively 0.856 and 0.709 with a constant of 21.446, thus, the regression equation is

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	21.446	7.639		4.706
	X1	.856	.127	.724	5.041
	X2	.709	.114	.510	3.128

a. Dependent Variable: Y

Sumber: Data diolah, 2023

$$Y = 21.446 + 0.856X_1 + 0.709X_2.$$

This can be explained by the fact that if the training score increases by one score, the employee performance score also increases by 0.856 and if the HR development score increases by one score, the employee performance score also increases by 0.709.

Testing the effect of simultaneous HR training and development on the performance of employees of the Tulang Bawang Regency Communication and Information Service, the author uses the F test, with the condition that if the calculated F value is > F table then Ho is

rejected and Ha is accepted. Conversely, if the calculated F value < the F table value then Ho is accepted and Ha is rejected.

Hasil Uji Simultan Pengaruh Pelatihan dan Pengembangan SDM terhadap Kinerja

ANOVA ^b					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	1167.268	2	651.245	41.507
	Residual	650.827	37	8.975	
	Total	1818.095	39		

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Sumber: Data diolah, 2023

The table above shows that training variables and HR development variables together (simultaneously) have a positive effect on performance. This can be seen from the F value amounting to 41.507 which is greater than the F table of 3.238. The significance value of 0.000, which is smaller than 0.05, shows that together training and human resource development have a positive and significant effect on the performance of employees of the Tulang Bawang Regency Communication and Informatics Service.

The magnitude of the influence of the training and HR development variables explaining the performance variables can be seen from the contribution value (R Square) in the following table.

Table. 5.F-test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766a	.587	.498	2,035

a. Predictors: (Constant), X2,X1

Source: Processed data, 2023

It is known that the R square is 0.587, meaning that 58.7% of the variation in changes in performance variables can be explained by the HR training and development variables, while the remaining 41.3% is explained by other factors not examined in this research.

Conclusion

Based on the research results, the following conclusions were obtained:

1. Training has a positive effect on the performance of employees of the Tulang Bawang Regency Communication and Informatics Service, as evidenced by the results of testing the hypothesis of the effect of training (X1) on performance (Y) partially showing that the calculated t value of the training variable is 6.645 and the t table with db 40 and a significance level of 0 .05 is obtained 1.686 because t count > t table then Ha is accepted. The magnitude of the influence of training on

performance is 54.3%.

2. HR development influences the performance of employees of the Tulang Bawang Regency Communication and Informatics Service, as can be seen from the calculated t value for the HR development variable, namely 5.445 and the t table with a db of 40 and a significance level of 0.05 is obtained at 1.686, so Ha is accepted. The contribution of the influence of HR development on performance is 49.6 %.
3. Training and HR development together have a positive and significant effect on the performance of employees of the Tulang Bawang Regency Communication and Information Service, as evidenced by the results of the hypothesis test, the calculated F value is 41.507 which is greater than the F table of 3.238. The significance value is 0.000 which is smaller than 0.05. Simultaneously, training and human resource development contributed 58.7% to performance, the remaining 41.3% was a variation of other factors that were not studied.

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