

The Effect of Training and Work Motivation on Employee Performance at Bank Indonesia Representative Office of South Sumatra Province

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Abstract

This research was conducted with the aim of determining the effect of training and work motivation on employee performance at the Bank Indonesia Representative Office, South Sumatra Province. The population and sample in this research are 50 Non-Officer Employees and Assistant Directors of the Bank Indonesia Representative Office for South Sumatra Province in 2023. The results of multiple linear regression analysis show that training and work motivation have a positive and significant effect on employee performance. Training, it is hoped that it is necessary to select the type of training given to employees according to the employee's needs. Choosing a training provider is also important, where the chosen organizer must also be suitable and knowledgeable in this field and have experience and a good image. Work motivation, the role of superiors which is very necessary in looking at relationships between fellow employees. Where if within a division there are colleagues who do not have a harmonious relationship, then the role of superiors is to create a more neutral and professional atmosphere in carrying out work.

Keywords: Training, Work Motivation, Employee Performance

INTRODUCTION

An independent Central Bank in carrying out its duties and authority began with a new law (Vonessen et al., 2020), namely Law Number 23 of 1999 concerning Bank Indonesia as has been amended several times, most recently with Law Number 4 of 2023 concerning Sector Development and Strengthening Finance. This law gives the Bank the status and position as an independent state institution in carrying out its duties and authority, free from interference from the Government and/or other parties, except for matters expressly regulated in this law. Indonesia has full autonomy in formulating and carrying out each of its duties and authorities as specified in this law. External parties are not permitted to interfere in the implementation of Bank Indonesia's duties, and Bank Indonesia is also obliged to refuse or ignore intervention in any form from any party. This special status and position is necessary so that Bank Indonesia can carry out its role and function as a monetary authority more effectively and efficiently. (<https://bi.go.id>)

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There are 46 domestic Bank Indonesia Representative Offices and 5 overseas Bank Indonesia Representative Offices, including Beijing, Tokyo, Singapore, New York and London. The South Sumatra Province Bank Indonesia representative office has a total of 70 employees and based on their respective ranks and grades which can be shown in Table 1 below:

Table 1
Number of Bank Indonesia Regional Representative Office Employees South Sumatra Province in 2023

Grades	Rank	Number of Employees
G.14	Director	1
G.12/G.13	Deputy Director	2
G.10/G.11	Assistant Director	3
G.8/G.9	Manager	7
G.6/G.7	Assistant manager	11
G.4/G.5	Staff	10
G.2 /G.3	Executor	33
G.1	Assistant	3
Total		70

Based on Table 1, it shows that the total number of employees is 70 people, of which the number of non-officer employees is 46 people, consisting of the rank of assistant to staff, while the number of officer employees is 24 people, consisting of the rank of Assistant Manager to Director.

The training program provided aims to create employees who have knowledge, technical competence, behavioral competence, and leadership that are relevant and reliable to support the implementation of work, the position they will be aiming for, and anticipate future challenges in accordance with the demands of employee competency development, supporting the achievement of the vision and Bank Indonesia Institute's mission with the support of the necessary capabilities and supporting the creation of competent human resources with integrity as well as potential future economic leaders. (<https://bi.go.id>)

Training, seminars and workshops involving employees at various levels from Executive to Director, third parties to new employees to improve employee *soft skills* and *hard skills* every year. This program is implemented in order to improve competence (knowledge, *skills* and *attitude*) in various stages. Achievement orientation and company values aim to provide knowledge and skills in managing, increasing and maintaining high motivation, providing an understanding of the company's core values and behavior, and preparing mentally as a worker (Kleo, 2020).

Training programs carried out at the Bank Indonesia Institute are carried out regularly every year. Human resource training programs are an obligation for the Bank Indonesia Institute. The South Sumatra Province Bank Indonesia Representative Office hopes that the training held can maximize employee performance. The training method which usually uses offline is held at the Jakarta BI Institute or at designated representative offices. With the pandemic in 2022, training must use online training by the Bank Indonesia Institute. In order to prevent Covid-19, the Bank Indonesia Institute made this happen by forming an organization with learners (*learning organization*) and utilizing a strong understanding of the use of digital technology or the internet with the use of time at work (*time management*) (Siti Choiriyah & Setyo Riyanto, 2020).

Data related to Cash Management using the CBS system at the South Sumatra Province Bank Indonesia Representative Office is still experiencing input errors. In the period January to April 2023, it was recorded that the Cash Notes Register (DCK) had experienced correction errors twice. This situation has attracted the attention of the Working Unit to be more careful in the data input process, starting from the recording officer (Maker) and on to the approval stage (*Approver*) in the CBS system. This incident has encouraged employees to be more careful in carrying out their duties. Employee performance is a very important thing in running a business in an organization to achieve its goals. Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2019) . Several ways to achieve good performance are through education, training, providing adequate compensation, a conducive work environment and work discipline carried out by the employees themselves (Simanjuntak, 2018) . A work unit can be said to be successful if the performance of human resources tries to improve employee performance to achieve the work unit goals that have been set. Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2019) .

LITERATURE REVIEW

Employee Performance

A work unit can be said to be successful if the performance of human resources tries to improve employee performance to achieve the work unit goals that have been set. Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2019) .

Training

Training is one effort to improve the quality of human resources in the world of work. Employees, both new and already working, need to take part in training (Dessler, 2020) . Training is an effort to increase *knowledge* and *skills* an employee to carry out certain work activities (Flippo, 2020) .

Work motivation

Motivation is a desire within a person that causes that person to take action. Someone takes action for something to achieve a goal. Therefore, motivation is a driving force that leads to goals and it rarely appears in vain (Mathis & Jackson, 2017) .

RESEARCH METHODS

The population in this study were 50 Non-Officer employees and Assistant Directors of the Bank Indonesia Representative Office of South Sumatra Province in 2023. The author used the determination of the sample size in this research using the census method (saturated sampling), which is a sample determination technique when all members of the population are used as samples. The sampling method used in this research is the saturated sample method.

The saturated sampling method is a sample determination technique when all members of the population are used as respondents. In this study, the respondents in this study were 46 Non-Officer employees and 4 Assistant Directors at the South Sumatra Bank Indonesia Representative Office in 2023 with a total of 50 employees and all of them constituted the number of respondents in this study.

RESULTS AND DISCUSSION

- 1) The training variable (X1) shows a significance value of 0.000 (smaller value $\alpha = 0.05$) . This means that training has a significant effect on employee performance at the Bank Indonesia Representative Office, South Sumatra Province. This proves

that the first hypothesis that training has a positive and significant effect can be accepted.

- 2) The work motivation variable (X2) shows a significance value of 0.011 (smaller value $\alpha = 0.05$). This means that work motivation has a significant effect on employee performance at the Bank Indonesia Representative Office, South Sumatra Province. This proves that the second hypothesis that work motivation has a positive and significant effect can be accepted.

The Effect of Training on Employee Performance at the Bank Indonesia Representative Office, South Sumatra Province

The analysis results obtained in this research show that training has a positive and significant effect on employee performance so that the first hypothesis can be accepted. The results of this research are in line with the results of research from (Darmadi et al., 2022) ; (Kurniawan & Susanto, 2021) ; (Razak, 2021) ; (Sunarto, 2021) ; (Apriansyah & Syarifuddin, 2021) ; (Masrurotin, 2021) ; (Rezeki & Hidayat, 2021) ; (Tamin, 2020) ; (Appiah, 2020) ; (Sitepu, 2020) ; (Kusumawati & Wahyuni, 2019) ; (Motlokoa et al., 2018) ; (Onyango & Wanyoike, 2018) ; (Halawi & Haydar, 2018) ; (Okumu et al., 2018) which shows that training has a positive and significant effect on employee performance.

In this dimension, participants showed an average percentage of answers of Agree (35%), and Strongly Agree (39%). This shows that the training participants who are employees of the South Sumatra Province Bank Indonesia Representative Office are enthusiastic and can understand the material provided during the training and are included in the "Quite Good" category. This shows that the training provided to employees is in accordance with employee needs. Providing training that is appropriate to employee needs makes it easy for employees to understand the training material provided.

The material dimension shows the average percentage of answers Agree (38%), and Strongly Agree (49%). This shows that the training material provided to employees of the South Sumatra Province Bank Indonesia Representative Office is in accordance with the employee's needs, the training provided is expected to be used to support the tasks that are their responsibilities, the material provided is in accordance with the objectives of the training and the training provided can provide benefits, knowledge and skills for employees in accordance with their field of work, then in the material dimension it is included in the "Good" category. This shows that the training provided is in accordance with what employees need so that employees can implement the results of the training they receive to support their work in order to produce better performance and in line with the agency's expectations.

The method dimension shows the average percentage of answers Agree (34%), and Strongly Agree (28%). This shows that the training method provided to employees of the South Sumatra Province Bank Indonesia Representative Office is effective and the training material provided is clear and well detailed so that it is easy to understand and understand, so in terms of the method dimension it can be stated that it is included in the category "Pretty good". Providing methods that are interesting and not long-winded means that the results of the training provided can be effective and efficient.

The training objective dimension shows the average percentage of answers Agree (41%), and Strongly Agree (31%). This shows that the aim of conducting training for employees of the South Sumatra Province Bank Indonesia Representative Office is that it is expected to provide good results for employees and work units, apart from that it is also hoped that employees will be able to understand the training material provided. So this shows that the training objective dimension is included in the "Good enough"

category. The aim of providing training is to develop skills, abilities and knowledge for employees to support their work. Providing training that is very effective and right on target according to employee needs creates hope for the agency for the employees themselves to be able to provide better performance results than before and in line with the agency's targets and expectations.

The Influence of Work Motivation on Employee Performance at the Bank Indonesia Representative Office, South Sumatra Province

The analysis results obtained in this research show that work motivation has a positive and significant effect on employee performance so that the second hypothesis can be accepted. The results of this research are in line with the results of research from (Pham et al., 2022) ; (Arianindita, 2021) ; (Tupti & Arif, 2021) ; (Jayaweera, 2020) ; (Shahzadi et al., 2020) ; (Paramarta & Astika, 2020) ; (Nzewi et al., 2020) ; (Paais & Pattiruhu, 2020) ; (Kirusa & Mukuru, 2020) ; (Cote, 2019) ; (Olusadum & Anulika, 2018) ; (Supriyanto & Mukzam, 2018) ; (Mfinanga, 2018) The results show that work motivation has a positive and significant effect on employee performance.

In the dimension of the need for achievement at the Bank Indonesia Representative Office, South Sumatra Province, the average percentage of answers Agree (33.5%) and Strongly Agree (45.5%). This shows that employees will achieve the given targets, increase insight and knowledge, set goals and achieve the set goals and provide good work results in accordance with expectations. However, with respondents stating "Disagree", there is an indication that some employees have not been able to meet the targets set by the agency. This shows that employees need support, one of which is the very important role of superiors and providing opportunities for employees to develop skills and knowledge according to their needs. This will have a good impact on employees in carrying out their work.

The need for affiliation dimension shows the average percentage of answers Agree (36.66%), and Strongly Agree (33.33%). This shows that employees at the South Sumatra Province Bank Indonesia Representative Office can work together with other people and individuals, employees will also be responsible for providing work results in accordance with expectations, and employees will provide better work results than their colleagues. So the dimension of need for affiliation shows that it is included in the "Pretty Good" category. However, with respondents still stating "Strongly Disagree" and "Disagree", there is an indication that employees are able to provide better performance results in accordance with the provisions given.

The need for affiliation dimension shows the average percentage of answers Agree (30%), and Strongly Agree (20%). This shows that employees at the South Sumatra Province Bank Indonesia Representative Office have good relationships and support each other among employees, relationships with superiors that can be maintained well and harmoniously and feel comfortable with colleagues in the same team/division. The need for affiliation dimension is included in the "Not Good" category, which shows that there are still less than harmonious relationships with fellow employees.

CONCLUSION

Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn: Training and work motivation have a positive and significant effect on employee performance at the Bank Indonesia Representative Office, South Sumatra Province.

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