



The Effect of Human Resource Training and Development on Increasing Employee Performance with Work Motivation as an Intervening Variable

Enni Sustiyatik

Kadiri University Kediri, Indonesia

ABSTRACT: This research aims to determine the effect of training and human resource development on improving employee performance with work motivation as an intervening variable at CIMB Niaga Kediri Branch. This research uses quantitative research methods because the research data is in the form of numbers and analyzed using statistics and meets scientific principles, namely concrete, objective, measurable, rational and systematic. The population in this study were 200 employees who worked at the financial institution CIMB Niaga Kediri Branch. Meanwhile, the sample was 67 respondents. Data collection techniques use questionnaires, observation, interviews and documentation. The data analysis method is descriptive analysis and Partial Least Square (PLS). From the results of this research it can be concluded that: (1) Based on data processing carried out by researchers through the bootstrapping method, training has a significant positive effect on employee performance. (2) Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between human resource development variables on improving the quality of employee performance. (3) Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between training and motivation. (4) Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between human resource development variables on motivation. (5) Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between motivation variables on performance. employee. (6) The relationship between training and improving the quality of employee performance is mediated by the motivation variable with a significant positive effect. (7) The relationship between human resource development and improving the quality of employee performance is mediated by the motivation variable with a significant positive effect.

KEYWORDS: Human resource development, Employee performance, Motivation, Training.

INTRODUCTION

The role of human resources is a very important and strategic factor in an organization to achieve organizational goals. The success of a company is not solely determined by the natural resources available, but is largely determined by the quality of human resources who play a role in planning, implementing and controlling the organization concerned (Bukit, 2019: 1). One indicator of the success of an organization or company is good employee performance. The contribution of employees in achieving organizational goals is very large, therefore managing employees to perform optimally must be done well and precisely (Sari, 2021: 1). This is because the success of an organization's goals is greatly influenced by the efforts made by managers as managers of the organization towards the overall human resources that exist and work in the organization they lead. Apart from human resources, what influences the success of a company is good employee performance. Employee performance can be interpreted as the results achieved by an employee during a certain period of time based on their respective jobs that have been determined by the company. Of course, the performance of an employee varies from one another, this is because each employee has a different level of ability in carrying out their work tasks. Having good human resources and employee performance will make bank productivity better. In every company there are many ways to improve the quality of employee performance, such as compensation, work motivation, leadership style, training and human resource development.

In a company, human resources are one of the valuable company assets that need to be maintained and developed. Humans as one of the assets of an organization require training and development to be formed as good individuals who are able to carry the mandate and burden given (Rivai, 2021: 376). Employee training is very important to improve the quality of employee performance, this is because training helps employees understand practical knowledge and its application, this is to improve the skills, abilities and



attitudes needed by a company in an effort to achieve its goals. Training is intended to improve mastery of various skills and techniques for carrying out specific, detailed and routine work. Training is carried out to prepare employees to do their jobs (Handoko, 2020: 88). Training is one way that a company can develop the performance of its employees by holding training programs, where the programs are implemented and created according to the needs of a company. Apart from training, there are other factors that can influence performance, including development. Human resource development is the process of preparing individuals to assume different or higher responsibilities in an organization, usually this is related to increasing intellectual abilities to improve the quality of employee performance. Human resource development is a systematic and planned set of activities designed to facilitate employees with the skills needed to meet job demands, both now and in the future (Bukit, 2019: 3).

There is another aspect that also influences improving the quality of employee performance, namely motivation. Motivation is one of the most important elements that all employees must have. Motivation is a condition that has the effect of generating, directing and maintaining behavior related to the environment. Motivation can also be interpreted as a characteristic of encouragement to do something in order to achieve certain goals. The importance of motivation is because motivation is one of the things that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results (Farida and Hartono, 2018: 24). Training and human resource development can also influence employee motivation. Because, motivation is carried out in order to move employees to be able to achieve their goals and motives. So that the training and development of human resources provided by the company will run optimally if employees have high motivation so that motivation can increase employee performance to a higher level.

CIMB Niaga Kediri Branch is a company that operates in the banking services sector. One of the orientations of CIMB Niaga Kediri Branch is to provide the best possible services for customer satisfaction. This of course requires all employees to always work better and have good quality performance. In its operational implementation, it is carried out by employees who have an awareness of the great responsibility that has been determined in the job description of each section in accordance with the organizational structure. CIMB Niaga Kediri Branch uses various ways to always maintain and improve the performance of its employees. CIMB Niaga Kediri Branch also participates in involving its employees in training programs to update material regarding each position held by its employees.

CIMB Niaga Kediri Branch is one of the companies that has a high number of employees every year. The Board of Directors, Board of Commissioners and all employees have a high commitment to realizing the Company's organization as a public company that applies the principles of transparency, accountability, responsibility, independence and fairness (Tariffs). In increasing employee productivity, CIMB Niaga Kediri Branch is always committed to improving competency through a systematic and comprehensive competency development program which is carried out from the beginning of recruitment until retirement. Apart from that, it also developed a Continuous Performance Management system, as a monitoring system to align work unit targets and individual worker targets and facilitate objective, open and focused discussions on future human capital development. In implementing corporate governance, CIMB Niaga Kediri Branch believes in the importance of good corporate governance (GCG) in supporting business performance and providing added value for all stakeholders. This indicates that CIMB Niaga Kediri Branch supports the need for employee training and development and provides equal opportunities for all workers to develop themselves and their careers.

CIMB Niaga Kediri Branch is one of the largest government-owned banks in Indonesia. CIMB Niaga Kediri Branch consistently shows good performance amidst the challenges and uncertainty caused by the Covid-19 Pandemic. This is supported by the Company's commitment to grow and develop together with Micro, Small and Medium Enterprises (MSMEs) in difficult times. CIMB Niaga Kediri Branch shows its commitment to prioritizing services to the micro, small and medium enterprise (MSME) segment. Consistency in supporting the growth and development of MSMEs has made CIMB Niaga Kediri Branch successful in maintaining its position as the largest bank in Indonesia with consolidated assets reaching Rp. 1,511.81 trillion and strong capital levels. The phenomenon that occurred at CIMB Niaga Kediri Branch, namely from 2018 to 2021, continued to experience an increase in its financial performance. By looking at this phenomenon, there is a need for job development and training at a bank to improve the quality of its employees' performance so that banking companies can compete and successfully achieve the goals set by the company.

CIMB Niaga Kediri Branch's financial performance data has experienced continuous improvement. In the midst of economic



recovery conditions, we have succeeded in maintaining performance fundamentals so that we can grow in a healthy, strong and sustainable manner. The success of CIMB Niaga Kediri Branch in recording this brilliant performance is the result of a transformation strategy implemented through a big concept. The program was implemented and has been implemented. Through the Go Smaller, Go Shorter & Go Faster transformation supported by digitalization, it has been proven to show increased performance by recording consolidated assets reaching 10% or growing by 1.23%. This makes CIMB Niaga Kediri Branch a bank in Indonesia that has assets above Rp. 1,500 trillion. As a result of the Covid-19 pandemic, CIMB Niaga Kediri Branch on a consolidated basis still maintains good performance, as shown by positive growth in credit and Third Party Funds. CIMB Niaga Kediri Branch was also still able to record positive profits, accompanied by financial ratios that were well maintained.

CIMB Niaga Kediri Branch is a conventional bank that is quite popular with people from lower to upper classes for carrying out financial transactions. Apart from that, from the human resources division, CIMB Niaga Kediri Branch pays attention to the quality of its employees' performance. Factors that influence employee performance are training, human resource development, and motivation to improve the quality of employee performance. Because these factors are very influential and related to getting good results in improving the quality of employee performance. This can be proven through the achievement of awards received by BRI for improving quality by showing good performance. One of the efforts made to improve the quality of employee performance is through the establishment of a Corporate University to produce competent and tough banking human resources.

HR training and development is specifically for every employee who works, whether new or existing employees. The duration of training and HR development is approximately two weeks. Providing training to existing employees is categorized in each position and classified into several forces throughout Indonesia. For frontliner employees, training and development is provided, namely training regarding training gramming, service standards (procedures for serving customers and what is not permitted. Before the Covid-19 pandemic, HR training and development was carried out for the last three years and was carried out twice a year. During Due to Covid-19, we continue to implement this program through the help of the Zoom application. It is hoped that this effort can create human capital that is competent and has quality in accordance with the company's needs in order to encourage the achievement of the targets that have been set. By providing training programs and developing human resources on a regular basis every year, this can train employees so that the quality of employee performance becomes better over time, so that predetermined goals can be achieved.

CIMB Niaga Kediri Branch provides motivation through the provision of allowances so that it can influence employee work motivation through the provision of allowances, because performance allowances are only given to employees if they achieve targets set based on the work they have. Benefits include holiday allowances, health allowances, transportation allowances, employment allowances, annual leave allowances, annual bonus allowances, sacrifice allowances, position allowances, family allowances and performance allowances.

Several studies, including the one entitled The Effect of HR Training and Development on Employee Performance at CIMB Niaga, Kediri Branch, Denpasar Regional Office, show that training has a positive and significant effect on employee performance, HR development has a positive and significant effect on employee performance, and training and development as a whole together provide a positive and significant influence on employee performance (Kesuma, 2021: 13). There is research entitled The Effect of Training and Career Development on Employee Performance at PT Sentosa Plastik Medan showing that training has a significant influence on employee performance, and development has a simultaneous and partial positive and significant influence on employee performance (Halim, 2019: 139).

Several studies have empirically proven that training has an influence on improving employee performance, as well as development also has an influence on improving the quality of employee performance. Based on this explanation, the questions in this research are:

1. Does training have an effect on improving the quality of employee performance at CIMB Niaga Kediri Branch?
2. Does human resource development have an effect on improving the quality of employee performance at CIMB Niaga Kediri Branch?
3. Does training have an effect on motivation at CIMB Niaga Kediri Branch?
4. Does human resource development influence motivation at CIMB Niaga Kediri Branch?



5. Does motivation influence employee performance at CIMB Niaga Kediri Branch?
6. Does training have an effect on improving the quality of employee performance mediated by motivation variables at CIMB Niaga Kediri Branch?
7. Does human resource development have an effect on improving the quality of employee performance mediated by motivation variables at CIMB Niaga Kediri Branch?

LITERATURE REVIEW

a. Training

Training is an activity that is more focused on employee development both in the areas of skills, knowledge, skills, expertise, attitudes and behavior of employees as well as being more practical in nature. The efficiency of a company really depends on the level of quality of human resources owned by the company. Realizing the important role of quality human resources, one way the government does this is through job training activities. Training is one way of increasing an employee's knowledge and skills to do a particular job (Hasibuan, 2019: 70). Training is based on the fact that an employee will need a well-developed set of knowledge and skills to be successful in the positions encountered during his career. Training is the process of systematically changing employee behavior to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job. Training has an orientation to help employees achieve certain skills or abilities to be successful in carrying out their work (Rifa'i and Sagala, 2019: 212). Sutrisno (2019: 109) stated that: job training is intended to equip employees with the skills and appropriate ways to use work equipment. For this reason, work training is needed not only as a complement but also to provide the basics of knowledge. From this definition, it can be concluded that training means employees learn to do things correctly and precisely, and can minimize or avoid mistakes they have made. Training is a learning process that emphasizes practice rather than theory which is carried out by a person or group of people in improving skills outside the education system in a relatively short time.

Training Indicator

- 1) Instructors, considering that trainers are generally oriented towards improving skills, the trainers selected to provide training material must really have adequate qualifications according to their field, be personal and competent, apart from that the instructor's education must also be really good to carry out the training.
- 2) Participants, training participants must of course be selected based on certain requirements and appropriate qualifications.
- 3) Material, human resource training is material or curriculum that is in accordance with the human resource training objectives that the company wants to achieve and the training material must also be updated so that participants can understand the problems that occur in current conditions.
- 4) Methods: Training methods will better ensure effective human resource training activities if they are appropriate to the type of material and components of the training participants.
- 5) Goals, training is a determined goal, especially related to preparing action plans (action play) and setting targets.
- 6) Targets, training objectives must be determined using detailed and measurable criteria.

b. Human Resource Development

Human Resource Management is one area of general management which includes planning, organizing, implementing and controlling. In human resource management, employees are the main asset (wealth) of the agency, so they must be looked after well. The factor that is of concern in human resources is the people themselves. Human resource management is developing employees in order to achieve individual and agency goals and objectives. Human resources within an agency need to be managed well to create a balance between employee satisfaction and agency needs. Once employee satisfaction is realized, the agency can easily run productively. John M. Ivancevich quoted by Nawawi stated that human resource management is a process of achieving organizational goals through obtaining, retaining, dismissing, developing and using/utilizing human resources in an organization as well as possible (Nawawi, 2021: 14). According to Hani Handoko, human resource management is planning, organizing, directing and controlling procurement, development, compensation, integration, maintenance and dismissal of employees with the aim of realizing the goals of the company, individuals, employees and society. (Handoko, 2019: 13). Meanwhile, according to Malayu S.P Hasibuan, human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society (Hasibuan, 2021: 10).



Human resource development is a continuous effort to improve the quality of human resources in the broadest sense, through education, training and coaching (Silalahi, 2000). Human resource development is also an effective way to face several challenges, including employee obsolescence or lagging behind, diversification of the domestic and international workforce. According to Leonard Nadler, HR development is a series of company activities carried out over a certain period of time and designed to bring about changes in employee attitudes. Meanwhile, according to T.V. Rao, HR development is a process in which employees in a company are helped in a planned manner to improve their abilities so that they can complete various tasks related to their role in the future. According to him, HR development is also a process of developing employee abilities as individuals and discovering and exploiting existing potential.

c. Employee performance

The real basis in an organization is performance. If there is no performance then organizational goals cannot be achieved. Performance needs to be used as evaluation material for management. The term performance comes from the words job performance or actual performance, which means work performance or actual achievements achieved by someone. Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. Performance is the work result that can be achieved by a person or group of people in an organization both quantitatively, in accordance with their respective authority and duties of responsibility, in an effort to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals or ethics (Mangkunegara, 2019: 13).

Robert L. Mathis and Jhon H. Jackson (2018: 78) also explained that "performance is basically what employees have done or done. Performance is a person's success in carrying out a job." Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Performance refers to the level of achievement of the tasks that make up an employee's job. In Handoko's opinion (2011: 152), performance is a manifestation of the work carried out by employees which is usually used as a basis for evaluating employees or organizations. Performance is a universal concept which is the effectiveness of an organization over a certain period of time. According to Hasibuan (2011: 160), performance is a work result achieved by a person in carrying out his duties based on skill, effort and opportunity. Based on the explanation above, performance is a result achieved by a person in carrying out tasks based on skill, experience and seriousness as well as time according to previously established standards and criteria. Employee performance is the result of certain work processes in a planned manner at the time and place of the employee and the organization concerned (Mangkuprawira and Hubeis, 2018: 153). In Mathis and Jackson (2018: 79), employee performance is how much influence and contribution the employee has to the organization, including: output quantity, output quality, output period, presence at the workplace and cooperative attitude. According to Mangkunegara (2019: 9), employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Based on the description that has been stated, employee performance is the employee's contribution or the results of the work process to the organization.

Employee Performance Indicators

Robbins (2018:260) there are six indicators for measuring individual performance, namely:

- 1) Quality, shows the extent to which an employee's quality in carrying out his duties includes accuracy, completeness and neatness.
- 2) Quantity, quality is the amount of work carried out by an employee in a certain work period, this can be seen from the large amount of work that can be done or more focused on the amount of work that can be completed.
- 3) Timeliness, timeliness is where the work can be completed at the agreed time.
- 4) Effectiveness, effectiveness means utilizing technology and raw materials that can be maximized in the sense of obtaining the highest profits.
- 5) Independence, employees who are able to organize their own work well according to the expected targets without having to be given detailed direction by their superiors. In other words, this concerns the issue of independence.
- 6) Work commitment, is how employees have high responsibility for their work and will not do other work until the other work is completed.



Motivation

Motivation comes from the Latin word "movere" which means "encouragement" or driving force. Motivation is the driving force that results in a member of an organization being willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the goals and various targets of the organization that have been determined previously (Siagian, 2019:138). Motivation is a desire within a person that causes that person to take action (Robert L. Mathis and John H. Jackson, 2018:89). Motivation is a group of factors that cause individuals to behave in certain ways (Griffin, 2019:38). Motivation refers to a person's internal and external forces that generate enthusiasm and resistance to carrying out a certain series of actions. Employee motivation influences performance, and part of a manager's job is to channel motivation towards achieving organizational goals.

According to Rivai in Kadarisman (2018:276) states that motivation is a series of attitudes and values that influence an individual or someone to achieve specific things in accordance with individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave in achieving goals. Motivation asks how to encourage subordinates' enthusiasm for work, so that they are willing to work hard by giving all their abilities and skills to realize the company's goals. Meanwhile, motivation is the driving force that causes an organization member to be willing and willing to take the time to carry out various activities for which he is responsible and fulfill his obligations in terms of achieving the goals and various targets of the organization that were previously determined (Siagian, 2019: 138). According to Hasibuan (2019:95), work motivation is the provision of driving force that creates enthusiasm for a person's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. An important driving factor that causes humans to work is the existence of needs that must be met. Meanwhile, according to Stoker in Kadarisman (2018: 278), his concept states that motivation is a driving force for individuals or someone to do their work better, it is also a factor that makes the difference between success and failure in many things and is an emotional energy that is very important for a new job.

Motivational Indicator

In this study, researchers used motivation indicators from Maslow's theory. Abraham Maslow's hierarchy of needs theory according to Sofyandi and Garniwa (2018:102). consist of:

1. Physiological needs, is a hierarchy of the most basic human needs which are the needs to be able to live such as eating, drinking, housing, oxygen, sleep and so on.
2. Safety and security needs, if physiological needs are relatively satisfied, then a second need arises, namely the need for security. This need for security includes security for protection from the dangers of work accidents, security for the continuity of their work and security for their old age when they no longer work.
3. The need for friends and social interaction, if physiological needs and a sense of security have been minimally satisfied, then social needs will emerge, namely the need for friendship, affiliation and closer interaction with other people. In organizations this will relate to the need for a cohesive work group, good supervision, joint recreation and so on.
4. The need for esteem, this need includes the need for the desire to be respected, appreciated for one's achievements, recognition of one's abilities and skills and the effectiveness of one's work.
5. The need for self-actualization is the highest in Maslow's hierarchy of needs. Self-actualization is related to the process of developing a person's true potential. The need to demonstrate one's abilities, skills and potential. In fact, the need for self-actualization tends to increase in potential because people actualize their behavior. A person who is dominated by the need for self-actualization enjoys tasks that challenge his abilities and skills.

Hypothesis

The hypothesis proposed in this research is:

H1: Training has a significant effect on improving the quality of employee performance at CIMB Niaga Kediri Branch.

H2: Human resource development has a significant effect on improving the quality of employee performance at CIMB Niaga Kediri Branch.

H3: Training has a significant effect on motivation at CIMB Niaga Kediri Branch.

H4: Human resource development has a significant effect on motivation at CIMB Niaga Kediri Branch.

H5: Motivation has a significant effect on employee performance at CIMB Niaga Kediri Branch.



- H6: Training has a significant effect on improving the quality of employee performance which is mediated by motivation variables at CIMB Niaga Kediri Branch.
- H7: Human resource development has a significant effect on improving the quality of employee performance which is mediated by motivation variables at CIMB Niaga Kediri Branch.

RESEARCH METHOD

The research approach uses a quantitative approach, with the dependent variable being employee performance (Y). Meanwhile, the independent variables Training (X1), Human Resource Development (X2), and Motivation Variable (X3) are the Intervening Variables. The population in this study were employees who worked at the financial institution CIMB Niaga Kediri Branch, totaling 200 employees. By using the Slovin formula, a sample of 67 respondents was obtained. The sampling technique used in this research is simple random sampling, namely taking sample members from the population at random without paying attention to the strata in the population. The data analysis method for this research uses descriptive statistical analysis and Partial Least Square data analysis using the Smart PLS 3 Statistics tool.

RESULT

Evaluation of the Measurement Model (Outer Model)

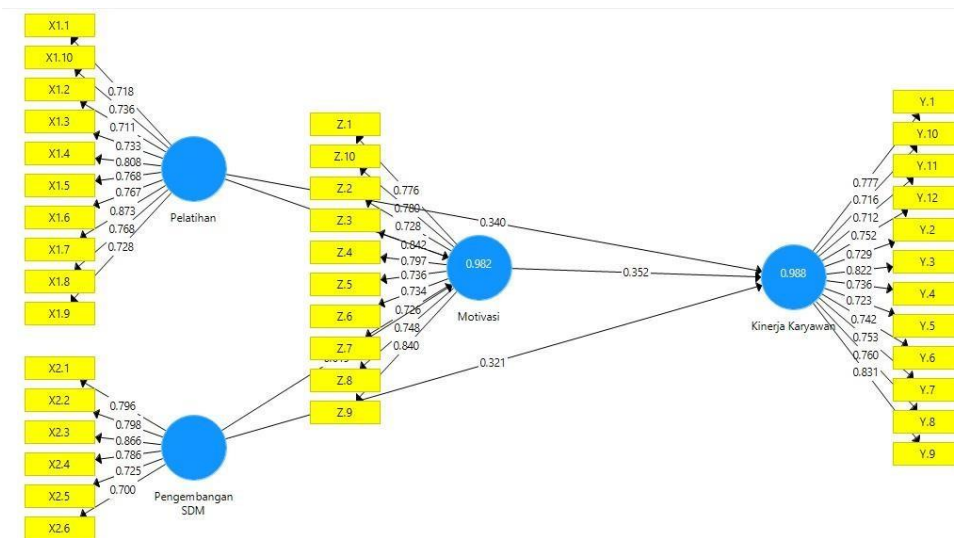


Figure 1: Normal P Plot Graph
Source: Primary data processed

Convergent Validity

The measurement model above shows how manifest variables or observed variables represent the latent variables to be measured. In this test, it is measured using the outer loading parameter. A loading factor value > 0.7 is an ideal value which means that the indicator is valid to measure the construct that has been created. In empirical research, loading factor values > 0.5 are still accepted. Some experts even accept 0.4 as a value that shows a construct presentation that is able to explain the variations found in the indicators.

Table 1. Exogenous Training Construct Factor Loading Value

Code	Loading Factor
X1.1	0,718
X1.2	0,711



X1.3	0,733
X1.4	0,808
X1.5	0,768
X1.6	0,767
X17	0,873
X1.8	0,768
X1.9	0,728
X1.10	0,736

Source: Primary data processed.

Based on the data processing that the researcher has carried out, the validity results in Table 1 show that the factor loading value for all manifest variables is > 0.7, so nothing was excluded.

Table 2. Loading Factor Value of Exogenous Human Resource Development Construct

Kode	Loading Factor
X2.1	0,796
X2.2	0,798
X2.3	0,866
X2.4	0,786
X2.5	0,725
X2.6	0,700

Source: Primary data processed.

Based on the data processing that the researcher has carried out, the validity results in Table 2 show that the factor loading value of all manifest variables is > 0.7, so nothing was excluded.

Table 3. Motivation Mediation Variable Loading Factor Value

Code	Loading Factor
Z.1	0,776
Z.2	0,728
Z.3	0,842
Z.4	0,797
Z.5	0,736
Z.6	0,734
Z.7	0,726
Z.8	0,748
Z.9	0,840
Z.10	0,780

Source: Primary data processed.



Based on the data processing that the researcher has carried out, the validity results in Table 3 show that the factor loading value of all manifest variables is > 0.7 , so nothing is excluded.

Table 4. Loading Factor Value of the Employee Performance variable

Code	Loading Factor
Y.1	0,777
Y.2	0,729
Y.3	0,822
Y.4	0,736
Y1.5	0,723
Y.6	0,742
Y1.7	0,753
Y1.8	0,760
Y1.9	0,831
Y1.10	0,716
Y1.11	0,712
Y1.12	0,752

Source: Primary data processed.

Based on the data processing that the researcher has carried out, the validity results in Table 4 show that the factor loading value for all manifest variables is > 0.7 , so nothing is excluded.

Discriminant Validity

The next criterion used in evaluating the outer model is discriminant validity. The way to measure the outer model with discriminant validity is to look at the average variance extracted (AVE) value. A good model is required, if the AVE value of each construct is greater than 0.5 to be said to have good discriminant validity. The results of the AVE value can be shown in the table as follows:

Table 5. AVE Value and AVE Root

Variable	AVE
Employee performance	0,570
Motivation	0,596
Training	0,581
HR Development	0,609

Source: Primary data processed.

Based on the data processing that the researchers carried out, the results showed that the AVE value of each construct was greater than 0.5. From these results it can be proven that the AVE value has good discriminant validity.

Composite Reliability

In the measurement model, a reliability test is carried out. Reliability tests are carried out to prove the accuracy, consistency and correctness of the instrument in measuring a construct. To measure the reliability of a construct, it can be done in several ways, namely composite reliability. The interpretation of composite reliability is the same as Cronbach's alpha with a limit value of > 0.7 which is acceptable and a value of > 0.8 is very satisfactory. Construct reliability in the PLS reliability test is measured by two criteria, namely composite reliability and Cronbach alpha from the indicator block that measures the construct. A construct is declared reliable if the composite reliability value is greater than 0.7, while several limits regarding the Cronbach alpha value are greater than 0.6. The processing results using SmartPLS can be seen in the following table:



Table 6. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Employee performance	0,931	0,941
Motivation	0,924	0,936
Training	0,919	0,933
HR Development	0,870	0,903

Source: Primary data processed

Based on the data processing that the researchers carried out through the Smart PLS estimation program, the results showed that the value of each variable in reliability testing using composite reliability and Cronbach alpha testing for each construct or latent variable obtained a result of more than 0.7. This shows that the construct has met the composite reliability measurement criteria and Cronbach alpha has good reliability. Therefore, it can be concluded that the variables that have been tested are valid and reliable, so that after this we can continue to test the structural model.

Structural Model (Inner Model)

The next step after evaluating the construct or variable measurement model is to evaluate the structural model or (inner model). The inner model describes the relationship between latent variables based on substantive theory. R-square value for the construct, path coefficient value or t-values for each path to test the significance of the construct in the structural model.

R-Square

Table 7. R-square value of Goodness of Fit Test Results

Variable	R Square
Employee performance	0,988
Motivation	0,982

Source: Primary data processed.

Based on testing of the structural model, it is carried out by looking at the R-Square value which is the result of testing the goodness of fit model. R-square values of 0.75, 0.50, 0.25 can indicate that the model is strong, moderate, and weak. The higher the R-square value means the better the prediction model of the research model being carried out. From the results above, it can be seen that the R-square value for the employee performance variable is 0.988 or 98.8%, which means it is in the strong category. This value indicates that employee performance can be explained by the training and human resource development variable of 98.8%. Meanwhile, the remaining 1.2% is influenced by other variables not included in the research. The R-square value for the motivation variable is 0.982 or 98.2%, which means it is in the strong category. This value indicates that the motivation variable can be explained by training and human resource development variables amounting to 98.2%, while the remaining 1.2% is influenced by other variables not included in the research.

Predictive Relevance (Q²)

Q-square is used to measure how well the observed values produced by a model and its parameter estimates are. Q-square describes the structural relevance of the model. A value of Q² > 0 indicates that the model has predictive relevance, while Q² < 0 indicates that the model lacks predictive relevance.

Table 8. Q-Square Value

Variable	Q-Square
Employee performance	0.553
Motivation	0.568

Source: Primary data processed.



From the results above it can be seen that the Q-square value for Employee Performance (Y1) is 0.553 which indicates that $Q^2 = 0.553 > 0$, then it can be concluded that X1 and X2 have good predictive relevance for Y1. For the Q-Square value of the motivation variable (Y2) is 0.568, which means that $Q^2 = 0.568 > 0$, so it can be concluded that X1 and X2 have good predictive relevance for Y2.

Hypothesis Testing Results

Hypothesis testing by using bootstrap in PLS we can obtain path coefficients and t-value results.

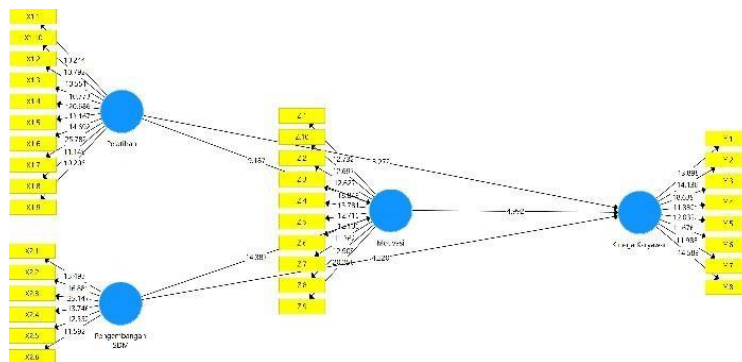


Figure 2 Structural Model Testing
Source: Primary data processed.

To find out whether a hypothesis is accepted or rejected, it is done by paying attention to the significance values between constructs, t-statistics and p-values. Through this method, measurement estimates can be found and standard errors are no longer calculated using statistical assumptions, but are based on empirical observations. In the bootstrapping method in this research, the hypothesis is accepted if the significance value of t-values is > 1.96 and/or p-values < 0.05 , then H_a is accepted and H_o is rejected and vice versa.

Table 9. Q-Square Value

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivation > Employee Performance	0,352	0,334	0,100	3,515	0,000
Training > Employee Performance	0,340	0,352	0,051	6,601	0,000
Training > Motivation	0,395	0,392	0,041	9,576	0,000
HR Development > Employee performance	0,321	0,327	0,094	3,427	0,001
Motivational > HR Development	0,619	0,623	0,041	15,076	0,000

Source: Primary data processed.

Test results using bootstrapping from PLS analysis are as follows:

H1 (The influence of training on employee performance) Based on the data processing that the researchers have carried out, the results show that the relationship between training variables has a significant positive influence ($O = 0.340$) on the construct of employee performance at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 6.601, this value is greater than the t table (1.96), and the p-value is $0.000 < 0.05$. This indicates that there is a significant influence between training and employee performance. Therefore, it can be stated that hypothesis 1 (H1) is accepted

H2 (the influence of human resource development on employee performance).



Based on data processing that researchers have carried out, the results show that the relationship between human resource development variables has a significant positive influence ($O= 0.321$) on the construct of employee performance at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 3.427, this value is greater than the t table (1.96), and the p-value is $0.001 < 0.05$. This indicates that there is a significant influence between human resource development on employee performance. Therefore, it can be stated that hypothesis 2 (H2) is accepted.

H3 (the influence of training on motivation) Based on the data processing that the researchers have carried out, the results show that the relationship between training variables has a significant positive influence ($O= 0.395$) on the endogenous construct of motivation at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 9.576, this value is greater than the t table (1.96), and the p-value is $0.000 < 0.05$. This indicates that there is a significant influence between training and motivation. Therefore, it can be stated that hypothesis 3 (H3) is accepted.

H4 (the influence of human resource development on motivation)

Based on the data processing that the researchers have carried out, the results show that the relationship between human resource development variables has a significant positive influence ($O= 0.619$) on the endogenous construct of motivation at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 15.076, this value is greater than t table (1.96), and the p-value is $0.000 < 0.05$. This indicates that there is a significant influence between human resource development and motivation. Therefore, it can be stated that hypothesis 4 (H4) is accepted.

H5 (the influence of motivation on employee performance) Based on the data processing that the researchers have carried out, the results show that the exogenous construct of motivation has a significant positive influence ($O= 0.352$) on the endogenous construct of employee performance at CIMB Niaga Kediri Branch. This is based on the t-statistical value of this construct relationship which is $3.515 > 1.96$, and the p-value is $0.000 < 0.05$. Therefore it can be stated that hypothesis 5 (H5) is accepted.

Indirect Hypothesis Testing

Table 10. Indirect Test Results

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
Training > Motivation > Employee Performance	0,139	0,131	0,041	3,412	0,001
HR Development > Motivation > Employee performance	0,218	0,208	0,065	3,367	0,001

Source: Primary data processed.

Based on the table above, the results of indirect hypothesis testing can be concluded as follows:

Motivation mediates training and employee performance. Based on the data processing that researchers have carried out, the results show that the construct of training on employee performance which is mediated by motivation variables has a significant positive influence ($O= 0.218$) on the construct of employee performance at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 3.367, this value is greater than the t table (1.96), and the p-value is $0.001 < 0.05$. This indicates that the motivation variable can significantly mediate the training construct variable on employee performance. Therefore, it can be stated that hypothesis 6 (H6) is accepted

Motivation mediates Human Resource Development and Employee Performance

Based on data processing that researchers have carried out, the results show that the construct of human resource development on employee performance mediated by motivation variables at CIMB Niaga Kediri Branch has a significant positive influence ($O= 0.139$) on the construct of employee performance. This is based on the t-statistic value of 3.412, this value is greater than the t table (1.96), and the p-value is $0.001 < 0.05$. This indicates that the motivation variable can significantly mediate the human resource development construct variable on employee performance. Therefore, it can be stated that hypothesis 7 (H7) is accepted.



DISCUSSION

The Effect of Training on Employee Performance

The influence of training on employee performance at CIMB Niaga Kediri Branch has a significant positive influence ($O= 0.340$) on the employee performance construct. This is based on the t-statistic value of 6.601, this value is greater than the t table (1.96), and the p-value is $0.000 < 0.05$. This shows that training has an effect on employee performance. These results are in line with the theory that training is one of the strategies of a company to prepare employees to carry out their work or responsibilities. So that if training is carried out, employees in the company will gain effectiveness in their work in the present or future. Apart from that, by holding training in a company, employees will gain an increase in knowledge, experience and skills related to duties and responsibilities. One of the training indicators is that training participants are employees who are given knowledge, competencies and abilities that are useful for carrying out their duties and responsibilities while working. If the training participants selected do not suit their field and position, then the knowledge and results received from the training will not be effective so that they will not be able to carry out their work optimally. If a company selects training participants who are in accordance with their duties and responsibilities, employees will feel they have the knowledge and ability to carry out work activities so that providing training to employees will have an impact on performance. The results of this research reveal that the training variable has a positive and significant effect on employee performance at CIMB Niaga Kediri Branch in line with research entitled "The Influence of Emotional Intelligence, Motivation and Training on Employee Performance at Bank Mega Syariah KCP Jember" which states that training has a positive effect on employee performance.

The Effect of Human Resource Development on Employee Performance

The influence of human resource development on employee performance at CIMB Niaga Kediri Branch found that the relationship between human resource development variables had a significant positive influence ($O= 0.321$) on the employee performance construct. This is based on the t-statistic value of 3.427, this value is greater than the t table (1.96), and the p-value is $0.001 < 0.05$. This shows that human resource development influences employee performance at CIMB Niaga Kediri Branch. These findings also prove that human resource development is really needed. So, when human resource development is further improved, it will encourage employees to improve the quality of their performance. This is in line with the theory that human resource development is more focused on long-term needs and the results can only be measured in the long term. Of course, long-term human resource development is an important aspect in a company. The results of this research reveal that the human resource development variable has a positive and significant effect on employee performance at CIMB Niaga Kediri Branch in line with research entitled "The Influence of Human Resource Development on Permata Finance Tomohon Employee Performance" which states that human resource development has a positive effect on employee performance.

The Effect of Training on Motivation

The effect of training on motivation at CIMB Niaga Kediri Branch obtained the results that the relationship between training variables had a significant positive influence. The results showed that the relationship between training variables had a significant positive influence ($O= 0.395$) on the endogenous construct of motivation at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 9.576, this value is greater than the t table (1.96), and the p-value is $0.000 < 0.05$. This indicates that there is a significant influence between training and motivation. Based on the research results, it shows that training has a significant effect on motivation at CIMB Niaga Kediri Branch, which means that the training carried out by the company in increasing employee work motivation is very good. By providing training to employees, employees will have deeper abilities and skills. This will foster encouragement within each employee to be able to complete work more effectively and efficiently so that employees are able to achieve the goals set by a company. If the employee's motivation is low, it will cause the level of employee satisfaction to decrease and result in performance that should increase being reduced, so that the employee does not do the job well in accordance with what has been determined by the company. The training provided has been able to increase employee motivation at work because employees are able to master the material provided, instructors are able to provide material and are able to interact with employees so that employees feel comfortable when attending training. The benefits of training can be felt by employees to improve the quality of employee performance. The results of this research reveal that the training variable has a positive and significant effect on motivation at CIMB Niaga Kediri Branch in line with research entitled "The Effect of Training and Competency on Job Satisfaction Through Work Motivation" which states that training has a significant effect on motivation.



The Influence of Human Resource Development on Motivation

The influence of human resource development on motivation at CIMB Niaga Kediri Branch showed that the relationship between human resource development variables had a significant positive influence ($O = 0.619$) on the endogenous construct of motivation at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 15.076, this value is greater than the t table (1.96), and the p-value is $0.000 < 0.05$. This indicates that there is a significant influence between human resource development on motivation at CIMB Niaga Kediri Branch, which means that the human resource development carried out by the company in increasing employee work motivation is very good. It can be understood that increasing work motivation really depends on the development of the employee's human resources. Implementing human resource development that goes well will have an impact on high work motivation in a company. This is done as an effort to maximize the potential of employees in a company. The results of this research reveal that the human resource development variable has a positive and significant effect on motivation at CIMB Niaga Kediri Branch in line with research entitled "The Influence of Human Resource Development and Work Discipline on Employee Performance Through Work Motivation as an Intervening Variable at the Riau Province Tourism Office" which states that human resource development directly has a significant effect on motivation.

The Effect of Motivation on Employee Performance

The effect of motivation on employee performance at CIMB Niaga Kediri Branch showed that the exogenous construct of motivation had a significant positive influence ($O = 0.352$) on the endogenous construct of employee performance at CIMB Niaga Kediri Branch. This is based on the t-statistic value for this construct relationship which is $3.515 > 1.96$, and the p-value is $0.000 < 0.05$. This shows that motivation variables influence employee performance at CIMB Niaga Kediri Branch. Motivation is one of the factors that influences employee performance, because the motivation felt by employees is more representative of an increase in the quality of employee performance. A person's motivation starts from a need or goal. This indicates how strong his drive, effort, intensity and willingness to sacrifice is to achieve his goals. In this case, the stronger the encouragement or motivation given to employees, the higher their performance will be. The results of this research reveal that the motivation variable has a positive and significant effect on employee performance at CIMB Niaga Kediri Branch in line with research entitled "The Influence of Organizational Culture, Training and Motivation on Employee Performance at Tjut Nyak Dhien University Medan" which states that motivation has a significant effect on employee performance.

The Effect of Training on Employee Performance Mediated by Motivational Variables

The effect of training on employee performance mediated by motivational variables showed that the construct of training on employee performance mediated by motivational variables had a significant positive influence ($O = 0.218$) on the construct of employee performance at CIMB Niaga Kediri Branch. This is based on the t-statistic value of 3.367, this value is greater than the t table (1.96), and the p-value is $0.001 < 0.05$. This indicates that the motivation variable can significantly mediate the training construct variable on employee performance. The better the quality of training and motivation given to employees, the quality of employee performance will improve. 92 Employees who are motivated to carry out training will make a good contribution to their performance. Training helps in creating good results in employee performance, if the training is carried out well, employee performance will also be better. The conclusions obtained in this research reveal that the motivation variable can significantly mediate the training construct variable on employee performance at CIMB Niaga Kediri Branch in line with research entitled "The Role of Motivation as a Mediating Variable in the Effect of Training on Employee Performance in the Conditions of the Covid-19 Pandemic at PT Jasa Raharja West Sumatra Branch" which states that motivation has a mediating role in the relationship between training and performance.

The Effect of Human Resource Development on Employee Performance Mediated by Motivational Variables

The influence of human resource development on employee performance which is mediated by motivational variables shows that the construct of human resource development on employee performance which is mediated by motivational variables at CIMB Niaga Kediri Branch has a significant positive influence ($O = 0.139$). This is based on the t-value The statistical value of 3.412 is greater than the t table (1.96), and the p-value is $0.001 < 0.05$. This indicates that the motivation variable can significantly mediate the human resource development construct variable on employee performance. In improving the quality of employee performance, all companies must focus on developing the performance of their employees, so that work motivation can be achieved. If employees can achieve high motivation, they can also achieve the main goal, namely higher employee performance in an organization. Based



on these results, the position of motivation as a mediating or intermediary variable for human resource development and improving the quality of employee performance strengthens the influence of human resource development on performance. The results of this research reveal that the human resource development variable can have an indirect effect on employee performance, mediating the training construct variable on employee performance, namely through the motivation variable significantly at CIMB Niaga Kediri Branch in line with research entitled "The Influence of Human Resource Development and Work Discipline "On Employee Performance Through Work Motivation as an Intervening Variable at the Riau Province Tourism Office" which states that motivation has a mediating role in the relationship between training and performance.

CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Based on data processing carried out by researchers through the bootstrapping method, training has a significant positive effect on employee performance. These results are in line with the theory that training is one of the strategies of a company to prepare employees to carry out their work or responsibilities.
2. Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between human resource development variables on improving the quality of employee performance. These findings prove that human resource development is really needed.
3. Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between training and motivation. This indicates that the training carried out by CIMB Niaga Kediri Branch in increasing employee work motivation was very good.
4. Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between human resource development variables on motivation. Implementing human resource development that goes well will have an impact on high work motivation in a company
5. Based on data processing carried out by researchers using the bootstrapping method, there is a significant positive influence between motivation variables on employee performance. This indicates that motivation is one of the factors that can influence employee performance, this is because the motivation felt by employees is more representative of an increase in the quality of employee performance.
6. The relationship between training and improving the quality of employee performance is mediated by the motivation variable which has a significant positive effect. These results indicate that the better the quality of training and motivation given to employees, the better the quality of employee performance. This means that the mediation testing relationship does not have a full effect or is called partial mediation. So the motivation variable acts as partial control.
7. The relationship between human resource development and improving the quality of employee performance which is mediated by the motivation variable has a significant positive effect. This means that the mediation testing relationship does not have a full effect or is called partial mediation. So the motivation variable acts as a partial control in the relationship between human resource development and improving the quality of employee performance.

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