

## Human Resource Training and Development As a Determinant of Employee Performance at PT Bank Independent Bandar Lampung Area

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### Abstract

PT Bank Mandiri Bandar Lampung Area is a branch that, in its efforts to expand its products and business, often faces various obstacles, including human resource training and development activities. The research question in this paper is "Do human resource training and development, both and partially, affect employee performance at PT Bank Mandiri Bandar Lampung Area?" The purpose of this study is to determine and analyze the influence of human resource training and development, both partially and simultaneously, on employee performance at PT Bank Mandiri Bandar Lampung Area. This research is descriptive and inferential, using multiple linear regression analysis, the coefficient of determination test, the t-test, and the F-test as analytical tools. training and development influence employee performance at PT Bank Mandiri Bandar Lampung Area. The implication of this study is that leaders should conduct close supervision (waskat) of their subordinates, especially regarding the achievement of work targets set by the company.

**Keywords:** Training, Human Resource Development, Employee Performance.



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### INTRODUCTION

As time progresses and technology advances, people are required to possess high-quality skills to achieve a better standard of living. Therefore, if human resources are utilized effectively and efficiently, they will be beneficial in supporting sustainable economic growth. The current challenge is how to create human resources that can deliver optimal performance, thereby achieving company goals. Human resources are considered productive if they exhibit high levels of discipline and performance, and can complete their tasks and responsibilities in a timely manner. Therefore, companies should implement plans and initiatives aimed at improving performance through various means, including effective training and development of human resources (HR). Good human resource planning is expected to improve employee performance. Improving employee performance requires sound management to maximize the results achieved using basic human capabilities through the division of tasks and responsibilities that fosters collaboration within the organization. The success of an organization depends on the performance of both individuals and teams within that organization, and this is also true for PT Bank Mandiri Area Bandar Lampung. PT Bank Mandiri Bandar Lampung Area is a branch that, in its efforts to expand its products and business, often faces various obstacles, particularly in increasing the number of customers. Increasing the number of customers is one of the targets the company must meet through its employees. If the target is not achieved, employee performance will not be satisfactory. The performance assessment of Bank Mandiri Bandar Lampung Area can be seen in Table 1. below.

**Table 1. Performance Assessment at PT Bank Mandiri Bandar Lampung Area**

No	Strategic Goals	Evaluation		Achievement (%)
		Weight (%)	Mark (%)	
1.	Financial and market perspectives	24.00	22.61	94.21

2.	Customer focus	22.00	25.96	118.00
3.	Product and process effectiveness	20.00	23.05	115.25
4.	Workforce focus	17.00	19.54	114.94
5.	Leadership, governance and PKBL	17.00	18.73	110.18
6.	Agent of development	20.00	23.39	116.95
<b>Total</b>		<b>120.00%</b>	<b>132.28%</b>	<b>110.23%</b>

Source: PT Bank Mandiri Bandar Lampung Area, 2026

Based on Table 1 above, it can be seen that the performance assessment at PT Bank Mandiri is based on Key Performance Indicators (KPIs) consisting of financial and market perspectives, customer focus, product and process effectiveness, workforce focus, leadership, governance and PKBL as well as agent of development. The strategic target of the financial and market perspective received the lowest rating of 22.61% of the determined weight of 24.00% and the highest rating for the strategic target of customer focus, namely 25.96% of the weight of 22.00%. Overall, it can be concluded that the KPI for PT Bank Mandiri's performance has been achieved and exceeded the determined target. Performance is defined as the comparison between output and input, and describes how resources are utilized to produce goods or services (Hasibuan, 2020). Based on the above understanding, it can be said that performance touches various aspects of a person, such as attitude, mentality, ethics, and expertise, and can be used as a driving force to improve quality and improve every day. Performance is a crucial factor for a company's survival because it is a key factor in making daily improvements, and only the workforce can improve performance. Performance is influenced by many factors, including individual and situational factors (As'ad, 2021). Individual factors include attitudes, personality traits, physical characteristics, desires or motivations, age, gender, education level, cultural background, and other personal variables. Situational factors include social and organizational factors, physical and work factors. Social and organizational factors include organizational policies, types of training and supervision, wage systems, development programs, and the social environment. Physical and work factors include: work methods, design and condition of work tools, workspace determination, and work environment. Meanwhile, employee performance is influenced by salary, work environment, organizational culture, leadership, work motivation, work discipline, work climate, and job satisfaction (Harpitasari, 2020).

The researcher intends to examine the training programs that have been attended by employees of PT Bank Mandiri Area Bandar Lampung. Training is a planned effort by the company to improve the knowledge, skills and abilities of employees. With the proper implementation of training, the company is expected to improve the effectiveness of employee work in achieving predetermined work results. The training conducted can be aimed at both existing and new employees. Therefore, job training for employees can be used as one way for companies to hone the skills of their workforce in improving performance in accordance with the company's desired standards because training helps in correcting deficiencies and honing existing skills so that they can be maximized by employees. Employee training is a systematic company effort to improve the knowledge, skills, and work attitudes of employees through a learning process to optimally perform their functions and duties (Wungu and Brotoharsojo, 2018). Intensive training programs conducted by companies will enable employees to absorb more knowledge and information, and hone their skills. This can lead to employees being more diligent in their work because completing their work feels easier.

Bank Mandiri offers various types of training for employees, ranging from career development programs such as the Officer Development Program (ODP) for aspiring leaders, to technical and soft skills training at Mandiri University . There are also special programs such

as Pre-Purna Bhakti for retirement preparation and the Future ME program aimed at students building a career in banking. Training also includes programs for competency development in digital, cybersecurity, and women's leadership programs through initiatives such as Srikandi Mandiri. PT Bank Mandiri Area Bandar Lampung provides the widest possible access to all employees to participate in training to improve employee competency. The types of training and employee participation at PT Bank Mandiri Area Bandar Lampung can be seen in Table 2 below.

**Table 2. Types of Training and Employee Participation PT Bank Mandiri Bandar Lampung Area in 2024**

No	Types of research	Number of Employees Participating in the Training Program (People)	
		Real	Target
1.	Officer Development Program (ODP)	10	20
2.	Mandiri University	9	20
3.	Independent Heroine	11	20
4.	IT Specialization Program	15	20
5.	Pre-Retirement	8	20
6.	Independent Education	13	20
7.	Mantapreneur	9	20
<b>Average</b>		<b>10.71</b>	<b>20</b>

Source: PT Bank Mandiri Bandar Lampung Area, 2026

Table 2 above shows that as many as 7 types of training programs were attended by employees of PT Bank Mandiri Bandar Lampung Area, while the number of employees of PT Bank Mandiri Bandar Lampung Area who attended the training program did not meet the target set by the company, so this could have an impact on the level of employee ability and expertise in carrying out their duties. Based on the results of observations conducted by the author at PT Bank Mandiri Bandar Lampung Area, the training that was carried out had not been attended by all employees, in addition, the number of employees who attended the training was not comparable to all existing employees, so the composition of employees who attended the training was still very small. Besides training, another factor influencing employee performance is Human Resources (HR) development. HR development is a planned and systematic effort to improve employee knowledge, both morally, conceptually, technically, and theoretically, according to job requirements (Andika, 2019). HR development at Bank Mandiri focuses on creating qualified, professional, and adaptable talent through continuous training programs, career management, and digitalization, as well as building a positive work culture. The main strategy is to prepare future leaders by developing capabilities, leadership, culture, learning agility, and purpose through the Mandirian Propeller framework. The HR Development methods and programs carried out by PT Bank Mandiri include:

1. Continuous training and development: Bank Mandiri optimizes Mandiri Corporate University and other training programs to improve employee capabilities and competitiveness in facing change.
2. Special programs: There are programs such as the Staff Development Program (SDP) which are designed to prepare implementing employees to be promoted to leadership levels.
3. Talent and succession management: The Bank uses a Talent Management and Succession program based on the principle of fair opportunity to develop employees to be ready to fill important positions.
4. Performance assessment and individual development: Performance assessment through Key Performance Indicators (KPIs) and Individual Development Plans (IDPs) is used to identify potential and plan development that maximizes employee capabilities.

- Corporate University: The Bank has Mandiri Corporate University, which serves as a training and development center, integrating environmental, technological, and cultural aspects. Its goal is to develop resilient leaders capable of competing globally.

The table below presents the Human Resource Development program that has been carried out by PT Bank Mandiri Bandar Lampung Area to create employee performance in the future.

**Table 3. Implementation of the 2024 Human Resources Development Program**

No	Types of Development	Number of Employees Participating in Development Programs (People)	
		Real	Target
1.	Continuous training and development	5	10
2.	Special programs	4	10
3.	Talent and succession management	6	10
4.	Performance assessment and individual development	5	10
5.	Corporate University	5	10
<b>Average</b>		<b>5</b>	<b>10</b>

Source: PT Bank Mandiri Bandar Lampung Area, 2026

Table 3 above shows that as many as 5 types of HR Development programs were followed by employees of PT Bank Mandiri Bandar Lampung Area, while the number of employees of PT Bank Mandiri Bandar Lampung Area who participated in the HR Development program has not met the target set by the company. Based on the results of observations conducted by the author at PT Bank Mandiri Bandar Lampung Area, the Human Resource Development program implemented has not been followed by all employees, in addition, the number of employees who participated in Human Resource Development is not comparable to all existing employees, so the composition of employees who participated in Human Resource Development is still very small. Based on the description above, it is clear that training is important because it provides employees with the opportunity to learn what they need to perform their work effectively. This proves that if employees possess the appropriate skills and have mastered them well, they will gain the ability to perform their jobs. On the other hand, HR development can influence employee performance improvement, resulting in improved quantity and quality. This occurs because employees have increasingly better human, managerial, and technical skills. This is what attracted researchers to conduct research, which was presented in the form of a thesis entitled "The Effect of HR Training and Development on Employee Performance On PT Bank Mandiri Bandar Lampung Area".

## RESEARCH METHODS

This study employs a descriptive qualitative approach to explore in-depth how managerial leadership and educational levels influence employee performance at PT Telkom Area Lampung. This method was selected to understand the organizational dynamics and subjective perceptions of employees that cannot be fully captured through numerical data. Primary data were gathered through in-depth interviews with managerial ranks and operational staff, as well as through direct observation of the workplace environment. Informants were selected using a purposive sampling technique, targeting individuals who possess relevant insights regarding leadership styles and educational backgrounds within the company. To ensure data validity, the researcher utilized technical and source triangulation, cross-referencing interview results with internal company documents, such as Key

Performance Indicator (KPI) reports and HR profiles. Data analysis was conducted interactively consisting of data collection, data reduction, data display, and conclusion drawing to produce credible findings regarding leadership effectiveness and the relevance of education to work productivity at the research site.

**RESEARCH RESULTS AND DISCUSSION**

Partial testing is performed using a t-test, which allows for the evaluation of individual variables in relation to the dependent variable. In contrast, simultaneous testing uses an F-test, which assesses the overall model fit by examining the relationships between multiple variables simultaneously. The hypothesis testing process for partial and simultaneous agreement can be outlined as follows: The results obtained from the data processing provided valuable insights that require further explanation. These findings are summarized and organized in the table below for clarity and ease of understanding. Therefore, Table 4 presents a detailed breakdown of the processed data, highlighting key aspects and important metrics.

**Table 4. Recapitulation of t-Test Calculations for Training Variable (x<sub>1</sub>)**

Variables	t <sub>count</sub>	t <sub>table</sub> (nk-2; α0.05)	Condition	Conclusion
Training	5,942 (sig. 0.000)	1,994	t <sub>count</sub> > t <sub>table</sub> (0.000 < 0.05)	Ho is rejected and Ha is accepted

Source: Processed Data (2026)

Regarding the training variable, the calculated t value of 5.942 is greater than the t table value of 1.994, this indicates that the t value is greater than the t table value. Furthermore, the significance result obtained is 0.000 which is smaller than the alpha level set at 0.05, so it is statistically significant. Thus, the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, which means that training has an effect on the performance of PT Bank Mandiri employees in the Bandar Lampung Area. This means that the better the training arrangements that employees can complete, the better the performance of PT Bank Mandiri employees in the Bandar Lampung Area will also be. Partial hypothesis testing between Human Resource Development and employee performance is presented in detail below. Table 5 provides a comprehensive analysis of the relationship between these two variables. This information will help clarify the research findings.

**Table 5. Recapitulation of t-Test Calculations for Human Resource Development Variable (X<sub>2</sub>)**

Variables	t <sub>count</sub>	t <sub>table</sub> (nk-2; α0.05)	Condition	Conclusion
Human Resource Development	6,360 (sig. 0.000)	1,994	t <sub>count</sub> > t <sub>table</sub> (0.000 < 0.05)	Ho is rejected and Ha is accepted

Source: Processed Data (2026)

For the Human Resource development variable, the calculated t value is 6.360 which exceeds the critical t table value of 1.994, which means the t value > t table. In addition, the significance level obtained is 0.000 which is smaller than the α level of 0.05, so it can be concluded that the results of this study are statistically significant. Thus, the null hypothesis (Ho) is rejected, while the alternative hypothesis (Ha) is accepted, which means that Human Resource development has an effect on employee performance at PT Bank Mandiri Area Bandar Lampung. This means that increasing Human Resource development will have an impact on improving employee performance in this environment. The overall (simultaneous) results of the influence test are presented below. This section provides a comprehensive overview of the findings. Please see the following information for detailed insights.

**Table 6. Anova**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1072,242	2	536,121	61,686	.000 <sup>a</sup>
	Residual	625,758	72	8,691		
	Total	1698,000	74			

Source: Processed Data (2026)

In the simultaneous test, the calculated F value was 61.686, which was greater than the F table value of 3.124, and the significance value (sig.) was 0.000, which was smaller than the alpha level of 0.05. Thus, the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted. This shows that Human Resource training and development is believed to have an effect on the performance of employees of PT Bank Mandiri Bandar Lampung Area, meaning that if Human Resource training and development increases, employee performance at PT Bank Mandiri Bandar Lampung Area will also increase.

## **Discussion**

### **Training Influences Employee Performance at PT Bank Mandiri Bandar Lampung Area**

Variable test obtained a calculated t value of 5.942 which is greater than the t table value of 1.994, this indicates that the t value is greater than the t table value. Furthermore, the significance result obtained is 0.000 which is smaller than the alpha level set at 0.05, so it is statistically significant. Thus, the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, which means that training has an effect on the performance of PT Bank Mandiri employees in the Bandar Lampung Area. This means that the better the training arrangements that employees can complete, the better the performance of PT Bank Mandiri employees in the Bandar Lampung Area will also be. The results of this study are in line with research conducted by Rahman, Putranto (2024) which shows that the performance of Branch Managers in Jakarta is currently below expectations, indicating a competency gap that needs to be addressed immediately. To address this problem, the proposed solution is to evaluate and improve the existing Branch Manager training program by comparing it with a systematic training process. Through semi-structured interviews with the human resources division and Branch Managers, this study identified gaps in competency development and areas that need improvement in the training process, such as task analysis, integration of practical procedures into training design, online methods, and post-training evaluation frameworks. Based on the description above, the hypothesis proposed in this study was proven. This hypothesis states that training has a significant influence on employee performance. Specifically, this finding applies to employees at PT Bank Mandiri in the Bandar Lampung area.

### **Human Resource Development Influences Employee Performance at PT Bank Mandiri Bandar Lampung Area**

The test results for the Human Resource development variable are with a calculated t value of 6.360 which exceeds the critical t table value of 1.994, which means the t value > t table. In addition, the significance level obtained is 0.000 which is smaller than the  $\alpha$  level of 0.05, so it can be concluded that the results of this study are statistically significant. Thus, the null hypothesis (Ho) is rejected, while the alternative hypothesis (Ha) is accepted, which means that Human Resource development has an effect on the performance of PT Bank Mandiri employees in the Bandar Lampung Area. This means that increasing Human Resource development will have an impact on improving employee performance in this environment. The results of this study are also supported by research conducted by Primadini, Karneli (2023), that the results of the tests carried out showed that Job Training had a positive and significant effect on

Employee Engagement, career development had a positive and significant effect on Employee Engagement, and job training and career development had a significant effect on Employee Engagement. Thus, the hypothesis proposed in this study was proven correct. This hypothesis states that human resource development influences employee performance. Specifically, this finding applies to employees at PT Bank Mandiri in the Bandar Lampung area.

### **Human Resource Training and Development Simultaneously Influence Employee Performance at PT Bank Mandiri Bandar Lampung Area**

In the simultaneous test, the calculated F value was 61.686, which was greater than the F table value of 3.124, and the significance value (sig.) was 0.000, which was smaller than the alpha level of 0.05. Thus, the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted. This shows that Human Resource training and development is believed to have an effect on the performance of employees of PT Bank Mandiri Bandar Lampung Area, meaning that if Human Resource training and development increases, employee performance at PT Bank Mandiri Bandar Lampung Area will also increase. The results of this study are also supported by research conducted by Agboola et al. (2020), which found that increased training and career development tend to improve bank employee performance. Therefore, it can be concluded that training and career development are important determinants of bank employee performance. Similarly, research conducted by Osogbah and Samikon showed a significant positive correlation between well-structured training programs and improved employee performance. Furthermore, continuous development opportunities have been shown to increase employee motivation, reduce turnover intentions, and improve overall organizational effectiveness. Furthermore, research by Hussaini (2020) also shows a positive and significant relationship between training, development, and employee performance. Therefore, ongoing training and development will improve employee performance and ultimately impact organizational performance. Based on the description above, the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. This shows that Human Resource training and development is believed to influence the performance of employees of PT Bank Mandiri Bandar Lampung Area, meaning that if Human Resource training and development increases, employee performance at PT Bank Mandiri Bandar Lampung Area will also increase.

### **CONCLUSION**

Based on the results of the discussion and analysis of each research variable, the following conclusions can be formulated:

1. Training has an impact on employee performance at PT Bank Mandiri Bandar Lampung Area.
2. Human Resource Development influences employee performance at PT Bank Mandiri Bandar Lampung Area.
3. Human Resource training and development simultaneously influence employee performance at PT Bank Mandiri Bandar Lampung Area.

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