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The Effect Of Human Resource Development On Employee Performance Moderated By Training At The South Binjai District Office

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Abstract

This study aims to analyze the effect of human resource development (HRD) and training on employee performance at the South Binjai District Office, and to test the role of training as a moderating variable. The study used a casual associative quantitative method with data analysis techniques using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). Data were collected through questionnaires distributed to 117 employees. The results showed that HRD development did not have a significant effect on employee performance, with a T-Statistic value of 0.249 (<1.96) and a P-Value of 0.804 (>0.05). On the other hand, training had a positive and significant effect on employee performance, with a T-Statistic value of 5.511 (>1.96) and a P-Value of 0.000 (<0.05). However, training was not able to moderate the relationship between HR development and employee performance, with a T-Statistic value of 0.636 (<1.96) and a P-Value of 0.526 (>0.05). This study confirms the importance of training as a major factor in improving employee performance, while HR development requires a more relevant and integrated approach. By strengthening training strategies and better evaluation of HR development programs, organizations are expected to significantly increase employee productivity.

Keywords:

Human Resource Development, Training, Employee Performance, Moderation

1. INTRODUCTION

Along with the development of technology and increasingly intense competition, effective human resource management is one of the main keys to the success of an organization, including government institutions such as the South Binjai District Office. Optimal employee performance is greatly influenced by the organization's ability to develop employee potential through various human resource development strategies (Novita, 2023). Human resource development includes various activities aimed at improving employee skills, knowledge, and competencies,

so that they are able to face work challenges better and provide maximum contribution to the organization (Abdullah & Jabid, 2021).

Resource development is a process that includes various efforts to improve the capacity, quality, and efficiency of resource use in an organization or community (M. Dawan Rahardjo, 2010). Resources can include human, financial, material, technological, and information resources. The main purpose of resource development is to ensure that all types of these resources are managed optimally so that they can support the achievement of the strategic goals of the organization or community (Misbahuddin, 2019). Human resource development not only focuses on improving individual capabilities, but also on efforts to create a work environment that supports employee growth and development (Murfat et al., 2019). These development activities can include various forms, such as formal training, workshops, seminars, and professional development programs designed to broaden employee insight and skills. With continuous development, employees are expected to be able to adapt quickly to changes in the work environment and increasingly complex job demands.

According to M. Dawan Rahardjo (M. Dawan Rahardjo, 2020), human resource development indicators include several main aspects, which are indicators in this study, namely:

1. Intellectual Quality (Knowledge and Skills)
2. Education

In addition, effective human resource development also involves efforts to identify and utilize the hidden potential of each employee. Organizations need to conduct a comprehensive assessment to understand employee strengths and weaknesses, and design development programs that are appropriate to individual and organizational needs (Toto & Rustendi, 2021). Through this approach, employees can feel valued and supported in their careers, which in turn will increase motivation, job satisfaction, and commitment to the organization. Thus, comprehensive human resource development can be a determining factor in achieving superior and sustainable organizational performance.

Good human resource development does not only focus on improving individual capabilities, but also on efforts to create a conducive work environment for employee growth and development. In this context, training plays a very important role as a form of investment in human resources. Effective training can help employees hone the skills and knowledge needed to carry out their duties more efficiently and productively (Rachmawati et al., 2023). In addition, training can also increase employee motivation and job satisfaction, which ultimately has a positive impact on their performance.

Employee performance is the level of achievement of an employee's work results in carrying out the tasks and responsibilities given by the organization, this performance includes various aspects such as the quality and quantity of work,

efficiency in the use of resources, and the ability to achieve predetermined goals (Afandi, 2018). Employee performance reflects the effectiveness and efficiency of an employee in carrying out their duties and responsibilities in the workplace (Bagudek Tumanggor & Rosita Manawari Girsang, 2021). This includes completing tasks according to established standards, both in terms of quality and quantity, as well as efficiency in the use of resources. Various factors influence employee performance, including motivation, skills, work environment, and workload management (Usman et al., 2023).

There are 9 indicators used to assess employee performance, which help measure the extent to which employees carry out their duties and responsibilities effectively (Afandi 2018), which are also indicators in this study, namely:

1. Quantity of Work Results
2. Quality of Work Results
3. Efficiency in Carrying Out Tasks
4. Work Discipline
5. Initiative
6. Accuracy
7. Leadership
8. Honesty
9. Creativity

In the context of improving employee performance, training plays a very important role. Training is one of the main methods in human resource development that aims to update and deepen employee knowledge, skills, and competencies (Safitri, 2019). In a dynamic work environment such as the South Binjai District Office, training is crucial to ensure that employees have the skills that match the ever-growing demands of their jobs. Effective training can help employees master new technologies, understand more efficient work procedures, and improve their interpersonal skills.

Training is not only beneficial for individual employees, but also for the organization as a whole (D. Pratiwi et al., 2023). With structured and ongoing training, organizations can ensure that each employee has the qualifications needed to carry out their duties and responsibilities properly. This will increase productivity and work efficiency, and help the organization achieve its strategic goals. In addition, training can also increase employee motivation and job satisfaction, because they feel appreciated and supported in their career development. Training can function as a moderator in the relationship between human resource development and employee performance (VA Pratiwi & Syahidah, 2018). This means that training can strengthen the positive effects of human resource development on employee performance. When employees receive relevant and quality training, they will be better able to apply the new knowledge and skills gained from human resource development programs in their daily work. Thus, training not only has a direct impact on improving

performance, but also strengthens the impact of human resource development efforts carried out by the organization. This emphasizes the importance of training as an integral part of the human resource development strategy at the South Binjai District Head's Office.

Training also has a positive impact on organizational culture. Through training, organizational values and best practices can be conveyed to all employees, creating a consistent and productive work culture (Weny et al., 2019). Training is a systematic process designed to improve the skills, knowledge, and competencies of individuals to be more effective in carrying out their duties and responsibilities (Anwar Prabu Mangkunegara, 2017). The indicators in this study, according to Mangkunegara (Anwar Prabu Mangkunegara, 2017)a, there are several training indicators that can be used to measure its effectiveness:

1. Education
2. Systematic Procedure
3. Technical Skills
4. Learning Knowledge
5. Prioritize Practice Over Theory

However, although human resource development and training have great potential to improve employee performance, the relationship between these two variables and employee performance still needs further research. It is important to know whether training can moderate the effect of human resource development on employee performance, and to what extent the interaction between the two variables can improve employee performance at the South Binjai District Office. This study aims to answer these questions and provide deeper insight into effective human resource management strategies in the context of local government. The concept of this study is as illustrated in the following conceptual framework:

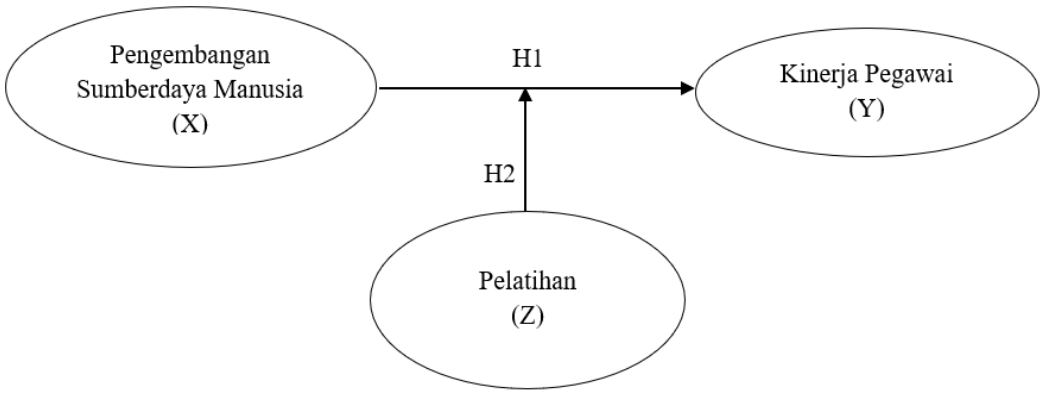


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is casual associative quantitative research. This research was conducted at the Binjai Selatan District Office. The time of this research was carried out from May to June 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study is the entire number of employees at the Binjai Selatan District Office with a total of 117 employees with the following details:

Table 1. Population Size

No.	Status	Number of people)
1.	ASN	64
2.	Honorary	53
	Amount	**117**

Source: Binjai City Regional Secretariat Office

The sampling technique used in this study uses purposive sampling technique. According to (Sugiyono, 2019) purposive sampling is a sampling determination technique with certain considerations. The reason for using this purposive sampling technique is because it is suitable for use in quantitative research, or research that does not generalize. Based on this theory, the number of samples in this study is the total number of employees, which is 117 people.

The data to be used from this study is the data from the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is the quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the *outer model test* in order to obtain the *outer loading value* that meets the *validity and reliability requirements.* Structural model testing (Inner model) which includes the determination coefficient test (R2) to measure how far the model's ability to explain the variation of the dependent variable. The determination coefficient value / $R^2$is in the range of zero (0) and one (1) (Kuncooro, Munajad, 2013).

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of the *path coefficients test* to test how the direct influence of each independent variable individually on the dependent variable and the indirect influence of the intervening variable in influencing the independent variable on the dependent variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative. The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Ghozali & Latan, 2015) the criteria for the t table value is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1 Research results

Outer Model Analysis

outer model testing in this study uses algorithm analysis on *SmartPLS software version 3.0,* in order to obtain *outer loading values* that meet the *validity and reliability requirements.*

1) Convergent Validity Test Results

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Indicators that have individual correlation values greater than 0.7 are considered valid, but in the development stage of research, indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The following are the results of the outer loading values in the following table.

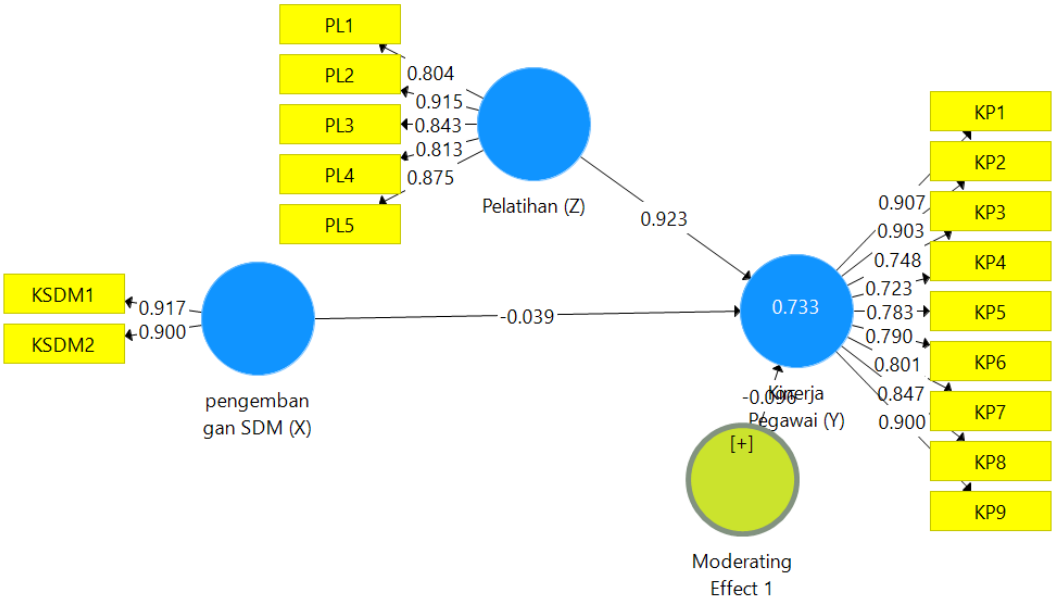
Table 3. *Outer Loading*

Indicator	*Outer Loading*	Information
Human Resources Quality (X)		
PSDM1	0.917	Valid
PSDM2	0.900	Valid
Training (Z)		
PL1	0.804	Valid
PL2	0.915	Valid
PL3	0.843	Valid
PL4	0.813	Valid
PL5	0.875	Valid
Employee Performance(Y)		
KP1	0.907	Valid
KP2	0.903	Valid
KP3	0.748	Valid

Indicator	*Outer Loading*	Information
KP4	0.723	Valid
KP5	0.783	Valid
KP6	0.790	Valid
KP7	0.801	Valid
KP8	0.847	Valid
KP9	0.900	Valid

Source: Smart PLS Output, 2024

Based on Table 3, it can be seen that all indicators have a *loading factor value* > 0.60. According to (Ghozali & Latan, 2015) an indicator is declared valid if it has a *loading factor value* > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be further researched. The following is displayed in the form of a structural model as in the following figure:



***Outer Model* Test Results**

2) *Discriminant Validity* Test Results

The next test is to test the discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated to its construct. The following are the cross loading results from the discriminant validity test as in the following table.

Table 4 . *Discriminant Validity*

Variable Indicator	Employee Performance (Y)	Training (Z)	Human Resources Development (X)
KP1	**0.907**	0.780	0.667

KP2	**0.903**	0.754	0.632
KP3	**0.748**	0.530	0.591
KP4	**0.723**	0.643	0.762
KP5	**0.783**	0.539	0.504
KP6	**0.790**	0.544	0.428
KP7	**0.801**	0.623	0.508
KP8	**0.847**	0.813	0.666
KP9	**0.900**	0.755	0.729
PSDM1	0.718	0.815	**0.917**
PSDM2	0.654	0.770	**0.900**
PL1	0.612	**0.804**	0.672
PL2	0.741	**0.915**	0.831
PL3	0.723	**0.843**	0.762
PL4	0.747	**0.813**	0.666
PL5	0.670	**0.875**	0.783

Source: ***Smart PLS Output*** **, 2024**

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading of the HR Development variable shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the employee performance variable indicator shows that the *cross loading indicator value* is greater than other latent variables, the training *cross loading* also shows a greater cross loading indicator value than the cross loading of its latent variables. Based on these data, it can be stated discriminatively that *the cross loading* results are considered valid.

3) ***Composite reliability*** **test results**

The next test determines the reliable value with *the composite reliability* of the indicator block that measures the construct. A construct value is said to be reliable if the *composite reliability value is* above 0.60. In addition to looking at the *composite reliability value,* the reliable value can be seen from the variable construct value with *the cronbachs alpha of the indicator block that measures the construct. A construct is declared reliable if the cronbachs alpha* value is above 0.7. The following is a table of loading values for the research variable constructs produced by running the Smart PLS program in table 5 below.

Table 5. ***Construct Reliability and Validity***

Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.941	0.950	0.681

Training (Z)	0.904	0.929	0.724
HR (X)	0.789	0.904	0.826

Source: *Smart PLS Output* , 2024

Based on Table 5, it can be explained that the AVE value for each tested variable has a value of > 0.5, indicating that all variables in this study meet *the criteria of discriminant validity* . To determine the reliability in this study, *the composite reliability value is used* . The value accepted for the level of reliability is > 0.7. Based on these criteria, it can be seen that all variables in this study have a value of > 0.70 so that it can be stated that all variables tested meet the construct reliability.

Structural Model Evaluation (*Inner Model*)

Structural model evaluation (*inner model*) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

1) Results of the Determination Coefficient Test (R^2)

The determination coefficient test (R^2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as in the following table.

Table 6. R Square Results

Variables	R Square	Adjusted R Square
Employee Performance (Y)	0.971	0.970

Source: *Smart PLS Output* , 2023

Based on table 6, it is known that the Adjusted R square value of the employee performance variable is 0.726 or 72.60%, which means that HR development on employee performance is in a very strong category. While the R Square value on the employee performance variable is 0.733 or 73.30%, which means that the influence of HR development on employee performance is 73.30% and the remaining 26.70% is influenced by other variables that have not been studied.

***Goodness of Fit* Test Results**

Goodness of Fit Test is a statistical method used to evaluate how well a statistical model or distribution being tested fits the observed data. The Goodness of Fit Test aims to determine the extent to which the observed data fits the theoretical distribution assumed by the model or hypothesis. The goodness of fit test of the model can be seen by looking at the NFI value in the program. If the NFI value> SRMR and is getting

closer to 1, the better the model (good fit). Based on the data processing that has been done using the SmartPLS 3.0 program, the Model Fit value is obtained as follows.

Table 7. Fit Model

	Saturated Model	Estimated Model
SRMR	0.120	0.118
d_ULS	1,951	1,889
d_G	2.311	2.311
Chi-Square	765.225	763.165
NFI	0.385	0.385

Source: Smart PLS Output, 2024

Based on table 7, it can be seen that the NFI value is 0.385 > 0.120 so it can be stated that the model in this study has sufficient *goodness of fit and is suitable for use in testing the research hypothesis.*

Hypothesis Testing Results

After conducting the inner model analysis, the next step is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the *T-Statistics value is* > 1.96 and P-Values < 0.05. The following are the results of *the Path Coefficients* of the direct influence between variables as in the following table.

Table 8. *Path Coefficients* (Path Test)

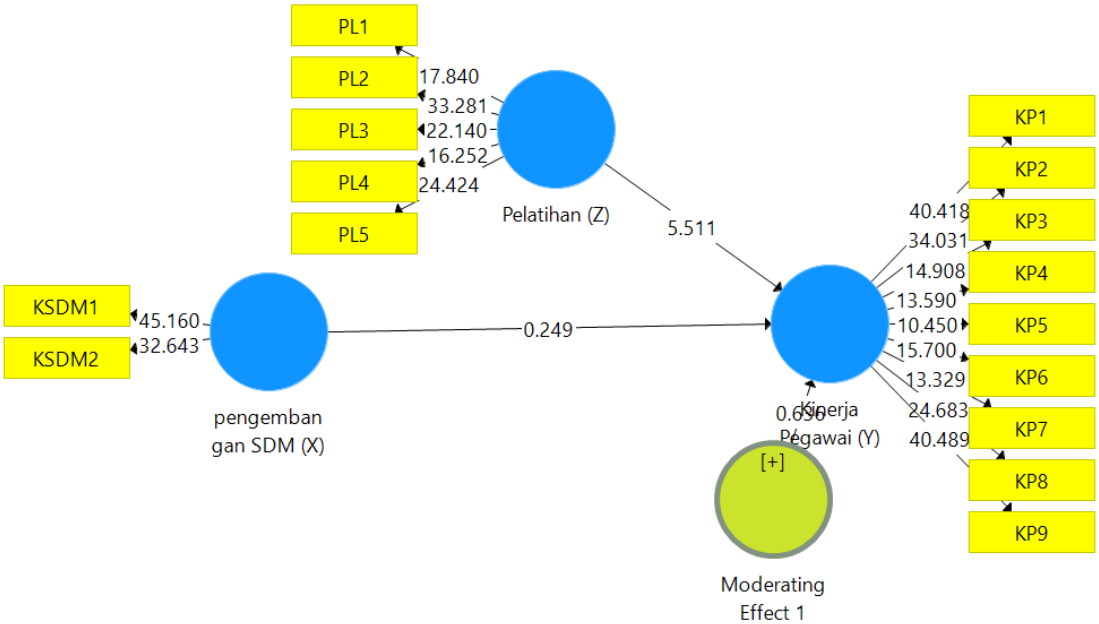
Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
HR (X) -> Employee Performance (Y)	-0.039	-0.056	0.156	0.249	0.804	Rejected
Training (Z) -> Employee Performance (Y)	0.923	0.947	0.168	5,511	0,000	Accepted
Moderating Effect 1 -> Employee Performance (Y)	-0.096	-0.099	0.150	0.636	0.526	Rejected

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that HR development does not affect employee performance. This can be seen from the T-statistic value of 0.249 <1.96 with a P-Value of 0.804> 0.05. This means that even if HR development is increased, employee performance will not increase.

On the influence of training on employee performance, the T-statistic was obtained 5.511 > 1.96 with a P-Value of 0.000 < 0.05. This means that training has a positive and significant effect on employee performance. This result answers the second hypothesis statement.

Meanwhile, in the *Moderated Regression Analysis* (MRA) Test, the T-Statistic value was obtained at 0.636> 1.96 with a P-Value of 0.526> 0.05, which means that the moderating variable, namely training, was unable to significantly strengthen the influence of HR development on employee performance. This result does not answer the third hypothesis in this study, namely that training cannot strengthen the influence of HR development on employee performance at the South Binjai District Head's Office, so it can be stated that Ho is accepted and Ha is rejected or it can be stated that training is unable to strengthen the influence of HR development on performance at the South Binjai District Head's Office. There are likely other factors outside of training that influence the relationship between HR development and employee performance that need to be considered further in further research. The following is a picture of the path test results:



***Path Coefficient* Test Results**

Discussion

The results of the study showed that human resource development did not have a significant effect on employee performance, with a T-Statistic value of 0.249 (<1.96) and a P-Value of 0.804 (>0.05). This indicates that even though HR development is improved, it does not necessarily have a direct impact on improving employee performance. This finding contradicts the theory that HR development can improve employee skills and productivity (Abdullah & Jabid, 2021). It is likely that there are obstacles in the implementation of HR development programs, such as the lack of relevance of the program to employee needs or the lack of optimal work environment support.

Training has a positive and significant influence on employee performance, with a T-Statistic value of 5.511 (> 1.96) and a P-Value of 0.000 (< 0.05). These results indicate that relevant and structured training can improve employee competence, thereby impacting their performance. This finding supports Mangkunegara's theory (2017), which states that training plays an important role in improving employee knowledge and skills. In addition, training helps employees adapt to new technologies and dynamic job demands, which are relevant in the context of the South Binjai District Sub-district Office.

The results of the Moderated Regression Analysis (MRA) test show that training is unable to moderate the influence of HR development on employee performance, with a T-Statistic value of 0.636 (<1.96) and a P-Value of 0.526 (>0.05). This indicates that training does not significantly strengthen the relationship between HR development and employee performance. This finding suggests that HR development may not have been optimally integrated with the training conducted. In addition, there is the possibility that other factors such as work motivation or organizational culture play a greater role in this relationship.

The results of the outer model test show that all indicators are valid with outer loading values > 0.60. In addition, the composite reliability value for all constructs is also > 0.70, which indicates that this research instrument is reliable. The average variance extracted (AVE) value of > 0.50 indicates that the construct has good convergent validity. This supports the validity of the research results, although some hypotheses have not been proven significant.

The Adjusted R^2 value of 0.726 indicates that HR development and training together can explain 72.60% of employee performance variability. Meanwhile, the remaining 27.40% is influenced by other factors that have not been studied. This shows that although this model is quite strong, further exploration of other variables, such as motivation, leadership style, or organizational culture, is needed to comprehensively understand the factors that influence employee performance.

The results of the goodness of fit analysis show that the model has a fairly good level of suitability, with an NFI value of 0.385 (> SRMR 0.139). This indicates that the research model can be used to explain the relationship between the variables studied.

However, although the model is feasible, the low influence of HR development on employee performance and the role of training as a moderator indicate the need for improvements in the implementation of HR strategies.

The results of this study emphasize the importance of training in improving employee performance, while HR development requires a more targeted approach in order to have a significant impact. Organizations need to ensure that HR development programs are designed according to employee needs and supported by relevant training. In addition, these results open up opportunities for further research on the role of other variables, such as intrinsic motivation and leadership, which may influence the relationship between HR development, training, and employee performance.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion that has been carried out, the following conclusions can be drawn:

1. Human Resource Development (HRD) does not have a significant influence on employee performance, with a T-Statistic value of 0.249 (<1.96) and a P-Value of 0.804 (>0.05). This shows that increasing HRD development has not been able to directly improve employee performance.
2. Training has a positive and significant influence on employee performance, with a T-Statistic value of 5.511 (> 1.96) and a P-Value of 0.000 (< 0.05). This finding indicates that relevant and structured training can improve employee competence, productivity, and work efficiency.
3. Training is unable to moderate the relationship between HR development and employee performance, with a T-Statistic value of 0.636 (<1.96) and a P-Value of 0.526 (>0.05). This indicates that training does not strengthen the relationship between HR development and employee performance, so further studies are needed on other variables that may play a role in this relationship.
4. The Adjusted R^2 value of 0.726 shows that HR development and training together can explain 72.60% of employee performance variability, while the other 27.40% is influenced by other factors that have not been studied.

Suggestion

Based on the research results. The discussion and conclusions that have been explained, here are some suggestions that can be given to institutions, especially at the South Binjai District Office:

1. Organizations need to ensure that HR development programs are designed based on the specific needs of employees. Comprehensive employee needs assessments, such as performance appraisals and competency analysis, should

be conducted before designing development programs to ensure their effectiveness.

2. Organizations should adopt more innovative and employee-specific training methods, such as technology-based training, simulations, or project-based training. With relevant training, employees will be better able to apply the skills they have acquired in their daily work.
3. HR training and development should be designed as part of an integrated strategy to improve employee performance. This can be done by ensuring that the training provided supports the broader objectives of the HR development program.
4. Organizations need to explore other factors, such as intrinsic motivation, leadership style, organizational culture, or work-life balance, that may impact employee performance. This is important to understand the more comprehensive dynamics in improving employee performance.
5. Organizations must conduct periodic evaluations of the effectiveness of the HR training and development programs that have been implemented. This evaluation may include participant satisfaction surveys, competency improvement measurements, and direct impacts on employee performance.

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