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The Effect Of Human Resource Development On Employee Performance Through Training At The Regional Inspectorate Office Binjai City

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Abstract

Human Resource Development (HR) has a strategic role in improving employee training and performance. This study aims to analyze the influence of human resource development on employee performance with training as an intervening variable at the Binjai City Regional Inspectorate Office. This study uses an associative quantitative method with a causal approach, involving 68 respondents who are employees in the office. The data was analyzed using the Partial Least Squares (PLS) method to measure the direct and indirect influence between the research variables. The results of the study showed that human resource development had a positive and significant effect on training with a T-Statistic value of 27.607 > 1.96 and a P-Value of 0.000 < 0.05. In addition, human resource development also has a significant direct influence on employee performance, as evidenced by the T-Statistic value of 5.788 > 1.96 and the P-Value of 0.000 < 0.05. The training proved to have a significant effect on employee performance with a T-Statistic value of 3.269 > 1.96 and a P-Value of 0.002 < 0.05. The indirect influence shows that the training is able to intervene the relationship between human resource development and employee performance, with a T-Statistic value of 3.139 > 1.96 and a P-Value of 0.003 < 0.05. The implications of this study emphasize the importance of effective human resource development policies, not only in the form of salaries and benefits, but also structured training. This policy, accompanied by a supportive work environment, will create a synergistic effect in increasing employee productivity and loyalty.

Keywords:

Human Resource Development; Training; Employee Performance

1. INTRODUCTION

Along with the development of technology and increasingly intensified

competition, effective human resource management is one of the main keys to the success of an organization, including government institutions such as the Binjai City Regional Inspectorate 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 involves various efforts designed to improve employees' skills, knowledge, and competencies, so that they can face job challenges more effectively and make an optimal contribution to the organization (Novi Anisa Safitri et al., 2024)

Human resource development does not only focus on improving individual abilities, but also on efforts to create a work environment that supports employee growth and development (Sari et al., 2024). Training programs are one of the main forms of this development, which includes formal training, seminars, workshops, and professional development programs designed to improve employee insights and skills.

Human resource development is a holistic approach that includes a range of efforts to improve the capacity, quality, and efficiency of resources within an organization through strategic planning, careful management, and continuous evaluation. (Khosiah & Muhardini, 2019)

In this study, the definition of human resource development refers to the opinion of Misbahuddin, (2019), which is a strategy that aims to improve individual skills, competencies, and productivity in order to support the achievement of organizational goals optimally.

To measure indicators of Human Resource development in this study, the theory from Misbahuddin (2019) is used, namely:

1. Improvement of work standards;
2. Efficiency;
3. Human resource productivity.

With a structured and sustainable development program, it is hoped that employees can more quickly adapt to changes in the work environment and increasingly complex work challenges. Effective human resource development also involves efforts to identify and utilize the hidden potential of each employee (Saoqillah, 2016). A thorough assessment needs to be conducted to understand the strengths and weaknesses of employees, as well as to design a development program that suits the needs of individuals and the organization.

Based on the results of this assessment, appropriate development programs can be designed, tailored to the specific needs of individuals and aligned with the strategic goals of the organization. Thus, human resource development programs not only focus on improving technical abilities or hard skills, but also accommodate the development of soft skills, such as communication, leadership, and adaptability. This step is important so that every employee can contribute optimally

to the achievement of overall organizational performance, as well as support their professional growth in the long term (Wiliandari, 2018).

Training plays a very important role in supporting and mediating human resource development, especially in an effort to improve employee performance. Training is a form of organizational investment to update and deepen the skills and knowledge of employees so that they can carry out their duties more effectively and efficiently (Rosmayati et al., 2021). In this context, training does not only focus on technical aspects or hard skills, but also on the development of soft skills, such as communication skills, teamwork, and time management that are indispensable to support employee performance in a dynamic work environment (Budi February et al., 2024).

According to Anwar Prabu Mangkunegara, (2017) training is a systematic process designed to improve individual skills, knowledge, and competencies to be more effective in carrying out their duties and responsibilities. This training aims to develop employees' abilities so that they can adapt to changes in technology, working methods, and a dynamic business environment. Through training, organizations can ensure that their employees have relevant and up-to-date skills, which are essential for achieving organizational goals and improving overall performance.

According to Mangkunegara (Anwar Prabu Mangkunegara, 2017), 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. Prioritizing Practice Over Theory

As an integral part of the human resource development strategy, training provides opportunities for employees to continuously improve their competencies in line with technological changes and increasingly complex job challenges. By participating in continuous training programs, employees will be better equipped to adapt to changes that occur in the organization, such as the adoption of new technology or changes in work procedures (Novi Anisa Safitri et al., 2024). This will increase their ability to complete tasks better, thus having a direct impact on increasing productivity and organizational performance.

Training also serves as a mediator in the relationship between human resource development and employee performance improvement. When employees are provided with relevant and quality training, they not only gain new skills, but also feel supported and valued by the organization. This will increase their training and commitment to the organization, ultimately contributing to improved overall performance (Mokobombang & Natsir, 2024). Thus, training is one of the important factors that mediates the effectiveness of human resource development programs

in achieving organizational strategic goals, including in government institutions such as the Binjai City Regional Inspectorate Office.

Based on the author's initial observations, there are several problems that arise in the context of human resource management at the Binjai City Regional Inspectorate Office. One of the main problems that can be seen is the lack of optimal employee performance, which is caused by the lack of optimal implementation of human resource development strategies. Although various development and training programs have been held, there is still a gap between the expected results and the actual performance of employees in the field.

Employee performance is the level of achievement of an employee's work results in carrying out the duties 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 goals that have been set (Afandi, 2018).

Optimal employee performance is essential to achieve overall organizational success, provide quality services, and gain a competitive advantage (Norawati et al., 2021).

In this study, the indicators of employee performance refer to the opinion of Afandi, (2018), namely:

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

The real phenomenon that occurs is that many employees have not been able to adapt to the demands of the ever-evolving work, especially related to technology and rapid regulatory changes. On the other hand, some employees show a low level of training as well as a lack of initiative in improving their skills independently. This shows that there are limitations in the program existing developments, which have not been fully able to answer the specific needs of individuals and the demands of a dynamic work environment.

In addition, another phenomenon is that the training provided has not been effectively integrated with the strategic goals of the organization. Much of the training is formal and general, with no deep adjustment to the individual needs or specific areas of work of the employee. As a result, even though training has been carried out, the impact on improving employee performance has not been significant.

This study aims to identify and analyze the influence of human resource development on employee performance through training at the Binjai City Regional Inspectorate Office, as illustrated in the following conceptual framework drawing:

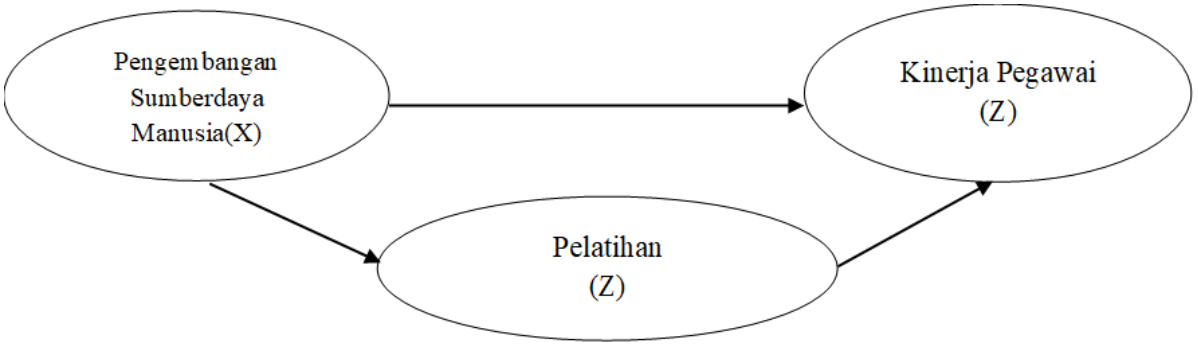

Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the Binjai City Regional Inspectorate Office. The time of this research will be carried out starting from September to November 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the entire number of employees at the Binjai City Regional Inspectorate Office with a total of 68 employees with the following characteristics:

Table 3.1 Details of Popolation at the Binjai City Regional Inspectorate Office

No.	Status	Number (Person)
1.	ASN	63
2.	Honorary	5
	Sum	68

Source : Binjai City Regional Inspectorate Office

The sampling technique used in this study is a saturated sample. According to (Sugiyono, 2019) Saturated sampling is a sample selection technique when all members of the population are sampled where all populations in this study are sampled, totaling 68 employees

The data that will be used from this study is the data from the questionnaire

results distributed to respondents consisting of all employees at the Binjai City Regional Inspectorate Office. The data analysis techniques used in this study are 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 *an outer loading* value that meets the requirements *of validity and reliability.* Testing the structural model (Inner model) which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of the bound variables. R

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 *a path coeficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound 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 the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Research

Results of Outer

Model Analysis

The outer *model* testing in this study uses algorithm analysis on *SmartPLS version 3.0 software,* in order to obtain *an outer loading* value that meets *the requirements of validity and reliability.*

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. *Outer Loading*

Indicators	*Outer Loading*	Statement
PSDM1	0.869	Valid
PSDM2	0.931	Valid
PSDM3	0.911	Valid
Training (Z)		
PLT1	0.850	Valid

on Human Resource Development (X)

Indicators	*Outer Loading*	Information
KP1	0.852	Valid
KP2	0.867	Valid
KP3	0.837	Valid
KP4	0.897	Valid
KP5	0.918	Valid
KP6	0.766	Valid
KP7	0.865	Valid
KP8	0.927	Valid
KP9	0.908	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor value* of > 0.60. According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a loading *factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

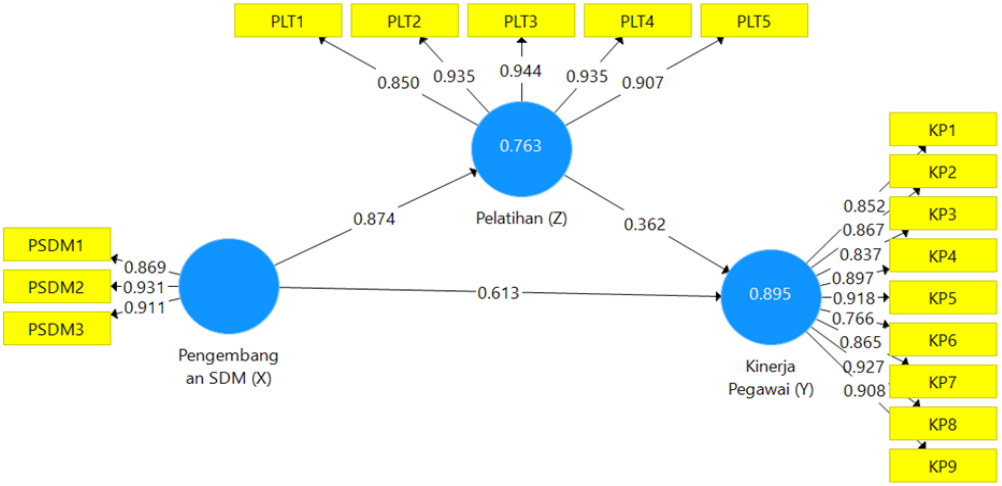

Figure 1. Outer Model Test Results

2) Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to

determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 3. ***Discriminant Validity***

Indicators	Employee Performance (Y)	Training (Z)	Human Resource Development (X)
KP1	**0.852**	0.732	0.824
KP2	**0.867**	0.701	0.744
KP3	**0.837**	0.670	0.747
KP4	**0.897**	0.723	0.870
KP5	**0.918**	0.850	0.794
KP6	**0.766**	0.935	0.800
KP7	**0.865**	0.792	0.805
KP8	**0.927**	0.761	0.890
KP9	**0.908**	0.843	0.794
PLT1	0.918	**0.850**	0.794
PLT2	0.766	**0.935**	0.800
PLT3	0.821	**0.944**	0.777
PLT4	0.766	**0.935**	0.800
PLT5	0.817	**0.907**	0.818
PSDM1	0.761	0.685	**0.869**
PSDM2	0.935	0.845	**0.931**
PSDM3	0.811	0.827	**0.911**

Source: Output Smart PLS, 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 variable of Human Resources development shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the training variable indicator shows that the value *of the cross loading indicator* is greater than that of other latent variables, *Cross loading of* employee performance variables also shows a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively *that* the cross loading *results* are considered valid.

3) Composite reliability *test results*

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* 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 construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. *Construct Reliability and Validity*

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Employee Performance (Y)		0.960	0.966 0.760
Training (Z)	0.951	0.962	0.837
Human Resource Development (X)	0.888	0.930	0.817

Source: *Smart PLS Output*, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level 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 reliability of the construct.

Structural Model Evaluation (*Inner Model*)

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

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has 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 shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.895	0.891
Training (Z)	0.763	0.760

Source: *Smart PLS Output*, 2024

Based on table 5, it is known that the R square Adjusted value of the Training variable is 0.760 or 76.00% which means that the influence of Human Resource Development on Training is in a high category, meaning that the more Human Resource Development increases, the more Training will increase. Meanwhile, the R Square value in the Training variable is 0.895 or 89.50%, which means that the influence of Human Resource Development on Training is 89.10% and the remaining 10.90% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the Employee Performance variable is 0.891 or 89.10%, which means that Human Resource Development affects employee performance by 89.10% or in a very high category, meaning that Human Resource Development can significantly improve employee performance. Furthermore, the R square value of the Employee Performance variable is 0.763 or 76.30%, which means that Human Resource Development affects Employee Performance by 76.30%, while the remaining 23.70% is influenced by other variables that have not been studied.

2) Goodness of Fit *Test Results*

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is > SRMR and the closer it is to 1, then the better the model (good fit). Based

on the data processing that has been carried out using the SmartPLS 3.0 program,

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.097	0.097
d_ULS	1.429	1.429
d_G	2.244	2.244
Chi-Square	539.517	539.517
NFI	0.7,05	0.705

Source: Output Smart PLS, 2024

the Fit Model values are obtained as follows.

Based on table 7, it can be seen that the NFI value is 0.705 > 0.097 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

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

Table 7. *Path Coefficients* (Direct Influence)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Source Development Human Power (X) -> Employee Performance (Y) Resource Development	0.613	0.621	0.106	5.788	0.000	**Accepted**
Human Power (X) -> Training (Z)	0.874	0.873	0.032	27.607	0.000	**Accepted**
Training (Z) -> Performance Officer (Y)	0.355	0.111	3.269	0.002	0.355	**Accepted**

Source: Output Smart PLS, 2024

Based on the data in Table 7, the results of the analysis show that Human Resource Development (HR) has a positive and significant effect on Employee

Performance. This is shown by a T-Statistic value of 5.788 > 1.96 and a P-Value of 0.000
< 0.05. This means that if human resource development is improved, then Employee Performance will increase significantly. This result answers the first hypothesis in this study, which is to reject H_0 and accept H_a, which states that Human Resource Development has a positive and significant influence on Employee Performance.

Furthermore, the influence of Human Resource Development on Training showed very significant results, with a T-Statistic value of 27.607 > 1.96 and a P-Value value of 0.000 < 0.05. This indicates that human resource development has a positive and significant effect on training. Thus, it can be concluded that an increase in Human Resource Development will significantly improve Employee Training. These findings support the second hypothesis, which is to reject H_0 and accept H_a.

Finally, the analysis shows that Training has a positive and significant effect on Employee Performance. A T-Statistic value of 3.269 > 1.96 and a P-Value of 0.002 < 0.05 support this statement. This means that the improvement in training will have a significant impact on improving Employee Performance. This result answers the third hypothesis in this study, which is to reject H_0 and accept H_a.

Overall, these findings show that Human Resource Development and Training are important factors in improving Employee Performance. The combination of these two variables makes a significant contribution to the achievement of optimal performance. To answer the fourth hypothesis, it can be seen in the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Source Development						
Human Resources (X) -> Training (Z) -> Employee Performance (Y)	0.316	0.311	0.101	3.139	0.003	**Accepted**

that training is able to intervene the influence between Human Resource

development and employee performance. This can be seen from the results of the T-Statistical value of 3.139 > 1.96 with a P-Value of 0.003 < 0.05. This shows that there is an indirect influence between Human Resource development and employee performance through training. These results provide insight into how the training intermediary variable can intervene the relationship between Human Resource Development and employee performance at the Binjai City Regional Inspectorate Office.

3.2. Discussion

The results of this study show that Human Resource Development (HR) has a positive and significant influence on Employee Performance. This finding is in line with research conducted by Septiawati, D (2021), which found that human resource development has a significant effect on employee performance at PT. Nusantara V Plantation Pekanbaru.

In addition, research by Maludin Panjaitan (2017) also supports this finding, where human resource development has a positive correlation with employee performance. Theoretically, these results reinforce the view that investing in human resource development can improve overall organizational performance.

Furthermore, this study finds that Training plays a mediator role in the relationship between Human Resource Development and Employee Performance. This is supported by research by Maulana, R (2021), which shows that training has a significant influence on employee performance through increased competence and motivation for achievement

Similarly, a study by Fajar Dwi Wahyunanto (2020) emphasized that human resource development through training has a positive impact on employee performance at PT. Nusantara IV Plantation Medan. These findings emphasize the importance of training as a key component in HR development strategies to improve employee performance.

The practical implication of these findings is that organizations, including government agencies such as the Binjai City Regional Inspectorate Office, need to pay more attention to structured human resource development and training programs. Thus, it is hoped that employee performance can be significantly improved, which will ultimately contribute to the achievement of organizational goals effectively and efficiently.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

From the results of the analysis of research data and the discussion that has been described above, the following conclusions can be drawn:

1. There is a positive and significant influence between Human Resource Development and Employee Performance. This is shown by a T-Statistic value of 5.788 > 1.96 with a P-Value of 0.000 < 0.05. This means that the improvement of Human Resource Development will significantly improve Employee Performance.
2. Human Resource Development has a positive and significant influence on Training. This result can be seen from the T-Statistic value of 27.607 > 1.96 with a P-Value of 0.000 < 0.05. Thus, it can be stated that the increase in Human Resource Development will have a significant impact on increasing employee training at the Binjai City Regional Inspectorate Office.
3. Training has a positive and significant effect on Employee Performance. This is supported by a T-Statistic value of 3.269 > 1.96 and a P-Value of 0.002 < 0.05. This means that the improvement in training will significantly improve Employee Performance.
4. There is an indirect influence between Human Resource Development and Employee Performance through Training. The T-Statistic value of 3.139 > 1.96 with a P-Value of 0.003 < 0.05 shows that Training is able to be an intermediate variable in the relationship between Human Resource Development and Employee Performance. These results provide insight into the importance of Training in strengthening the impact of Human Resource Development on Employee Performance at the Binjai City Regional Inspectorate Office.

4.2 Advice

Based on the findings, the discussion and conclusion of the study can be suggested to the institution, employees and researchers as follows:

1. For institutions, especially the Binjai City Regional Inspectorate Office, it is recommended to pay more attention to structured and sustainable Human Resource development programs. This can be done through the provision of relevant and employee-based training. With adequate human resource development, institutions can improve overall employee performance. Additionally, it is important for institutions to create a work environment that supports training, such as providing learning facilities, professional trainers, and access to training resources. This step will improve the quality of training which ultimately has a positive impact on employee productivity.
2. For employees, it is recommended to take advantage of human resource development opportunities and training provided by the institution. They need to proactively improve their competencies and job skills through training and

education that are relevant to their duties and responsibilities. In addition, employees must also continue to update their knowledge in their respective fields of work in order to adapt to changes in the dynamic work environment. Employees who are oriented towards self-development will have higher motivation and be able to make a greater contribution to the institution

3. For future researchers, it is recommended to expand this study by adding other variables such as leadership, organizational culture, or work motivation that can affect the relationship between human resource development, training, and employee performance. Research with a qualitative approach can also provide deeper insights into employee perceptions related to human resource development and training. In addition, research in a variety of different institutions or sectors will help generalize these findings and make a broader contribution to the human resource management literature. Publication of research results in reputable journals can also strengthen the relevance and impact of future research results.

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