



## **Consequent of the Human Resources Development and Job Satisfaction: Empirical Study on PT Bank BNI Medan**

**Hendri Sembiring<sup>1\*</sup>, Kiki Farida Ferine<sup>2</sup>**

<sup>1</sup>Sekolah Tinggi Ilmu Ekonomi IBBI Medan, Indonesia. <sup>2</sup>Master of Management Program, Universitas Pembangunan Panca Budi Medan, Indonesia. \*Email: [sembiringhendri745@yahoo.com](mailto:sembiringhendri745@yahoo.com)

### **ABSTRACT**

This research aimed to present about analysis influence of human resource development and job satisfaction toward performance employee's of PT Bank BNI Terrain. The research type is quantitative descriptive using the method. Resources of the data which used in this research involving primary and secondary data. The result of this research shows that human resource development has significant influence toward employee's performance, job satisfaction has significant influence toward employee's performance, and together human resource development and job satisfaction has significant influence toward employee's performance of PT. Bank BNI. Hopefully this research could add and enrich research about influence of human resource development and job satisfaction toward employees performance.

**Keywords:** Human Resource Development, Job Satisfaction, Employees Performance

**JEL Classifications:** J28, O15

### **1. INTRODUCTION**

The success of financial institutions for working in the middle of the pressure and competition are not sharp enough regardless of the quality and performance of its human resources. According to Hadari (2010. p. 46), human resources is a potential and is an asset and serves as capital (non material/non financial) in the Organization, which is transformed into a real potential physical and non physical in realizing the existence of the organization.

The quality of human resources it need fulfilled by doing development that leads to training and education sumber human resources. Education, training and coaching is an attempt to develop sumber human resources (HR), especially to develop intellectual abilities and personality of human beings.

According to Soekidjo (2014. p. 5), human resource development is an effort to develop the quality or ability of the human resources planning process through education, training and management of personnel or employees to achieve optimum results.

In addition to the development of human resources, one of the things that should be the main concern of the company is its employees, job satisfaction because employees in the work they do not feel the comfort, under-appreciated, could not develop all the potential they have, then the employee can not automatically focus and concentrate fully against the work.

This study chose PT Bank BNI Medan as an object of research based on the performance of employees who are not optimal to achieve the vision and mission of the company. It can be seen from the results of employee performance based on performance appraisal by 2016 (Table 1).

Based on the Table 1 can be known, if overall employee performance based on the results of the performance appraisal of 2016 has not met the goal setting of performance appraisal that is targeted by the company. To unearth information about the performance appraisal rating 2016, researchers tried to conduct interviews with some of the related division head regarding the results of the performance of employees in the year 2016.

**Table 1: Performance appraisal 2016**

Rating	Definition	Performance appraisal (goal setting) (%)	Performance appraisal result 2016 (%)
K 1: Below expectation	Performance and behavior is below expectation. Only achieved less than 50% of the goals	5	8
K 2: Need improvement	Some areas of improvement in terms of both performance and behavior. Achievement of goals is between 51% and 75%	10	17
K 3: Meet expectation	Consistent performance and behavior and achieved 76%-100% of goals	60	58
K 4: Outstanding	Outstanding performance and behavior and achieved 101%-125% of goals	20	15.85
K 5: Exceptional	Exceptional performance and behavior (>125%)	5	1.15

From the results of the interviews researchers note that lack of education planning, training and management of employees regularly and continuous conducted by PT Bank BNI Medan. In other words it takes human resource development quality, capable of answering all challenges, cope with change and the rapid developments in the banking industry. In addition, other reasons related to the employee's performance is not free employees to develop all the potential or ideas they have because of the constrained by regulations set out company so incurred dissatisfaction against work and company.

Based on the explanations that had been delivered the previous researchers are convinced of the need to do further studies on the analysis of the influence of human resources development and job satisfaction on performance of employees of PT Bank BNI Medan.

## 2. REVIEW OF THE LITERATURE

### 2.1. Understanding the Performance

Performance within an organization is one element that couldn't separate in the exercise of the tasks of the organization be it in government institutions and private.

A large Indonesian language in the dictionary it says that the performance was something accomplished achievements are shown and work ability. According to Mangkunegara (Mangkunegara, 2013. p. 9), performance (achievements) is the result of work quality and Kuntitas achieved by an employee in the performance of his duties in accordance with the responsibilities given to him.

### 2.2. Factors that Affect the Achievement of the Performance

According to Business, Blanchard and Johnson of Wibowo (2014. p. 101) formulate the existence of seven performance factors that affect performance and is formulated with the acronym achieve: Ability (knowledge and skills); clarity (understanding or role perception); help (organizational support); incentive (motivation or willingness); evaluation (coaching and performance feedback); validity (valid personal and legal practices); environment (environmental fit).

### 2.3. Human Resources Development

Human resources is one of the asset an organization's most valuable, because with a good human resources then expected to be able to respond to all the challenges that come both from within and outside the organization to achieve the objectives of the organization. To obtain the human resources that the expected one of them through the development of human resources quality of money based on a calculation of need in accordance with the Office of analysis and analysis of the needs of employees, in order to obtain the right human resources properly qualified in accordance with the needs of the organization.

Human resource development is an effort to develop the quality or ability of the human resources planning process through education, training and management of personnel or employees to achieve optimum results (Soekidjo, 2014. p. 5).

Human resources development process involves changing behavior (behavior engineering). The word "learn" according to experts is indeed always involves the process of behavior change (from one State to the other is better). In addition, it must also be affirmed that "learning experience" in the prose there should be done consciously, that is well planned, carefully implemented and measured the level of effectiveness.

From the above sense then human resource development is the process of changing human resources owned by the organization, from one state to another that is better to prepare for a future responsibility in achieving the objectives of the organization.

### 2.4. Factors to Consider in Training and Development

According training and development of Mangkunegara (2013. p. 45) called that the factors that need to be noticed in training and development are as follows:

1. The difference of individual employees
2. Relationship with the office of analysis
3. Motivation
4. Active participation
5. Selection of trainees
6. Methods of training and development.

## 2.5. The Sense of Job Satisfaction

According to Robbins (2014. p. 31) job satisfaction (job satisfaction) refers to an individual's general attitude toward her work. A high level of job satisfaction showed a positive attitude towards work; a person who is dissatisfied with her job showed a negative attitude towards his work.

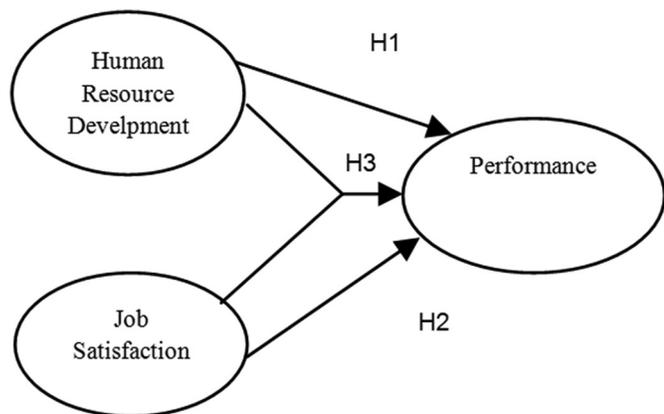
## 2.6. Factors that Affect Job Satisfaction

1. Rewards
2. Jobs
3. Employee relationship (colleagues and superiors).

From the explanation above it can be concluded that in order to get the optimal performance is required for human resource development based on the needs of the organization and job satisfaction.

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## 3. RESEARCH HYPOTHESES

Based on the formulation of the problem, research objectives, description of the study of literature and analysis of the model above, the hypothesis of the research presented in this study by researchers as follows:

1.  $H_1$ : Variables for human resource development have an effect on the variable performance of employees of PT Bank BNI Medan.
2.  $H_2$ : Effect on job satisfaction variables variable performance of employees of PT Bank BNI Medan.
3.  $H_3$ : Variables for human resource development and job satisfaction variables together equally influential variables significantly to the performance of the employees of PT Bank BNI Medan.

## 4. RESEARCH METHODS

### 4.1. Design Research

The type of research conducted at this writing using research methods *qualitative, descriptive, verificative* and surveys. This research was used to test the influence of variable  $X_1$  and  $X_2$  against Y researched.

With the use of research methods and statistical analysis, it will be known relationships between the variables examined, resulting in conclusions that will clarify the description about the object examined.

The required data is data that is in accordance with the issues and in accordance with the research objectives, so that the data is collected, analyzed and further processed in accordance with the theories that have been studied, so the data will be drawn the conclusion.

This test wants to examine whether human resources development and job satisfaction influence on performance of employees of PT Bank BNI Medan.,

### 4.2. Research Variables

In this study there are two kinds of variables, i.e.,

1. Independent variable ( $X_1$ ) are factors that affect the performance of the employee i.e., variable-variables on human resources development ( $X_1$ ) and employee job satisfaction ( $X_2$ ) PT Bank BNI Medan.
2. Dependent variable (Y) is the performance of the employees of PT Bank BNI Medan.

### 4.3. Operational Variables

The operational definition of embedding a sense at some invalid constructs or variables with how to assign activities or actions that need to measure invalid constructs or variables (Kerlinger, 2012. p. 51). In other words the operational definition is a definition that provides an explanation of a variable in a form that can be measured. Operational definitions provide information-information necessary to measure the variables examined.

The operational definition of this research, is a sense operationally on the variables used in the study, namely:

1. Human Resource Development ( $X_1$ )
2. Job Satisfaction ( $X_2$ )
3. Performance (Y).

## 5. RESULTS

From the explanation of the simple Linear regression test results human resource development Variables ( $X_1$ ) against the performance of the employees of PT Bank BNI Medan (Y) it can be concluded that variables for human resource development in a positive and significant effect against variable employee performance.

The above conclusion is also reinforced by research before regarding the analysis of the influence of the development of human resources employee Performance against the staffing agency of Karawang regency area by Hersona, et al. where the

results of such research findings there is a positive influence on performance of human resources development among employees staffing agency in the area of Karawang.

From a description of a Simple Linear regression test results variable job satisfaction ( $X_2$ ) against the performance of the employees of PT Bank BNI Medan (Y) it can be concluded that the influential job satisfaction variables are positively and significantly to the variable performance of employees.

The above conclusion is also reinforced by research before regarding job satisfaction Influence on performance Clerk specialist clinics where the research findings there is job satisfaction Indicator variables had a significant relationship with employee performance specialist clinics. Based on the above description, it can be drawn the conclusion that neither the variable human resources development as well as the satisfaction of working together in a positive and significant effect on performance of employees of PT bank BNI. Human resource development variables ( $X_1$ ) and job satisfaction ( $X_2$ ) together is a predictor for the variable performance of employees.

## 6. CONCLUSION AND SUGGESTIONS

Based on the research findings, which were then processed with comply with scientific norms, procedures of data processing and interpretation of the data, the researchers then develop three hypotheses involve 3 pieces of variable research, namely human resources development, job satisfaction and employee performance. The results of hypothesis testing in this study prove the null hypothesis ( $H_0$ ) in this research was rejected, so the whole alternative hypothesis ( $H_a$ ) is upheld in this research are acceptable. Hypothesis significance test results of research.

Following suggestions are derived from this paper:

1. Employee development and training procedures that have been established shall continue to be run in accordance with

the results of the determination of the party to the company and employee development and training procedures must be carried out clearly and sustainably to enhance the competence and commitment of the employees of the company's business strategy is thus achieved.

2. The form of the development and training of employees who have been assigned by the company should be clearly communicated to employees, so that employees know where the training program will follow.
3. The results of the evaluation of training and development program to be delivered in a transparent to employees who follow the training, so that employees who are less competition can and or obliged to follow a training program again.
4. Job satisfaction impact on performance of employees then the writers suggest should pay more attention to or enhance employee development system for job satisfaction and monitoring the performance of existing employees. This is certainly in order to achieve optimal performance.
5. Then for more employees actively participate in conveying the aspirations to the company in order for the consideration of the company in taking policy more appropriate and in accordance with what is expected.

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