



The Effect Of Training And Human Resource Development On The Performance Of Office Employees In Desadi, South Bengkulu Regency, Bengkulu Province

Ahmad Lubis ¹⁾; Karona Cahya Susena ²⁾; M Rahman Febliansa ³⁾

^{1,2,3)} Universitas Dehasen Bengkulu, Indonesia

Email: ¹⁾ ahmad@gmail.com ;²⁾ karona.cs@unived.ac.id

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ABSTRACT

This research confirms that training and development of human resources (HR) for village officials has a positive and significant effect on the performance of village office employees. Systematic and continuous training is very important to increase the knowledge, skills and professionalism of village officials, so that they can overcome the problems of late reporting, low understanding of regulations and limited use of technology. Human resource development that focuses on capacity, leadership and digital competency increases the effectiveness of public services and supports optimal village development. Training has a more dominant influence in increasing this performance. This research aims to analyze the influence of training and development of human resources (HR) on the performance of village office employees in South Bengkulu Regency. The research uses a quantitative approach with data obtained through questionnaires, interviews, observation and documentation. Independent variables include training (X1) and HR development (X2), while the dependent variable is employee performance (Y). Data analysis was carried out using multiple linear regression, t test, F test, and coefficient of determination (R^2). The research results show that HR training and development has a positive and significant effect on employee performance, both partially and simultaneously. The regression coefficient value for training is 0.357 and human resource development is 0.183, with an F_count value of 15.297 which is greater than F_table 3.092 at a significance level of 5%. The determination value (R^2) of 0.246 indicates that 24.6% of the variation in employee performance is influenced by HR training and development. These findings confirm that

improving the quality of training and human resource development in a directed and sustainable manner can increase employee professionalism, motivation and productivity in supporting public services and village development.

INTRODUCTION

Human resources are a key asset in an organization because they possess reason, emotions, desires, skills, knowledge, creativity, and motivation to work. In the context of village government, village officials play a crucial role as planners, implementers, and decision-makers in the administration of government and public services. According to Mahesa (2024), humans play a crucial role in achieving organizational goals, as even the most advanced technology will not provide optimal benefits without a competent workforce. Therefore, human resource management through training and development is a necessity that cannot be ignored.

The phenomenon in South Bengkulu Regency shows that various issues related to the capacity of village officials persist. Some villages still face delays in preparing Village Fund accountability reports, a lack of understanding of constantly changing regulations, and limitations in the use of information technology for administration and public services. This has implications for the quality of services provided to the public, which are often perceived as unresponsive and unprofessional. Furthermore, training is often merely formal, unsustainable, and poorly aligned with employee needs. This situation demonstrates a gap between the importance of improving human resource capacity and the reality of suboptimal village official performance.

Theoretically, human resource training and development play a crucial role in improving employee performance. According to Noe (2021), training is a systematic process for improving employee knowledge, skills, and attitudes to enhance work effectiveness. Meanwhile, according to Robbins & Judge (2019), human resource development is a long-term effort to expand employee capabilities to enable them to cope with organizational and work environment changes. Employee performance, according to Mangkunegara (2017), is the quality and quantity of work achieved by an individual in accordance with their assigned responsibilities. Therefore, human resource training and development should be a factor that can drive improvements in the quality of village apparatus performance, both in terms of administration and service to the community.

In an era of globalization that is closely linked to technological advancements and developments in all fields, village governments in Indonesia must innovate to meet the demands of the times. With globalization, technology, and social change, the village government environment is also undergoing transformation that requires adaptation to technology. One of the main resources in a village government organization that plays a crucial role in achieving its goals is human resources (HR). Therefore, village officials are required to be superior and professional in carrying out their duties for the advancement and achievement of village government goals in Indonesia, so they can provide more effective and efficient services to the community and be able to compete in the era of globalization. In South Bengkulu Regency, the second quarter survey of 2024 showed that the Service User Satisfaction Index at the Central Statistics Agency (BPS) of South Bengkulu Regency reached 96.67 out of a scale of 100, while the Public Satisfaction Index (IKM) according to the KemenPANRB method was 97.13 out of 100, and the Service Quality Perception Index (IPKP) was 3.89 out of a scale of 4. This indicates that the public considers the integrated statistical services at BPS Bengkulu Selatan to be very good. However, for village services at the village office or village officials in general, no public data has been found that describes public complaints, service times, or public satisfaction specifically for villages in South Bengkulu other than special services such as SISKEUDES services, village official elections, and village websites, Cardy, RL, & Dobbins, G. 1994.

Campbell, JD 1990. Human resource management can be defined as a process of planning, organizing, staffing, mobilizing, and supervising the procurement, development, compensation, integration, and maintenance of the workforce to achieve village government goals, Kaswan (2022). Competent and well-maintained human resources are the main factor in improving the quality of services in the village. In facing various challenges in village governance, professional village officials are needed, namely individuals who are not only able to carry out and master tasks based on their knowledge, but also able to comply with established regulations in order to achieve development goals and the welfare of village communities.

Darodjat, Tubagus Achmad. 2015 , Human resource (HR) development is a strategic effort to improve employee capabilities so they can face the ever-evolving challenges of work. According to Werther and Davis (2020), HR development is the process of continuously improving employee skills, knowledge, and attitudes to support the achievement of organizational goals. In the village government sector, HR development includes not only technical training but also leadership development, strengthening work ethics, and improving digital competencies that support the efficiency of public services.

Village office employees in South Bengkulu Regency need continuous human resource development to enable them to provide more responsive, transparent, and professional services to the public. This is crucial because public services in villages are increasingly complex, particularly with the demands of mastery of information technology, constantly updated regulations, and accountable management of village funds. However, in reality, many village officials still have limited technological skills, resulting in less than optimal use of digital systems such as SISKEUDES and other village service applications. Furthermore, there are still delays in the preparation of village financial reports, a lack of ability to provide prompt administrative services, and low responsiveness to community needs. Current training programs are often ceremonial, discontinuous, and poorly aligned with the needs of officials in the field. This situation indicates a gap between the demands for professionalism among village officials and their current capabilities, making human resource development an urgent need to improve the performance of village office employees in South Bengkulu Regency. Without an effective human resource development program, employees risk stagnation in skills and productivity, which can negatively impact the quality of village government services. Research shows that organizations that invest in human resource development perform better because employees are better prepared for change and able to innovate in their work. Demands for village officials, human resource development is a crucial factor in improving the performance of village office employees so they can optimally carry out their duties in supporting better village governance. Human resource development is currently a crucial aspect in companies because it plays a vital role in driving operations. Every village certainly wants its employees to develop in accordance with its goals and expectations. Obstacles to human resource development are often hampered by the limited number of employees who are less competent in completing their tasks. Therefore, villages need to identify this problem and find appropriate solutions to overcome it. South Bengkulu Regency has 142 villages and 16 sub-districts, indicating the broad scale of village service delivery. Research at the Manna City Investment and One-Stop Integrated Service Office (DPMPTSP) shows a Community Satisfaction Index (IKM) of 78.44 in the "good" category, and the service completion time element received a conversion score of 81, also in the "good" category. These values indicate that the majority of the community is satisfied with services in specific sectors, but they do not provide a comprehensive picture of service quality across all villages in South Bengkulu Regency. This situation underpins the need for villages to identify issues not yet captured in official IKM data, such as public complaints, village administrative processing times, and community satisfaction with village services directly.

Employee performance is a crucial factor in determining the effectiveness and efficiency of services in the government sector, including in village offices. In the context of village administration, employee performance reflects the extent to which their duties and

responsibilities can be optimally carried out to support quality public services. According to the performance theory proposed by Bernardin and Russell (2018), performance is the result of individual work that contributes to organizational goals. Employee performance is influenced by various factors, one of which is human resource (HR) training and development. Targeted training can improve employees' technical competencies and soft skills, while HR development encompasses long-term efforts to improve work quality through education, experience, and career planning. Several previous studies have shown that HR training and development positively contribute to increased employee productivity and service quality in the public sector. In the context of village offices in South Bengkulu Regency, HR training and development are crucial aspects given the increasingly complex challenges of village administration and the public's demand for more professional and responsive services. Therefore, a scientific study is needed to understand the extent of the influence of HR training and development on employee performance to improve the administration system and public services at the village level.

Kosdianti (2021) said that training is a powerful tool for dealing with future businesses that are full of challenges and experiencing rapid change. Human Resources (HR) training and development is a crucial aspect in efforts to improve the quality of employee performance in various sectors, including in village government. As the frontline government unit that interacts directly with the community, the village office plays a strategic role in providing public services that are effective, efficient, and responsive to citizen needs. However, in practice, various obstacles still hinder employee effectiveness, including limited access to ongoing training and the lack of structured competency development programs. This results in employees' lack of understanding of their duties and responsibilities, weak ability to manage village administration, and suboptimal service delivery to the community. A similar situation also occurs in South Bengkulu Regency, Bengkulu Province, where improving HR quality is a major challenge in supporting more professional village governance. Budget constraints, lack of policy support, and low Awareness of the importance of human resource training and development is a contributing factor to this situation. Therefore, this study seeks to analyze in depth the extent to which human resource training and development can impact the performance of village office employees. By understanding the relationship between these two variables, this study is expected to provide constructive recommendations for policymakers in developing more effective strategies for improving human resource quality. The results of this study are also expected to serve as a basis for local governments in designing more systematic and sustainable training programs to improve productivity and the quality of public services at the village level.

Various obstacles still hinder employee effectiveness, including limited access to ongoing training and a lack of structured competency development programs. This results in a lack of employee understanding of their duties and responsibilities, weak village administration skills, and suboptimal performance. This situation is also reflected in various village offices in South Bengkulu Regency, where efforts to improve human resource quality still face significant challenges. Some of these include limited training budgets, low employee motivation to participate in self-development programs, the lack of a training system integrated with job requirements, and minimal monitoring and evaluation of training outcomes. These issues result in stagnant performance improvements for village officials, low efficiency in carrying out administrative tasks, and a lack of accountability. the match between employee competencies and the increasingly complex demands of public services. Therefore, it is necessary to conduct a scientific study to analyze the influence of training and human resource development on the performance of village office employees, especially in South Bengkulu Regency. This research is crucial for answering the question of to what extent human resource training and development can provide solutions to existing performance issues, as well as the ideal human resource development strategy for improving the professionalism and quality of public services at the village level. By understanding the relationship between training, human resource development, and employee performance, this research is expected to provide practical recommendations for

local governments and village administrators in developing more targeted, systematic, and sustainable human resource training and development policies.

LITERATURE REVIEW

Definition and Purpose of Training

Training is a short-term educational process for operational employees to acquire operational technical skills systematically to meet the company's needs in all areas of assigned tasks. According to Handoko (2010:5), training is the process of improving employee knowledge and skills. Training may also include changing attitudes so employees can perform their jobs more effectively. Training can be conducted at all levels within an organization. At the lower levels, training involves teaching how to perform a task, such as operating a machine. Meanwhile, according to Fajar (2013:100), training is a learning process aimed at employees to ensure satisfactory work performance. According to Sutrisno (2009:109), training is intended to equip employees with the skills and proper methods for using work equipment. Therefore, training is needed not only as a supplement but also to provide the basics.

Definition and Purpose of Human Resource Development

Existing human resources must be developed in such a way as to achieve prosperity. Human resource development is essential because it plays a crucial role in increasing human productivity and serves specific purposes.

According to Handoko (2012:4), human resource management is the recognition of the importance of an organization's workforce as a vital human resource for achieving organizational goals and the utilization of various personnel functions and activities to ensure that they are used effectively and wisely to benefit individuals, organizations and society. According to Ismail (2010:111), human resources are the primary element of an organization compared to other elements such as capital, technology, and money because humans themselves control everything else. An effective organization must be able to find, utilize, retain, and develop people to achieve the desired results (Marwansyah, 2012:3). It can be concluded that the achievement of a company's goals is largely determined by the efforts of its people, including planning, organizing, directing, coordinating, and controlling. Human resources in a company play a crucial role in determining the company's success in achieving its desired results.

Definition of Employee Performance

Employee performance is the process or results employees carry out in a company to achieve the company's established goals. Good performance is also consistent with organizational goals.

Sinambela (2012:136) states that employee performance is defined as the employee's ability to carry out a particular skill. Employee performance is very necessary, because with this performance it will be known how far the employee's ability is in carrying out the tasks assigned to him, so it is necessary to determine clear and measurable criteria and determine them jointly to be used as a reference.

Hasibuan (2012:34), Performance is defined as the work results achieved by a person in carrying out the tasks assigned to him based on his skills, experience, sincerity, and time. Mangkunegara (2010:67) defines performance as the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Wirawan (2009:5) explains that performance is the output produced by the functions or indicators of a job or profession within a certain time.

METHODS

Analysis Method

Data analysis is one of the research activities in the form of a process of compiling and managing data in order to interpret the data that has been obtained, Sugiyono (2017:151) Data analysis is an activity after data from all respondents or other data sources are collected. Data analysis activities are grouping data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation and performing calculations to test the hypotheses that have been proposed.

Multiple Linear Regression Test

Sugiyono (2018:307) Multiple linear regression is used by researchers to predict the condition (rise and fall) of the dependent variable or multiple linear regression is carried out if the number of independent variables is at least two. The application of the multiple linear regression method uses more than one variable which has one dependent variable.

A multiple linear regression equation is a mathematical relationship used to describe and analyze the influence of two or more independent variables (X_1 , X_2 , X_3 , and so on) on a dependent variable (Y). This model aims to predict or forecast changes in the value of the dependent variable based on variations that occur in the independent variables. In general, a multiple linear regression equation can be written as $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$ where Y is the dependent variable, a is a constant or the value of Y when all X variables are zero, b_1 , b_2 , b_3 . Thus, through multiple linear regression analysis, researchers can determine the direction and magnitude of the influence of each independent variable on the dependent variable, whether the influence is positive or negative, and how strong the relationship is between the two. This model is very useful in quantitative research because it allows researchers to identify the most dominant factors influencing a phenomenon and make more accurate predictions based on existing data.

t-Test (Partial)

Ghozali (2013:324) The t-test (Partial) basically shows how far the influence of one independent variable individually in framing the dependent variable. In other words, to find out the independent variable on the dependent variable partially and is used to measure the significant influence of the independent variable on the dependent variable.

F Test (Simultaneous)

Ghozali (2016:157) The F test aims to determine whether the independent variables jointly influence the dependent variable. The independent variables in this study are Training (X_1) and Human Resource Development (X_2), while the dependent variable is employee performance. (Y). According to Ghozali (2016:157) the F statistical test has a significance of 0.01, if the significance value of $F < 0.01$, then the alternative hypothesis is accepted, which means that all independent variables simultaneously and significantly influence the dependent variable (Ghozali, 2016:158).

Coefficient of Determination Test

Imam Ghozali (2016:155), the Coefficient of Determination (R^2) test essentially measures the model's ability to apply variations in the dependent variable. The correlation coefficient of determination is zero and one. A small Coefficient of Determination (R^2) value can be interpreted as indicating that the independent variables' ability to explain the dependent variable is very limited. Meanwhile, a value close to 1 means that the independent variables in explaining the dependent variable are very limited. Meanwhile, a value close to 1 means that the independent variables provide almost all the information needed to predict the dependent variable. The weakness of using the coefficient of determination (R^2) is bias towards the dependent variable in the model. Therefore, many researchers recommend using the Adjusted

R^2 value when evaluating which regression model is good. With each additional independent variable, R^2 will certainly increase to see whether the variable has a significant effect on the dependent variable.

RESULTS

Validity Test

A good questionnaire must meet the requirements of validity and reliability, for this reason it is necessary to conduct validity and reliability testing on all respondents who are samples in this study, then continued with multiple linear regression analysis using the assistance of the computer analysis program SPSS version 26 (Statistical Product and Service Solution).

Decision making is based on the value of r_{hitung} (Corrected Item Total Correlations) $>$ r_{tabel} of 0.200 for $df = 97 - 2 = 95$ with $\alpha = 0.05$ then the item is valid and vice versa. The following is a training validity test that can be seen in table 1 below.

Table 1 Training Validity Test

No	Item	R count	R Table	Status
1	X1.1	0.543	0.200	Valid
2	X1.2	0.439	0.200	Valid
3	X1.3	0.609	0.200	Valid
4	X1.4	0.515	0.200	Valid
5	X1.5	0.495	0.200	Valid

Source: SPSS Output Version 26

From the validity test results displayed in Table 4.1, using the SPSS Version 26 application, it is known that of the 5 items tested in the Training variable, the calculated r value is greater than the table r of 0.200. From the results above, it can be concluded that overall the data can be said to be valid and suitable for use in research. Then, the validity test for the Human Resource Development variable will be presented, which can be seen in Table 2 below :

Table 2 Human Resource Development Validity Test

No	Item	R count	R Table	Status
1	X2.1	0.632	0.200	Valid
2	X2.2	0.709	0.200	Valid
3	X2.3	0.772	0.200	Valid
4	X2.4	0.719	0.200	Valid
5	X2.5	0.643	0.200	Valid

Source: SPSS Output Version 26

From the validity test results displayed in the table using the SPSS version 26 application, it is known that the 5 items tested in the Human Resource Development variable have a calculated r value greater than the table r of 0.200. From the results above, it can be concluded that overall the data can be said to be valid and suitable for use in research. Then, the validity test for the Employee Performance variable will be presented, which can be seen in table 3 below :

Table 3 Employee Performance Validity Test

No	Item	R count	R Table	Status
1	Y1	0.472	0.200	Valid
2	Y2	0.407	0.200	Valid
3	Y3	0.424	0.200	Valid
4	Y4	0.686	0.200	Valid
5	Y5	0.547	0.200	Valid

Source: SPSS Output Version 26

From the validity test results presented in table 4.3. using SPSS version 26, it is known that of the 5 items tested in the Employee Performance variable, the calculated r value is greater than the table r of 0.200. From the results above, it can be concluded that overall the data can be said to be valid and suitable for use in research.

Reliability Test

In reliability testing using SPSS Version 26, the steps taken are the same as those for validity testing. This is because both outputs appear simultaneously. The reliability of a variable construct is considered good if it has a Cronbach's Alpha value > 0.700. The following table 4.4 shows the results of the reliability test:

Table 4 Reliability Test

No	Variables	R alpha	R Table	Cronbach Alpha	Status
1	X1	0.752	0.200	0.700	Reliable
2	X2	0.869	0.200	0.700	Reliable
3	Y	0.742	0.200	0.700	Reliable

Source: SPSS Output Version 26

The results of the reliability test show that r alpha for each variable is greater than 0.700 Cronbach Alpha, so it can be concluded that the Training, Human Resource Development and Employee Performance questionnaire that has been tested is truly reliable or reliable for use in this study.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the influence of HR Training and Development on employee performance. Therefore, the results of the multiple linear regression data are presented in Table 4.5 below :

Table 5 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,680	1,660		5,230	,000
	X1	,357	,090	,374	3,974	,000
	X2	,183	,075	,231	2,462	,016

a. Dependent Variable: Y

The multiple linear regression equation above consists of the following components:

Table 6 Multiple Linear Regression Estimation Results

No	Variables	Estimated Coefficient
1	Constant Value For Y	8,680
2	Regression Coefficient (X1)	0.357
3	Regression Coefficient (X2)	0.183

Source: SPSS Output Version 26

t-Test (Partial)

To ensure that each variable, namely: Human Resource Training and Development on Employee performance, partial testing was conducted. From the computer calculations using the SPSS Version 26 program that have been analyzed, as can be seen in table 4.7, the t_{hitung} is obtained as follows:

Table 7

Coefficients ^a						
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,680	1,660		5,230	,000
	X1	,357	,090	,374	3,974	,000
	X2	,183	,075	,231	2,462	,016

F Test (Simultaneous)

Hypothesis testing between the variables of Human Resource Training and Development on Employee Performance at the Village Office of South Bengkulu Regency, Bengkulu Province. This test is intended to determine whether the explanatory variables used in the model together have an influence or not on the variable to be explained by using the F test (Simultaneous). This test is conducted to examine whether the influence of X1, X2 on Y together.

Table 8 F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	312,605	2	156,303	15,297	,000 ^b
	Residual	960,487	94	10,218		
	Total	1273,093	96			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: SPSS Output Version 26

Employee Performance Variables

The Employee Performance variable in this study can be measured using five indicators. The results of responses to the Employee Performance variable are explained in Table 4.17 below:

Table 9 Respondents' Responses Regarding Employee Performance

No	Question	Score					Amount
		SS (5)	S (4)	KS (3)	TS (2)	STS (1)	
1	Y1	20	41	21	13	2	97
		20.6%	42.3%	21.6%	13.4%	2.1%	100%
2	Y2	15	45	23	12	2	97
		15.5%	46.4%	23.7%	12.4%	2.1%	100%
3	Y3	12	30	35	15	5	97
		12.4%	30.9%	36.1%	15.5%	5.2%	100%
4	Y4	14	42	23	14	4	97
		14.4%	43.3%	23.7%	14.4%	4.1%	100%
5	Y5	21	46	14	8	8	97
		21.6%	47.4%	14.4%	8.2%	8.2%	100%
Amount		82	204	116	62	21	485
		16.9%	42.0%	23.9%	12.7%	4.3%	100%

Source: SPSS Output Version 26

DISCUSSION

The Influence of Training on the Performance of Village Office Employees in South Bengkulu Regency, Bengkulu Province

Based on the results of the research data analysis, it is known that training has a positive and significant influence on the performance of village office employees in South Bengkulu Regency, Bengkulu Province. This can be seen from the results of the regression test which shows the regression coefficient value of the training variable (X1) of 0.357 with a calculated t value of 3.974 which is greater than the t table of 1.661 and a significance value of 0.000 < 0.05. This condition indicates that any increase in the quality of training provided to employees will be followed by an increase in their performance in carrying out their duties, both in aspects of village government administration, public services, and the implementation of village development programs. In other words, targeted and relevant training can make a real contribution to improving the quality of work of village employees.

Effective training is not limited to providing theoretical material but also touches on practical aspects that employees can directly apply in their daily work. Training materials tailored to job needs, interactive delivery methods, and consistent implementation intensity will significantly assist employees in understanding procedures, improving skills, and developing positive work attitudes. This aligns with research findings that employees who receive training tend to be more disciplined, professional, and able to complete work more quickly and accurately. Training also provides opportunities for employees to adapt to developments in information technology, modern administrative systems, and more efficient work patterns in providing services to the public.

These findings confirm that training is a key factor in improving the quality of human resources among village officials. Through training, employees not only gain new insights but also practical experience that enhances work productivity. This is crucial because village officials are the spearhead of public services at the grassroots level, directly interacting with the community. Improving the quality of their work will result in faster, more transparent, and more accountable public services, thereby increasing public trust in the village government.

Based on the results of the research analysis regarding the effect of training on the performance of village office employees in South Bengkulu Regency, Bengkulu Province, it can be concluded that training has a positive and significant influence on improving the performance of village officials in various sub-districts. This can be seen from the results of the regression test which shows a coefficient value of 0.357 with a calculated t_value of 3.974 greater than the

t-table of 1.661 and a significance value of $0.000 < 0.05$. This means that any increase in the quality of training provided to employees will have a direct impact on improving their performance in carrying out village government duties, public services, and implementing village development.

The Influence of Human Resource Development on the Performance of Village Office Employees in South Bengkulu Regency, Bengkulu Province

Based on the results of the research data analysis, it is known that the human resource (HR) development variable has a positive and significant effect on the performance of village office employees in South Bengkulu Regency, Bengkulu Province. This can be proven from the results of the regression test which shows the regression coefficient value of the HR development variable (X2) of 0.183 with a calculated t value of 2.462 which is greater than the t-table of 1.661 and a significance value of $0.016 < 0.05$. This means that every increase in the aspect of HR development—whether through further education and training, mentoring, providing career development opportunities, or increasing work competencies—will be followed by an increase in employee performance in carrying out government duties, administrative services, and managing village development programs.

Human resource development has a tangible impact on improving the quality of village officials. Through this program, employees not only gain additional knowledge but also practical experience, managerial skills, and a better understanding of village governance. Through continuous competency development, employees become more adaptable in facing work challenges, able to keep up with developments in information technology, and more professional in providing fast, accurate, and transparent public services.

The results of this study also show that although the influence of human resource development (X2) is not as large as the training variable (X1), its contribution is still significant in driving increased employee performance. This indicates that human resource development efforts are a very important long-term investment, because they not only strengthen individual capacity but also strengthen village institutions in carrying out their functions as the front-line government administrators who deal directly with the community.

Based on the results of research analysis on the influence of human resource (HR) development on the performance of village office employees in South Bengkulu Regency, Bengkulu Province, it is known that HR development has a positive and significant influence on improving the performance of village officials. This is proven by the results of the regression test which shows a coefficient value of 0.183 with a calculated t value of 2.462 which is greater than the t-table of 1.661 and a significance value of $0.016 < 0.05$. This means that every improvement in aspects of HR development—such as further education and training, job mentoring, providing career opportunities, and improving professional competence—will be followed by an increase in the performance of village employees in carrying out government duties, administrative services, and managing village development.

In Kedurang District, which includes the villages of Tanjung Alam, Rantau Sialang, Karang Agung, Palak Siring, and Lubuk Resam, the human resource development program has had a significant impact on improving the managerial and administrative capabilities of village officials. Employees have become more skilled in development planning, budget management, and organizing village government archives. Meanwhile, in Seginim District, which includes the villages of Padang Lebar, Tanjung Agung, Dusun Tengah, Pasar Baru, and Babatan Ulu, human resource development has helped employees understand digital-based work systems and strengthened public communication skills, resulting in more effective and efficient public services.

The Influence of Training and Human Resource Development on the Performance of Village Office Employees in South Bengkulu Regency, Bengkulu Province

Based on the results of the research analysis that has been conducted, it is obtained that training and development of human resources (HR) have a positive and significant influence on the performance of Village Office employees in South Bengkulu Regency, Bengkulu Province. This is shown from the results of multiple linear regression analysis which states that the training variable (X1) with a regression coefficient of 0.357 and the HR development variable (X2) with a regression coefficient of 0.183, both provide a real contribution to improving employee performance (Y). The positive regression coefficient value means that every increase in training and HR development will be followed by an increase in employee performance, although the magnitude of the influence of training is more dominant than the influence of HR development. The results of the partial test (t test) strengthen this finding, where both variables are proven to have a t_{count} value greater than t_{table} , so it can be concluded that both training and HR development each have a significant influence on employee performance.

Based on the results of the research analysis conducted, it was obtained that training and development of human resources (HR) have a positive and significant influence on the performance of Village Office employees in South Bengkulu Regency, Bengkulu Province. The results of multiple linear regression analysis show that the training variable (X1) with a regression coefficient of 0.357 and the HR development variable (X2) with a regression coefficient of 0.183 both provide a real contribution to improving employee performance (Y). This means that any increase in training or HR development will be followed by an increase in employee performance, although the influence of training is more dominant than HR development. In addition, the results of the partial test (t test) show that both variables have a t_{count} value greater than t_{table} , indicating that training and HR development each have a significant influence on the performance of village officials.

CONCLUSION

Based on the research results, it can be concluded that training and development of human resources (HR) have a positive and significant effect on the performance of Village Office employees in South Bengkulu Regency, Bengkulu Province. Training is proven to have a more dominant influence with a regression coefficient of 0.357 compared to HR development of 0.183. Partial tests show that both have a significant effect on employee performance, while simultaneous tests prove that training and HR development together have a significant effect with an F_{count} value of 15.297 greater than F_{table} 3.092.

The coefficient of determination (R^2) value of 0.246 indicates that 24.6% of employee performance variations can be explained by these two variables, while the remaining 75.4% is influenced by other factors such as motivation, leadership, organizational culture, and work environment. These findings emphasize the importance of systematic, targeted, and continuous training to improve employee skills and professionalism, as well as HR development that encourages potential empowerment, individual capacity building, and career opportunities. Overall, improving the quality of training and human resource development will have a direct impact on improving the performance of village employees, thereby supporting better public services and achieving village development goals.

SUGGESTION

1. Develop systematic, targeted and sustainable training programs according to the work needs of village employees.
2. Adapting training materials to technological developments, modern administration, and demands for transparent and accountable public services.

3. Developing human resources through further education, mentoring, and career development opportunities to increase employee motivation and competence.
4. Increase budget support, facilities, and cooperation with professional training institutions to make the program more effective.
5. Pay attention to other factors that influence performance such as motivation, leadership, organizational culture, and work environment.

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