

Original Article

The Influence of Training, Recognition, and Compensation on Performance of BRI Bandar Lampung Employees Post Pandemi Covid19

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Abstract: *This research was conducted using a quantitative method approach and analyzed using multiple linear regression models. The data used in this study were obtained from the responses of 135 employees of Bank Rakyat Indonesia Tanjung Karang Lampung Branch that chosen using census method. The results obtained from this study are that the training variable has a positive and significant effect on the performance of Bank Rakyat Indonesia Tanjung Karang Lampung Branch employees, the recognition variable has a positive and significant effect on the performance of Bank Rakyat Indonesia Tanjung Karang Lampung Branch employees and the compensation variable has a positive and significant effect on the performance of employees of Bank Rakyat Indonesia Tanjung Karang Lampung Branch.*

This research implies that it is suggested to the managers of Bank Rakyat Indonesia Tanjung Karang Lampung Branch to maintain the training and development program that has been implemented, to maintain the recognition and reward program for the work of employees who have implemented it and to maintain the compensation program for employees who have already been running all this time. In addition, it is suggested to the management of Bank Rakyat Indonesia Tanjung Karang Lampung Branch to monitor how employees show their work attitude everyday, provide written regulations, give real sanctions, as well as train employees to prioritize work, and prepare daily targets to focus on completing work on time.

Keywords: *Training, Recognition, Compensation, Employee Performance.*

I. INTRODUCTION

The financial sector has seen substantial instability and extreme volatility as a result of COVID-19. An unprecedented influence on employee performance and organizational efficiency is being caused by the pandemic's rapid expansion and new government regulations. Company executives may need to modify workforce management strategies in 2020–2021, since the Covid-19 pandemic has had a significant impact on employee responsibilities and general corporate priorities. Implementing restrictions on community activities is one of the measures used by the Indonesian government to combat the pandemic's spread (Ministry of Home Affairs, 2021). Since the beginning of 2021, the Indonesian government has implemented a strategy known as the Implementation of Restricting Community Activities (PPKM) to combat the Covid-19 pandemic in Indonesia. Large-scale social restrictions (PSBB) were enacted by the government in a number of Indonesian regions prior to the adoption of PPKM. The Covid-19 infection spreads over a number of locations, including the islands of Java and Bali, where PPKM occurs.

Almost all workers of financial services organizations now work remotely from their homes (Work From Home, or WFH) as a result of the Policy for Restricting Community Activities (PPKM). According to Sija (2021), a research by Deloitte in 2021 that included more than 1,000 respondents from Chinese business enterprises. According to Deloitte (cited in Sija, 2021), the epidemic will have an impact on corporate performance in terms of sales volume and cash flow. This business performance takes into account both employee performance and adjustments to the workplace brought about by changing working practices. According to Sija (2021), the majority of employers in the financial services sector treat their employees as their most valuable resource during this pandemic because they understand how crucially important employees' knowledge, skills, and abilities are to the success of the organization and how performance can demonstrate this.

In the banking sector, effective employee performance is regarded as one of the primary markers for the smooth running of the business. As a result, it is crucial for bank employee managers to recognize and assess the performance of their staff. One of the banks in the Bandar Lampung region that is feeling the effects of the Covid19 pandemic is PT. Bank Rakyat Indonesia Tbk. Tanjung Karang Lampung Branch Office. The Bank Rakyat Indonesia Tanjung Karang Lampung Branch

Office persisted in making the satisfaction of all customers in the Bandar Lampung region a top priority despite the Covid19 outbreak. Through a vast network and with the assistance of knowledgeable human resources (HR), BRI Tanjung Karang Lampung Branch Office continues to strive to provide top-notch customer service. HR supports this effort by adhering to various strong corporate governance principles.

Employee performance is one of the factors that determines whether a company's operations continue to run smoothly, according to the literature on human resources. According to Dahkoul (2018), employee performance is the culmination of all employees' talents, efforts, and capacities to contribute to growing organizational productivity, which results in the achievement of its goals. Improvements in organizational performance demonstrate a commitment to accomplishing objectives while necessitating greater staff performance improvement initiatives. According to Pradhan and Jena's research from 2017, employers decide how to evaluate employee performance by looking at their attitudes and behaviors about their work across three behavioral dimensions. According to Pradhan and Jena (2017), there are three elements that make up employee performance: adaptive performance, contextual performance, and task performance. Employers can utilize these concepts to guide their decisions regarding how to improve employee performance.

The Tanjung Karang Lampung Branch Office used the Triarchy Model of employee performance to evaluate the performance of BRI staff during the Covid 19 outbreak. According to Sija (2021), the Triarchy Model measures employee performance along three axes: adaptive performance, contextual performance, and task performance. The ability of an employee to adjust to a new work environment is one of the components of employee performance that is referred to as adaptive performance. Working, as an illustration, in the Covid-19 pandemic's new normal. It demonstrates the worker's aptitude for adapting to new circumstances and resolving issues. 2019 (Park & Park). Contextual performance refers to organizational actions that are more ad hoc in nature and not carried out in line with pure absolute objectives or particular goals. Relating to Arifin et al (2019), their study indicated that job satisfaction and employee engagement have a substantial impact on employee performance. Task performance is demonstrated through the activities or behavior of employees at work.

The Covid-19 pandemic can be deemed to be finished, but everyone must return to their places of employment, educational pursuits, and religious practices, among other activities, in order to resume their productive lives. If this is not done, it will eventually have an effect on many social and cultural sectors, slow down economic growth, cause businesses to fail, or cause individuals to lose their jobs. People must start adjusting to new lifestyles or the so-called "new normal existence" for this reason (Sija, 2021). The adoption of health standards to stop the spread of Covid-19 is added to the continuation of normal behavior to create the "new normal" (Ministry of Home Affairs, 2021). No bank is thought to employ personnel who are capable of functioning under the New Normal. To prepare bank workers for work in the New Normal, it is crucial to supply and construct the appropriate kind of training program.

All Indonesian commercial banks are advised by Bank Indonesia to continuously train their staff on how to deal with the pandemic's effects on the business as a whole, including bank products, credit and risk management expertise, compliance, laws and regulations, and new ways of operating in the New Normal. When working in the New Normal environment, banking workers must be equipped with new standard operating procedures (SOP). According to a poll by Gartner, 73% of businesses conducted reviews and discovered that many employees weren't able to fulfill the performance goals they had set for 2020 because of the pandemic (Sija, 2021).

According to Zahid (2013), if training is applied correctly, it can be a useful tool for boosting worker productivity. Before a business launches a training program, Ali and Nada (2018) stress the importance of determining the individual training needs of each employee. Employee productivity at work and performance can both be improved with the correct training and development program.

According to Sija (2021), treating employees fairly can also increase the effectiveness of job output since it can inspire workers to put in more effort and produce higher-quality results. Employee performance was impacted by the lack of praise and acknowledgment during the pandemic. Recognition and awards have a significant role as motivating factors to enhance employee performance, according to Abdullah et al. (2016). According to Abdullah et al. (2016), appreciation is a fundamental human need that each employee requires, seeks, and responds to. This makes it important to appreciate the organization's accomplishment. After the epidemic was over, BRI Tanjung Karang resumed hosting an annual program where excellent staff were recognized.

According to an empirical study by Hamzat et al. (2018), it's crucial to create alluring compensation plans and to reiterate the idea that good reward programs can boost employee productivity and keep it at a high level. According to Maslow's theory of physiology, people need to be respected. This emotion is referred to as appreciation or respect for employees as unique persons by superiors. According to Hussain et al. (2019), acknowledgment is the company's expression of gratitude and attention for the contributions that employees have made to the business. Employee recognition, according to

Amoatema and Kyeremeh (2016), is defined as formal and informal acknowledgement of behavior for an effort or accomplishment that clearly exceeds the standard expectations of the employer.

Employee appreciation and commendation, according to Arora et al. (2015), are the most powerful elements for enhancing performance because workers desire to feel appreciated for their contributions at work. According to Jansen (cited in Sija, 2021), acknowledging and appreciating employees' work can result in pure pleasure and satisfaction for them, which can inspire them to work harder, stay concentrated, experience fewer distractions, experience less stress when mistakes are made, and grow in confidence. In their research, Gomez-Meijia and Franco-Santos (2015) demonstrate that receiving praise doesn't cost money and simply takes a short while. According to Gomez-Meijia and Franco-Santos (2015), employees will experience difficulties at work if they don't receive enough praise from their superiors.

According to Aminuddin (2018), offering high-caliber employees competitive pay will help keep them on staff and encourage them to make productive contributions. Nevertheless, to what degree do these salaries and perks satisfy bank employees, particularly when they are dealing with the New Normal workload in the midst of a pandemic? Many personnel in the financial services industry have seen their salary decrease as a result of pay freezes, benefits reductions, elimination of overtime pay, and contract terminations. Entrepreneurs in the banking industry nowadays need to develop personnel planning strategies with attention and professionalism.

II. MATERIALS AND METHODS

A) Training

Companies should invest in employee training because it can help them create a workforce that is more dedicated and productive (Brum, 2007). Constant human resource training and development is crucial for business success since technical advancements are happening quickly and training and development are crucial (Bossche et al, 2011). Effective staff training can help close the performance gap between what is delivered and what is wanted (Bossche et al, 2010). Businesses that offer their employees opportunities for training and development can achieve great success since these opportunities are crucial for improving employee performance (Saleem et al, 2011).

B) Recognition

All businesses are worried about what needs to be done to develop their human resources to a high level in a sustainable way. This suggests that the finest people can be inspired by rewards and leadership, taking into account both the work they do and the corporate environment in which they accomplish it (Chaudhary and Sharma, 2012). According to Chaudhary and Sharma (2012), motivation is an innate urge that prompts people to choose to take action. According to Chaudhary and Sharma (2012), there are still business managers who do not recognize the significance of inspiration in achieving their primary objectives and aspirations. Managers of businesses need focus on a variety of concerns, such as boosting staff enthusiasm.

C) Compensation

In essence, people strive toward their life goals, and an employee will work and demonstrate his sincerity in supporting the business. Businesses are required to compensate employees for their work performance. Paying employees more is one approach to raise productivity. According to Abdullah (2016), compensation is a reward for services rendered to employees for their assistance in accomplishing organizational goals. According to Hasibuan (2017), compensation is all money, goods, or other forms of revenue that employees receive directly or indirectly in exchange for services they provide for businesses or other organizations. Mangkunegara (2015) asserts that compensation is something that is regarded as being comparable.

D) Employee Performance

According to Dahkoul (2018), employee performance is the culmination of all employees' talents, efforts, and capacities to contribute to growing organizational productivity, which results in the achievement of its goals. Improvements in organizational performance demonstrate a commitment to accomplishing objectives while necessitating greater staff performance improvement initiatives. According to Pradhan and Jena's research from 2017, employers decide how to evaluate employee performance by looking at their attitudes and behaviors about their work across three behavioral dimensions. According to Pradhan and Jena (2017), there are three elements that make up employee performance: adaptive performance, contextual performance, and task performance. Employers can utilize these concepts to guide their decisions regarding how to improve employee performance.

E) Hypothesis

Training Affects Employee Performance

When working in the New Normal environment, banking workers must be equipped with new standard operating procedures (SOP). According to a poll by Gartner, 73% of businesses conducted reviews and discovered that many employees weren't able to fulfill the performance goals they had set for 2020 because of the pandemic (Sija, 2021). According to Ali and Nada (2018), training equips employees with the information, skills, and abilities necessary to carry out work in accordance

with organizational procedures. Employee confidence in their skills and job happiness will ultimately rise as a result of this. Also, according to Zahid (2013), training can be a useful technique to boost worker productivity if it is applied correctly. Before a business launches a training program, Ali and Nada (2018) stress the importance of determining the individual training needs of each employee. Employee productivity at work and performance can both be improved with the correct training and development program. On the basis of this, the following theory may be put forth:

H1 = Training has a positive or significant impact on the performance of BRI employees at the Tanjung Karang Lampung Branch Office.

Recognition Influences Employee Performance

According to Abdullah et al. (2016), appreciation is a fundamental human need that each employee requires, seeks, and responds to. This makes it important to appreciate the organization's accomplishment. Employee appreciation and commendation, according to Arora et al. (2015), are the most powerful elements for enhancing performance because workers desire to feel appreciated for their contributions at work. According to Gomez-Meijia and Franco-Santos (2015), employees will experience difficulties at work if they don't receive enough praise from their superiors. On the basis of this, the following theory can be put up.

H2: Recognition has a positive or significant influence on the performance of BRI employees at the Tanjung Karang Lampung Branch Office.

Compensation Influences Employee Performance

Many personnel in the financial services industry have seen their salary decrease as a result of pay freezes, benefits reductions, elimination of overtime pay, and contract terminations. According to Rifa'i et al. (2019), remuneration is anything a worker receives in exchange for services rendered. It speaks about the perks offered to workers as compensation for their services. Salary, benefits, and monetary awards constitute compensation in this sense. Fitrianingrum (2019), however, argues that various non-cash types of compensation are also supplied to employees. According to an empirical study by Hamzat et al. (2018), it's critical to create alluring compensation packages and to reiterate the idea that rewarding employees effectively and appropriately can boost output and keep it at a high level. The following theory can be put up in light of this.

H3: Compensation has a positive or significant impact on the performance of BRI employees at the Tanjung Karang Lampung Branch Office.

Training, Recognition and Compensation Affects Employee Performance

According to Hussain et al. (2019), company support plays a part in mitigating the concurrent influence of the firm's recognition and remuneration supplied on the performance of its employees. According to Hamzat et al. (2018), recognition and compensation have a considerable and simultaneous impact on employee performance at Guarantee Trust Bank firms. According to Katidjan et al. (2018), employee competency, training, and compensation all have a big impact on how well employees perform. On the basis of this, the following theory can be put up.

H4: Training, Recognition and Compensation have a positive or significant impact on the performance of BRI employees at the Tanjung Karang Lampung Branch Office.

III. RESULTS AND DISCUSSION

This study will make use of the quantitative research methodology, in which statistical techniques will be used to examine the data collected from the research sample. In surveys and questionnaires sent to respondents, quantitative research places an emphasis on the use of questions with formal standards and predetermined response options (Hair et al, 2013).

The 135 employees at the Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office who work in various roles made up the sample for this study, which was derived using the census method.

In order to ascertain how each independent variable affects the dependent variable in this study, multiple linear regression analysis is used.

IV. VALIDITY TEST

Each statement item in the confirmatory factor analysis used for convergent validity testing with IBM SPSS must have a factor loading coefficient value larger than 0.50 in order to be recognized as valid (Hair et al., 2013). The Kaiser Mayer Olkin Measure and Bartlett's Test are used to evaluate the precision and viability of the data used for factor analysis. Table 1 below shows the findings of the factor test conducted to evaluate the reliability of the research data:

Tabel 1. Validity Test Result

Variable	KMO	Bartlett Significance	Result
Training	0,737	0,000	Valid
Recognition	0,750	0,000	Valid
Motivation	0,670	0,025	Valid
Performance	0,755	0,000	Valid

Table 1. above shows that the KMO value for all statement items is above 0.5 with a Bartlett significance value below 0.05. Thus the 50 statements tested were declared valid.

A) Reliability Test

With the use of the IBM SPSS application, reliability testing was carried out by examining the value of Cronbach's Alpha. The reliability coefficient Cronbach's Alpha demonstrates how well the items in the set are positively associated with one another (Sekaran and Bougie, 2016). The instrument is deemed credible if the test results using SPSS alpha cronbach value > 0.60. (Sekaran and Bougie, 2016). Table 2 shows the results of the reliability test for the 4 variables; training, recognition, salary, and employee performance.

Tabel 2. Realibilty Test Result

Variable	Cronbach Alpha	Terms Value	Result
Training	0,786	>0,60	Reliable
Recognition	0,743	>0,60	Reliable
Motivation	0,799	>0,60	Reliable
Performance	0,714	>0,60	Reliable

The Cronbach's alpha value for every variable in this study is above 0.6, as seen in Table 2 above. Sekaran and Bougie (2016) state that if the dependability value is greater than 0.6, the data is considered reliable. According to the study's findings, every indicator's Cronbach alpha value exceeded 0.7, making all of the instruments tested in the study deemed credible.

B) Hypothesis Testing

The analysis' findings in this study are used to describe how well the staff at the PT. Bank Rakyat Indonesia Tbk. Tanjung Karang Lampung Branch Office performed. By regressing three variables—training (X1), recognition (X2), and compensation—at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office, employee performance analysis was conducted (X3). To determine the impact of each variable, hypothesis testing using partial tests and t-tests is utilized. The statistical t table's value is 1.961 with a 95% confidence interval based on the data (for n = 135).

The results of the regression analysis for the four hypotheses are describe below:

1. The findings reveal a positive beta coefficient, which suggests that the training variable has a beneficial impact on worker performance. The training variable (X1) computed 's t value is 2.257, and it has a significance level of 0.016 (98.3%). The training variable significantly affects employee performance, according to the estimated t value, which is higher than the t table and has a significance value of 98.3%. This demonstrates that the first hypothesis is correct, and if employee training is improving, so will employee performance at the PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office. A table with the findings of the regression analysis of the recognition variable on performance is provided below.
2. The beta coefficient is positive, which means that the recognition variable has a positive impact on employee performance, according to the results of the recognition hypothesis test. 3.540 is the estimated t value for the recognition variable (X2) and 0.026 is the significance level (97.4%). The estimated t value exceeds the t table, and the significance value is 97.4%, showing a substantial relationship between the recognition variable and employee performance. This demonstrates that the second hypothesis is true, and if employees at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office receive more recognition, their performance will also improve.
3. The remuneration variable has a positive effect on employee performance, according to the compensation hypothesis test results, which reveal that the beta coefficient is positive. For the compensation variable (X3), the computed t value was 2.108, with a significance level of 0.009 (99.1%). The estimated t value exceeds the t table, and the significance value is 99.1%, showing a substantial relationship between the salary variable and employee performance. This demonstrates that the third hypothesis is correct, and if employee compensation is improving, then PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office employee performance will also improve.

4. The F-test was used for simultaneous hypothesis testing. The F test is employed to simultaneously examine the impact of the three independent factors on the dependent variable. Based on the statistical F table, the Ftable value is 2.11 with a 95% confidence interval (for df1 = 3 and df2 = 131). With a significance value of 97.6%, the F test results yield a calculated F value of 9.953 (higher than Ftable). The fourth hypothesis, which states that the three independent variables of training, recognition, and compensation can simultaneously and significantly alter the performance of BRI Tanjung Karang personnel, is supported by these three values. The R2 value of 0.589 indicates that 58.9% of the performance of BRI Tanjung Karang employees is influenced by training, recognition and compensation, while 41.1% of the performance of BRI Tanjung Karang employees is influenced by variables not examined in this study.

C) Discussion

a. Effect of Training on Employee Performance

According to Aruna and Anitha (2015), training is a learning process that looks for improvements in a person's personality that will improve their ability to perform at work. The knowledge of performance, how it functions, its interactions with coworkers and managers, as well as its knowledge of abilities, learning, and social behavior, can all undergo modifications or improvements (Cloutier et al, 2015). According to Padachi and Bhiwajee (2016), while thinking about a training system, it's important to determine which personnel need to be trained, what kinds of training should be given, what resources and approaches can be employed, and who should be in charge of the training. A crucial strategy for raising individuals' and banks' deserving banks' performance is training and improvement.

The training provided by PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office has a favorable and significant impact on the performance of its employees, according to the findings of the study's regression analysis. The first hypothesis is supported, and if employee compensation is improving, so will employee performance at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office, according to the significance value of the influence of training on this. Three previous studies by Sija (2021), Ali and Nada (2018), and Zahid (2013), which found that training gives employees the skills, abilities, and knowledge needed to do work in accordance with organizational procedures, as well as that the right training and development programs can boost employee performance and productivity at work, support the findings in this study.

b. The Effect of Recognition on Employee Performance

Another efficient strategy to boost employee production is through personalized rewards (Ajmal et al, 2015). Because of this, firms can utilize incentives to boost employee performance by giving good performers bonuses or promotions (Ajmal et al, 2015). According to Hussain et al. (2019), acknowledgment is the company's expression of gratitude and attention for the contributions that employees have made to the business. Employee recognition, according to Amoatema and Kyeremeh (2016), is defined as formal and informal acknowledgement of behavior for an effort or accomplishment that clearly exceeds the standard expectations of the employer.

According to the findings of this study's regression analysis, the management of PT. Bank Rakyat Indonesia Tbk's Tanjung Karang Lampung Branch Office's appreciation of its employees' efforts has a favorable and significant impact on the employees' performance. This demonstrates that the second hypothesis is correct, and if employee recognition at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office is improving, so will employee performance there. In comparison to the other two variables, the effect of recognition on performance is the least significant. The management of PT. Bank Rakyat Indonesia Tbk's Tanjung Karang Lampung Branch Office's recognition of its employees' efforts has a positive and significant impact on the employees' performance, according to the findings of this study's regression analysis. This proves the second assumption is true, and if employee recognition at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office is increasing, employee performance there would as well. The impact of recognition on performance is the least important relative to the other two variables.

c. Effect of Compensation on Employee Performance

According to Hasibuan (2017), remuneration includes any income received by employees in the form of cash, direct or indirect goods, or both, for services rendered to organizations or businesses. If employees receive fair compensation, they will be highly motivated and produce well (Hussain et al, 2019). Performance and compensation are closely related. Employee performance will improve if they receive fair compensation (Hussain et al, 2019). A fair remuneration structure can boost productivity and produce benefits for the business (Hussain et al, 2019). A fair wage will encourage employees to put in more effort and provide long-term results that are highly advantageous to the company (Hussain et al, 2019).

According to the findings of this study's regression analysis, the management of PT. Bank Rakyat Indonesia Tbk's Tanjung Karang Lampung Branch Office's remuneration for its workers' labor has a favorable and significant impact on their performance. This demonstrates that the third hypothesis is correct, and if employee compensation at PT. Bank Rakyat

Indonesia Tbk Tanjung Karang Lampung Branch Office is improving, so will employee performance there. Three earlier studies—Abdullah et al. (2016), Rifa'i et al. (2019), and Hamzat et al. (2018)—which found that it is crucial to create alluring compensation packages and reiterate that efficient rewards and the right it system can enhance employee performance and maintain high performance of employees—support the findings in this study.

d. The Influence of Training, Recognition and Compensation jointly on Employee Performance at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office

According to Pradhan and Jena (2017), there are three elements that make up employee performance: adaptive performance, contextual performance, and task performance. Employers can utilize these concepts to guide their decisions regarding how to improve employee performance. According to Bernardin and Rusell (2013), performance is the end result of an individual's or group's work function over a specific amount of time, reflecting how successfully the individual or group satisfies a job's requirements in an effort to meet organizational goals. According to Pradhan and Jena (2017), employers prefer to gauge employee success based on their attitudes and behaviors toward their work, specifically adaptive performance, contextual performance, and task performance. This is consistent with the performance evaluations given to employees by the PT BRI Tanjung Karang Branch Office, where each employee is evaluated for the quality and quantity of work completed in carrying out their duties in accordance with the responsibilities assigned. The evaluation is presented in the form of KPI (Key Performance Indicator).

The fourth hypothesis—that training, recognition, and compensation can simultaneously and significantly influence the performance of BRI Tanjung Karang employees—is supported by the results of multiple linear regression analysis. In fact, 58.9% of the performance of BRI Tanjung Karang employees is influenced by training, recognition, and compensation. Three earlier investigations, namely Hussain, et al. (2019), Hamzat, et al. (2018), and Katidjan, et al. (2019), provide additional support for the findings of this study (2018). The three studies also demonstrate that employee performance is significantly impacted by training, recognition, and salary all at once.

V. CONCLUSION

The investigation's findings, which were drawn from multiple linear regression analysis, support the following assertions:

1. The training hypothesis, which is supported, has a favorable and significant impact on the output of PT. Bank Rakyat Indonesia Tbk. Tanjung Karang Lampung Branch Office staff.
2. It is supported that the recognition hypothesis has a favorable and significant impact on the output of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office personnel.
3. The claim that the performance of PT. Bank Rakyat Indonesia Tbk. Tanjung Karang Lampung Branch Office staff is positively and significantly impacted by compensation is supported.
4. The notion that employee performance at the PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office is positively and significantly impacted by training, recognition, and compensation is supported.

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