

## Conference Paper

# Human Resources BSI Employee's Performance in Jakarta Barat: Training and Development with Leadership as a Moderating Variable Post-Covid-19

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### Abstract.

Naturally, the new business will resume training and human resource development efforts that had been put on hold for a while due to the Covid-19 condition during the post-pandemic period. Training and human resource development are closely related to enhancing employee performance, particularly in the banking industry. After the pandemic, banks will begin to improve their performance for the first time because there are many customer bottlenecks that contribute to declining banking profits and affect banking performance. The goal of this study is to examine the effects of leadership as a moderator on the performance of BSI Jakarta Barat employees. Training and the development of human resources are the study's independent factors. This study used 77 samples taken from all BSI West Jakarta employees. This research will use quantitative tools as the data processing, namely SEM PLS. This is an -ongoing study, we need to give a questioner and get data from our research subject, until we get result for the case in this research. For now, we have result before we finish the case, training as variable X1 and human resource development as variable X2 affect to leadership as variabel Z, and then leadership affects performance as variable Y. However, further assistance is needed from our research subject in order to complete this research.

**Keywords:** training, human resource development, performance, leadership

## 1. Introduction

The growth of Bank BSI Jakarta Barat has also been impacted by the COVID-19 pandemic that has affected Indonesia in the last two years. Naturally, the new business will resume training and human resource development efforts that had been put on hold for a while due to the Covid-19 condition during the post-pandemic period. Training and human resource development are strongly tied to enhancing employee performance in businesses, particularly in the banking industry, and the period after this pandemic is the initial period for banks to improve their performance again, during the pandemic there

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are many customer bottlenecks which have an impact on declining banking profits and have an impact on banking performance, also in Bank BSI Jakarta Barat. Companies must have informed and highly competent personnel as well as attempts to manage the company optimally so that employee performance grows in order for management operations to function smoothly [1].

Career development is a learning process with the ultimate goal of going beyond current performance and over a long period of time. Career development is a management activity in terms of identifying the paths and activities of each individual who develops within an organization to suit their talents and needs [2]. Employee development can also be carried out in the form of training for employees, which is one of the means to create quality human resources with company goals and objectives. The training aims to improve employee performance in achieving the specified work results. Performance improvement can be accomplished through enhancing employees' knowledge, abilities, and attitudes about their work.

In general, there is often a gap between an organization's expectations for the need for labor promotion and the workforce's ability to meet those expectations. Organizations must work to close this gap. Training is one-way businesses and organizations can accomplish this. Through the training program, it is hoped that all of its potential can be realized in accordance with the company's expectations or at least close to them [3].

Training is a short-term educational process that teaches operational employees specific working techniques and skills [3]. In the current era of globalization, training is an important tool for a business because it is seen that human resources are one of the most important things and must be built or maintained in such a way that when human resources have special skills, the company has special strengths that can be compared to other companies. Even though implementing this training program requires a significant investment of both money and time on the part of businesses, the end result is a decrease in employee turnover and an increase in employee productivity at work [4].

To help employees develop their potential to achieve a company objective, training is one of the company's responsibilities [5]. Training is the process of enhancing and adding work skills to employees that will assist in achieving company objectives. According to the article, "Performance assessment is based on understanding of knowledge, skills, expertise, and behavior necessary to do a good job and a more extensive analysis of the attributes and behavior of individuals," a performance appraisal is based on an understanding of the knowledge, skills, expertise, and behaviors necessary to do a good job and a broader analysis of individual attributes and behaviors. This is necessary in

order to determine the employees' performance. It is certain that the cost of achieving goals will rise as a result of the waste that occurs. In light of this, in order to cut costs associated with this waste, a business must provide employees with guidance and opportunities for growth [6].

Leadership is the use of influence to inspire employees to work toward the company's objectives. According to Ganu and Amo [7], leadership is a relationship in which leaders and followers work together to bring about real changes that align with their shared objectives. In addition to possessing leadership abilities and skills, an effective leader must determine the appropriate leadership style based on the circumstances and circumstances of the group. According to Hidayati Eka Putri and Fatahurrazak [8], numerous experts in leadership have carried out numerous scientific studies, resulting in theories about leadership. As a result, the emerging theories exhibit differences.

The philosophy, efficiency, character, and behavior of a leader's leadership style have an impact on the work of his subordinates. The leadership style is necessary for subordinates to carry out their responsibilities as expected and for the company to achieve its goals. Waskito and Kartini [9] define leadership style as "a set of characteristics used by leaders to influence subordinates to achieve company goals."

Through education, training, and ultimately development, human resource development aims to improve the skills of every employee in an organization so that they can carry out their responsibilities as employees and have a long-term cycle. Human asset improvement is typically brought out through work program in the faculty the executives' segment or likewise called HRD (Human Asset Advancement) in enormous organizations. when working in smaller businesses, typically simultaneously with other divisions. have a commitment to carrying out their responsibilities by making use of resources in the area in order to help build a society that is independent, productive, and distinctive. It is necessary to have qualified workers or employees in order to achieve objectives. The improvement of human resources is one requirement. Career development is a process of learning with the long-term objective of surpassing current performance. HR development programs in a company also need to be carried out because this development is something that companies must do to improve their knowledge, abilities, and skills, in accordance with the demands of the work they do [10]. Career development is a management activity in terms of identifying the paths and activities of each individual who develops within an organization to suit their talents and needs. It is hoped that this development will help the company perform its work more effectively and in accordance with technological advancements [11]. In an effort to enhance these employees' knowledge, abilities, and attitudes, this employee

development has a broader scope. Because employees are encouraged to be more expressive in carrying out this development, the employees who are selected for this development are employees who have worked for a specific amount of time [12].

Based on predetermined goals, standards, and criteria, performance is the periodic determination of the operational effectiveness of the organization, its component, and its employees. An employee's performance is measured by the quality and quantity of the work he or she can complete in accordance with assigned responsibilities. An organization's performance is the quantity and quality of its employees' work. Performance can be performed by an individual or by a group of employees. In addition, performance is a result achieved by a person in carrying out the tasks that have been assigned to him. Performance is the quality and quantity of work that an employee produces in accordance with the responsibilities that have been given to him. An employee's work performance is defined as their ability to complete work-related tasks or skills [13].

Training is one of the company's responsibilities to develop the potential of employees to achieve a company goal. As the central point and dynamicator of the entire process of organizational activities, leadership occupies a strategic position. Leadership is the use of influence to motivate employees to achieve organizational goals. Training is the process of improving and expanding employee work skills. In Triantoro Safaria, Josep C. Rest argues that leadership is a relationship between leaders and followers who want real change that reflects their shared goals. In addition to possessing leadership abilities and skills, an effective leader must determine the appropriate leadership style based on the circumstances and circumstances of the group. There are a lot of experts who conduct scientific studies on leadership, and the results are theories about leadership. These theories differ from one another.

The philosophy, efficiency, character, and behavior of a leader's leadership style have an impact on the work of their subordinates. A strong leadership style is necessary for subordinates to carry out their responsibilities in the manner that is expected of them and for the company to achieve its objectives. A leader's leadership style is a set of traits they use to get their subordinates to work toward the company's goals. The term "leadership" refers to the position of leadership in an organization, which places the leader at the top of the hierarchy and will always be accountable for the organization's leadership. The ability to influence a group to achieve its objectives is leadership. Leadership is a process in which a leader interacts with employees to influence them to achieve company objectives. A person's ability to foster and motivate a person or group of people so that they are willing, committed, and loyal to carry out activities in accordance with the duties and responsibilities in order to realize the predetermined

corporate goals is referred to as leadership. Because leadership is the process of using positive influences on others to make them put in more effort on a number of tasks or change their behavior, the role of a leader is necessary for motivating employees. In addition, it states that leadership is an effort to motivate individuals to achieve a variety of objectives by utilizing influence [6].

Employees' attitudes toward work situations in the organization are what drive motivation. Employees who are motivated to achieve the company's organizational goals are motivated by a state or energy. The employee's work-related motivation to perform to the best of his or her abilities is bolstered by a positive mental attitude toward the circumstances of the job. According to Barelson and Steiner in, motivation is the deliberate effort to change one's behavior in order to achieve organizational goals. According to Barelson and Steiner, therefore, motivation can be interpreted as being driven by a person's mental attitude and state of soul, which provides energy and encourages activities and the fulfillment of needs. A person's desire to take action is called motivation. Most of the time, people act to achieve a goal.

## 2. Method

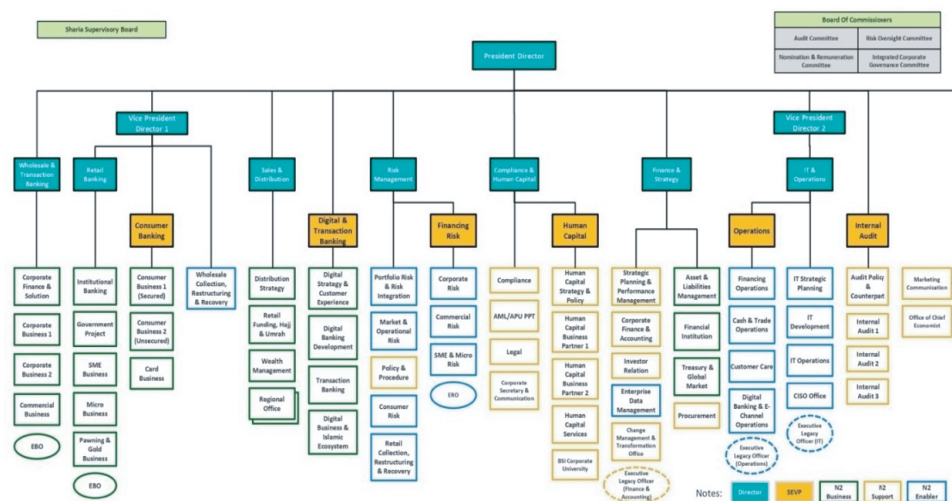
According to Sugiyono [14], the methodology used in this study is a quantitative survey research with a descriptive and comparative quantitative approach. The primary data used in this study came from questionnaires that were given to respondents. Secondary data from books, articles, and journals are also used in this study, which supports the process of research titled "Analysis of factors affecting the leadership of Bank BSI Jakarta Barat." This study was carried out at the Jl. Bank BSI Jakarta Barat branch. Jl. Meruya Hilir Raya number 5, Jakarta Barat, DKI Jakarta, RT.003/RW.008 The participants in this study were all 58 employees of the bank DKI South Jakarta branch. Because all populations are used as research samples in this study, the sampling method is Nonprobability Sampling. The Saturated Sampling technique is specifically used due to the small number of participants (77). The following are the types and sources of data used in this study: data and information gathered and processed by the author from the subject of the study, namely the respondents who were studied in relation to the issue under investigation, in the form of data analysis of the Performance Assessment of Bank BSI Jakarta Barat's Employees.

### 3. Result and Discussion

Indonesia has the potential to lead the Islamic finance industry because it is home to the world's largest Muslim population. The Indonesian halal industry ecosystem has grown as a result of increased stakeholder support and public awareness of halal products. Islamic banks are included in this.

In the halal industry ecosystem, Islamic banks play a crucial role as facilitators of all economic activities. Over the course of the past three decades, there has been a significant expansion and development of the Islamic banking sector in Indonesia. From year to year, there is a positive trend in product innovation, service improvement, and network development. In fact, the number of Islamic banks that take corporate action reflects the desire to move quickly. Sharia-compliant state-owned banks like Mandiri Syariah Bank, BNI Syariah, and BRI Syariah are not exempt.

The merger of Bank Syariah Mandiri, BNI Syariah, and BRI Syariah into Bank Syariah Indonesia (BSI) took place on February 1, 2021, which was the 19th Jumadil Akhir 1442 H. The advantages of the three Islamic banks will be combined in this merger, resulting in a better capital capacity, broader reach, and more comprehensive service. Bank Syariah Indonesia is encouraged to be able to compete at the global level thanks to synergies with parent companies (Mandiri, BNI, and BRI) and the government's commitment through the Ministry of SOEs (Figure 1).



Source: Bank BSI Jakarta Barat

Figure 1: Structure of BSI.

The identity of the respondents in this study can be seen in the table below:

Source: Bank BSI Jakarta Barat

TABLE 1: Employee Identity.

Sum	Gender		Age Range		
	Man	Woman	25-35 years	35-45 years	>45 years
75	36	39	25	28	22

From the table 1 above, it can be seen that the number of permanent employees of Bank BSI Jakarta Barat after the Covid-19 pandemic is 77 Orang consisting of 36 men and 39 women. Their age range is 25 people aged 25-35 years, 28 people aged 35-45 years and 22 people aged over 45 years.

Next, for all the questioning items at Bank BSI Jakarta Barat after the Covid-19 pandemic, the questionnaire was declared valid in each variable because the value > 0.7. From the results of the loading test of the table 2 above factors, it can be seen that all the statements on the questionnaire when tested are valid and the value of *Cronbach's Alpha* Bank BSI Jakarta Barat after the Covid-19 pandemic, all of them > 0.7, all of which are declared valid.

TABLE 2: Validity and Reliability Tests.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extraced (AVE)
1	1,000	1,000	1,000	1,000
2	0,924	0,943	0,940	0,723
3	0,963	0,973	0,967	0,729
Y	0,919	0,939	0,939	0,756

TABLE 3: R Square Table.

	R Square	R Square Adjusted
Y	0,043	0,031
Z	0,050	0,024

The R-Square value for constructs X1 and X2 to Y is 0.043, and the R-Square value for constructs X2 to Z is 0.050. This indicates that the value can identify Y and Z, that it can be explained by variables X1 and X2 to Y and Z of 4% and 5%, respectively, and that the remainder is influenced by other variables outside of the study (table 3).

TABLE 4: Relationship between Variable.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T (O/STDEVI)	Statistics	P Values
X1->Z	-0,011	-0,011	0,119	0,093		0,926
X2->Z	-0,226	-0,263	0,094	2,396		0,017
Z->Y	-0,208	-0,248	0,095	2,189		0,029



It is evident from the table above that X1 to Z have no effect, X2 have an effect on Y, and Z to Y have an effect in this study (table 4).

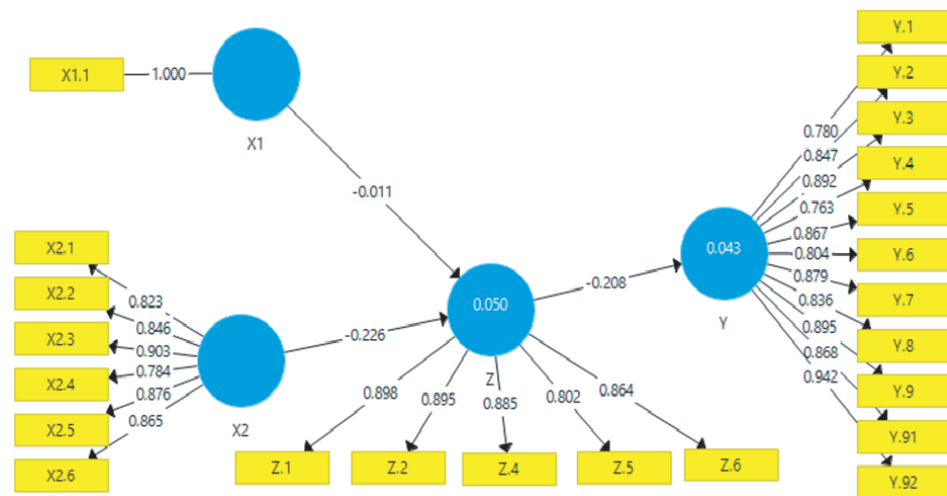


Figure 2: Test Result.

Based on the test results of Bank BSI Jakarta Barat after the Covid-19 pandemic presented in the table above, it can be concluded that there is an influence between X1 and X2 to Z and Z to Y. Banks have a strategic role to play in supporting Indonesia's economic recovery after the Covid-19 pandemic. One of the things that Can be done by Bank BSI Jakarta Barat (Figure 2).

#### 4. Conclusion

The conclusions of this study, among others, are based on the results of hypothesis testing, it is concluded that X1 has no effect on Z, X2 has an effect on Z and Z has an effect on Y. Validity test results for all variables, ranging from HR Training (X1) to Leadership (Z), HR Development (X2) on Leadership (Z), and Leadership (Z) on Performance (Y), all i The validity test results for all variables, including HR Training (X1) to Leadership (Z), HR Development (X2) to Leadership (Z), and Leadership (Z) on Performance (Y), were tested with valid results. The findings of this study, among other things, are based on the results of hypothesis testing, which concluded that X1 has no effect on Z, X2 has an effect on Z, and Z has an effect on Y. If the Cronbach's Alpha values for the results of the reliability test are all greater than 0.7, then they are all considered valid.tems were tested with valid results. For the reliability test, the results of Cronbach's Alpha value are all > 0.7, then all are declared valid.



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