


## The Impact of Human Resource Development, Work Stress, and Job Promotion on Employee Performance at PT. Bank Sumut Pusat Medan

Beby Fadillah<sup>1</sup>, Bagus Handoko<sup>2</sup>, Sopi Pentana<sup>3</sup>

Universitas Harapan Medan

Article Info	ABSTRACT
<b>Keywords:</b> Human Resource Development Job Stress Promotion Employee Performance	This study aims to analyze the effect of human resource development, work stress, and job promotion on employee performance at PT. Bank Sumut Pusat Medan. The method used in this study is a quantitative approach with an associative design, which aims to determine the relationship between the independent variable and the dependent variable. The population in this study consisted of 400 employees, and the sample taken was 80 employees. Data were collected through questionnaires and analyzed using SPSS to test reliability and multiple linear regression. The results showed that human resource development had a negative effect on employee performance, while work stress and job promotion had a positive and significant effect on employee performance. These findings provide important insights for management in designing more effective human resource development strategies to improve employee performance.
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Baby Fadillah Universitas Harapan Medan <a href="mailto:bebyfdlh15@gmail.com">bebyfdlh15@gmail.com</a>

### INTRODUCTION

Human resources (HR) are the most important asset in an organization, because employee performance greatly affects the success and competitiveness of the company. In the era of globalization and increasingly tight competition, organizations are required to continue to innovate and improve employee performance in order to survive and thrive. Therefore, human resource development is one of the main focuses in organizational management.

HR development covers various aspects, including training, skills development, and improving employee competencies. However, although HR development is designed to improve performance, there are other factors that can affect the results, such as work stress and job promotions. Work stress can arise from high workloads, pressure from superiors, or an unsupportive work environment, which in turn can have a negative impact on employee performance. On the other hand, fair and transparent job promotions can motivate employees to work better and improve their performance.

This study aims to analyze the influence of human resource development, work stress, and job promotion on employee performance at PT. Bank Sumut Pusat Medan. By understanding the relationship between these variables, it is expected that management can formulate more effective strategies in improving employee performance and creating a more productive work environment.

## METHOD

### Types of research

In study This use type approach associative And quantitative. approach associative is a approach Where For know that existence connection influence or influence between second variable that is variable free (in dependent variable) And variable bound (depends variable). Then data Which collected in form quantitative.

### Population and Sample

Population is region generalization Which consists of from, object or subject Which have quality And characteristics certa in Which set by researcher For studied And Then with drawn conclusion. Population in study This is all over employee Which there is on PT. Bank Central North Sumatra Medan as much as 400 person employee Sample is part from amount And characteristics by population the. On study This researcher use simple random sampling, Then according to (Sugiyono, 2018b) *Simple Random Sampling* is taking member sample from population Which done in a way random without notice strata Which There is in population That .As for For determination quantity/size sample in study This with use formula slovin, so arranged calculation sample as following :

$$n = \frac{N}{1 + N(M)^2}$$

$$n = \frac{400}{1 + 400(0.1)^2} = 80$$

Where :

n = size sample

N = size population

M = percent leniency absen ce thoroughness Because error

Retrieval sample Which Still can tolerated or wanted, maximum 10%. Based on calculation slovin on so, amount sample in study This is as much as 80 person employee PT. Bank North Sumatra Center Medan.

## RESULTS AND DISCUSSION

### Analysis of the Formation of Variable X1

In the formation of variable X1, the author conducted interviews and distributed questionnaires to employees of the company at PT. BANK SUMUT PUSAT MEDAN. The researcher distributed questionnaires to 80 employees as follows.

**Table 1.** Analysis of the Formation of Variable X1

No	Question	STS	TS	KS	S	SS
1	Implementation of training in accordance with employee educational background					
2.	I have high enthusiasm in training					
3.	Trainers/instructors master the training material					
4.	The trainer/instructor delivers the material well					
5.	The training was carried out with good facilities					
6.	Training materials according to employee needs					
7.	Training materials are easy for employees to understand					
8.	I am not burdened by training costs					

**Table 2.** Analysis of the Formation of Variable X2

No	Question	STS	TS	KS	S	SS
1	I was given a fairly high workload					
2.	I often encounter difficulties in working					
3.	I feel the work pressure is quite high					
4.	I feel that the break time given by the company is limited.					
5.	I feel the supervisor/leader gives direction					
6.	The working climate in the office makes it less comfortable					
7.	The facilities provided by the company are inadequate					
8.	I feel that my freedom and authority in working is limited.					
9.	I find it difficult to get work done when working with colleagues.					
10	I feel frustrated when there are differences of opinion with my superiors and coworkers.					
11	I have a role conflict in working with colleagues					
12	Often the work done is contrary to the employee's conscience.					
13	I feel the job description does not match the employee's position					

**Table 3.** Analysis of the Formation of Variable X3

No	Question	STS	TS	KS	S	SS
1	Higher ability compared to other employees is an absolute requirement for job promotion.					
2.	Employees must have broad and innovative ideas to get job promotions.					

No	Question	STS	TS	KS	S	SS
3.	Good managerial skills and based on rational considerations are the requirements for job promotion.					
4.	I agree that work performance is one of the considerations in promotion					
5.	Loyalty to the company I work for is the main thing for job promotion.					
6.	Employees who do their work responsibly deserve to get a job promotion.					
7.	Employees must have honesty in working					

**Table 4.** Analysis of the Formation of Variable Y

No	Question	STS	TS	KS	S	SS
1	I finished my work well					
2.	I work well with my co-workers					
3.	I accept and do the work given by the leader					
4.	I am able to do work beyond the targets given by my superiors.					
5.	I am responsible for the work given by my superiors					
6.	I always maintain the facilities provided by the company to make work easier.					
7.	I am willing to do the work on my own initiative					
8.	I am able to solve problems at work without waiting for orders from my superiors.					

## Testing

### Reliability Test

**Table 5.** Reliability Test Results

Variables	Reliability Value	Cronbach's Alpha	Information
Human Resource Development	0.705	0.60	Reliable
Job Stress	0.660	0.60	Reliable
Job Promotion	0.726	0.60	Reliable
Employee performance	0.653	0.60	Reliable

Based on table 5 above, it shows that the reliability value of the variables of human resource development, work stress, job promotion, and employee performance is greater than the Cronbach's Alpha value so that it can be concluded that each question item from the four variables is reliable.

## Multiple Linear Regression Test

**Table 6.** Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4.373	2,928	
	Human Resource Development	.083	.103	.101
	Work_Stress	.275	.057	.403
	Job_Promotion	.382	.106	.432

a. dependent variable: Employee\_Performance

Based on table 6, the multiple linear regression equation can be compiled as follows:

$$\text{Employee Performance} = 4.373 + 0.083 \text{ human resource development} + 0.275 \text{ work stress} + 0.382 \text{ job promotion} + 0.05 \text{ error}$$

The regression equation above has the following meaning:

1. The constant value of 4.373 is positive, indicating that the average predicted value of employee performance will still increase by 4.373 even though the variables of human resource development, work stress, and job promotion are zero.
2. The human resource development coefficient of 0.083 shows that for every one unit increase in the human resource development variable, the employee performance variable will increase by 0.083.
3. The work stress coefficient of 0.275 indicates that for every one unit increase in the work stress variable, the employee performance variable will increase by 0.275.
4. The job promotion coefficient of 0.382 shows that for every one unit increase in the job promotion variable, the employee performance variable will increase by 0.382.

## Partial Test (t-Test)

**Table 7.** Partial Test Results (t-Test)  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.373	2,928		1,493	.139
	Human Resource Development	.083	.103	.101	.798	.427
	Work_Stress	.275	.057	.403	4.795	.000
	Job_Promotion	.382	.106	.432	3,610	.001

a. dependent variable: Employee\_Performance

Source: SPSS processed results (2023)

Based on the results of the partial test (t-test) in table IV.14 above, it can be interpreted as follows:

1. The human resource development variable has a coefficient of 0.083 with a positive value with a calculated t (0.798) smaller than the t table (1.66488) and a significance (0.427) greater than (0.05), so that H0 is accepted and H1 is rejected, which means that human resource development has a negative and insignificant effect on employee performance.
2. The work stress variable has a coefficient of 0.275 with a positive value with a calculated t (4.795) greater than the t table (1.66488) and a significance (0.000) smaller than (0.05), so that H0 is rejected and H1 is accepted, which means that work stress has a positive and significant effect on employee performance.
3. The job promotion variable has a coefficient of 0.382 with a positive value with a calculated t (3.610) greater than the t table (1.66488) and a significance (0.001) smaller than (0.05), so that H0 is rejected and H1 is accepted, which means that job promotion has a positive and significant effect on employee performance.

### Simultaneous Test (F Test)

**Table 8.** Simultaneous Test Results (F Test)

		ANOVA				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	307,390	3	102,463	31,643	.000b
	Residual	246,097	76	3.238		
	Total	553,488	79			

Source: SPSS processed results (2023)

Based on the results of the simultaneous test (F test), it was found that the F\_count value of 31.643 was greater than the F\_table value of 3.97 and the significance value of 0.000 was smaller than 0.05, so it can be concluded that human resource development, work stress, and job promotion have a positive and significant effect on employee performance.

### CONCLUSION

This study found that human resource development has a negative and significant effect on employee performance at PT. Bank Sumut Pusat Medan, which indicates the need for attention in its implementation so as not to increase employee burden. Meanwhile, work stress has a positive and significant effect, indicating that stress within certain limits can motivate employees to improve performance. Job promotion also has a positive and significant effect, where the right promotion can increase employee motivation and job satisfaction. Overall, these three factors contribute positively and significantly to employee performance, emphasizing the importance of the interaction between human resource development, work stress, and job promotion in improving employee performance. These findings provide insight for management to design more effective human resource development strategies and create a supportive work environment.

## REFERENCES

- [1] Ardana, IKMNW, & Mudiarta, UIW (2012). Human Resource Management. Yogyakarta: Graha Ilmu.
- [2] Davis, Keith, JW, & Newstrom. (2017). Behavior in Organizations. Jakarta: Erlangga.
- [3] Ghozali, I. (2016). Multivariate Analysis Application with IBM SPSS 23 Program. Semarang: Diponegoro University Publishing Agency.
- [4] Gibson, RL, & Mitchell, MH (2011). Guidance and Counseling. Yogyakarta: Pustaka Pelajar.
- [5] Handoko, TH (2015). Management. Yogyakarta: BPPE.
- [6] Hasibuan, MP (2012). Human Resource Management. Jakarta: PT.
- [7] Hasibuan, MP (2016). Human Resource Management. Jakarta: Bumi Aksara.
- [8] Hasibuan, MS . (2016). Human Resource Management (Revised.). Jakarta: Bumi Aksara.
- [9] Isa, M., & Irawan, BA (2019). The Influence of Development on Employee Performance at the Mandailing Natal Regency Inspectorate Office. *Jesya: Journal of Economics & Sharia Economics*, 2(1), 54–64.
- [10] Juliandi, A., Irfan, I., & Manurung, S. (2015). Business Research Methodology Concepts and Applications. Medan: UMSU PRESS.
- [11] Lestari, M., Akbar, DA, & Maulana, CZ (2021). The Influence of Human Resource Development and Religiosity on Employee Performance with Job Satisfaction as an Intervening Variable at Islamic Bank Business Units in Palembang City. *Salam: Journal of Social and Islamic Culture*, 8(1), 109–126.
- [12] Mangkunegara, AA (2014). Human Resources Performance Evaluation. Bandung: Refika Aditama.
- [13] Massie, RN, Areros, WA, & Rumawas, W. (2018). The Effect of Work Stress on Employee Performance at the Manado IT Center Management Office. *Journal of Business Administration*, 6(2), 41–49.
- [14] Nataria, O., Dedi, S., & Sabarofek, MS (2018). The Influence of Work Stress and Workload on the Performance of Employees at the Manokwari Trade, Industry, Cooperatives and UMKM Office. *Horizon*, 1(1), 67–83.
- [15] Nitisemito, AS (2010). Personnel Management Human Resource Management. Jakarta: Ghalia Indonesia.
- [16] Nooralizad, R., Nadeholi, G., & Parivash, J. (2011). A causal model depicting the influence of spiritual leadership and some organizational and individual variables on workplace spirituality. *Journal of Advances in Management*, 4(5), 90–99.
- [17] Panjaitan, M. (2017). The Influence of Human Resource Development on Employee Performance at PT. Indojaya Agrinusa. *Scientific Journal of Methology*, 3(2), 7–15.
- [18] Putra, BDA (2016). The Influence of Tax Service Quality on Taxpayer Compliance in Paying Rural and Urban Land and Building Tax (PBBP2) at the Denpasar City Revenue Service in 2015. *Journal of the Faculty of Social and Political Sciences, Udayana University*, 1–7.
- [19] Rahayu, S. (2017). The Influence of Job Promotion on Employee Performance at PT. Garuda Metalindo. *Creative Journal: Marketing, Human Resources and Finance*, 5(1), 59–75.

- [20] Rivai, V. (2014). Human Resource Management for Companies. Depok: PT. Raja Grafindo Persada.
- [21] Rivai, V. (2016). Commercial Bank Management. Jakarta: Raja Grafindo Persada.
- [22] Robbins, SP (2012a). Organizational Behavior. Jakarta: PT. Indeks Grup Gramedia.
- [23] Robbins, S. P. (2012b). Management, Eleventh Edition. United States of America: Pearson Education Limited.
- [24] Rohman, MA, & Ichsan, RM (2021). The Effect of Workload and Job Stress on Employee Performance at PT Honda Daya Anugrah Mandiri, Sukabumi Branch. *Journal of Management Students*, 2(1), 1–22.
- [25] Saing, B., Prasetyo, ET, & Solihin, MA (2021). The Effect of Job Promotion on Employee Performance at PT Federal International Finance. *JEMMA: Journal of Economic, Management and Accounting*, 4(2), 169–182.
- [26] Samsudin, S. (2006). Human Resource Management. Bandung: Pustaka Sejati.
- [27] Sandiarta, IWB, & Suwandana, IGM (2020). The Effect of Work Stress on Employee Performance Mediated by Employee Job Satisfaction at the Graha Canti Semawang-Sanur Cooperative. *e-Journal of Management*, 9(5), 1899–1920.
- [28] Sedarmayanti. (2016). Human Resource Management Bureaucratic Reform and Civil Servant Management. Bandung: PT. Refika Aditama.
- [29] Simamora, H. (2014). Human Resource Management. Yogyakarta: STIE YKPN.
- [30] Sinambela, LP (2012). Employee Performance. Yogyakarta: Graha Ilmu.
- [31] Sugiyono. (2018a). Quantitative, Qualitative, and R&D Research Methods. Bandung: CV. Alfabeta.
- [32] Sugiyono. (2018b). Quantitative, Qualitative and R&D Research Methods. Bandung: Alfabeta.
- [33] Sutrisno, E. (2010). Human Resource Management. Jakarta: Kencana Publisher.
- [34] Wexley, KN, & Yukl, GA (2005). Organizational Behavior and Personnel Psychology. Jakarta: Rineka Cipta.
- [35] Wibowo, W. (2010). Performance Management. Jakarta: Rajawali Pres.
- [36] Yulianti, P., & Fadhillah, ND (2021). The Influence of Training and Job Promotion on Employee Performance at Bank Rakyat Indonesia Syariah, Padang Branch. *Dharma Andalas Journal of Economics and Business*, 23(2), 308–318.