

The Effect of Work Culture, Training, and Employee Placement on Employee Performance: PT Bank Perekonomian Rakyat Sumatera Selatan

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Abstract

This study aims to determine the effect of work culture, training, and employee placement on employee performance in PT. Bank Perekonomian Rakyat Sumatera Selatan. This type of research is Associative. The variables used by the researcher are Work Culture, Training, Employee Placement, and Employee Performance. The sample in this study was 128 Employees of PT. Bank Perekonomian Rakyat Sumatera Selatan selected by Cluster Random Sampling. The primary data used in this study was collected through a questionnaire. The data analysis technique used is Multiple Linear Regression. The results of this study indicate that (1) Work Culture, Training, and Employee Placement together have a positive and significant effect on Employee Performance, and (2) Work Culture has a positive but insignificant effect on Employee Performance. (3) Training has a positive and significant effect on Employee Performance. (4) Employee Placement positively and significantly affects Employee Performance.

Keywords: work culture, training, employee placement, employee performance.

1. Introduction

Human Resources (HR) is one of the most critical factors for a company. The vital role of Human Resources in the form of humans employed in an organization as planners and implementers of drivers as well as assets that must be trained and developed by their areas of expertise to achieve success, realize company goals, all potentials of human thought, time, energy and ability can genuinely be utilized in an integrated and optimal manner for the benefit of the organization. Departing from that, it is essential for the Human Resources in question to be prioritized and managed correctly in terms of work culture values, competence, abilities, and employee job placement.

As [Kasmir \(2016\)](#) aptly puts it, Human Resource Management (HR) is the process that can make or break a company. It involves managing people, from planning and recruitment to training and development, all the way to maintaining industrial relations. The goal? To achieve Company goals and improve Stakeholder welfare. The weight of this responsibility cannot be overstated. According to [Nawani \(2011\)](#), human resource management contains an understanding that is closely related to the management of human resources or employees in a

company. Human resources can also be referred to as personnel. Workforce, workers, employees, human potential as a driving force of the organization in realizing its existence, or potential that is an asset and functions as non-material capital, which refers to the intangible assets such as skills, knowledge, and experience, in a business organization, which can be realized into real potential physically and non-physically in acknowledging the organization's existence. According to [Wirawan \(2015\)](#) states that reviewing Human Resource performance also allows companies to assess the effectiveness of training and development programs that have been implemented and adjust Human Resource management strategies to suit the long-term goals of the organization, Human Resource Studies and Human Resource performance are crucial elements in ensuring the sustainability and success of the company's operations.

PT. Bank Perekonomian Rakyat Sumatera Selatan, a banking company owned by the South Sumatra Provincial Government as a Regionally Owned Enterprise, plays a crucial role in supporting development in the province. With a vision of becoming a healthy and professional microfinance institution, the bank is committed to contributing to economic growth and improving the community's standard of living, especially in South Sumatra Province. Human Resource Performance Assessment is an evaluation tool carried out by the HR Department on employee performance to improve and maintain good bank performance. PT Bank Perekonomian Rakyat Sumatera Selatan uses Key Performance Indicators (KPI) every semester to implement employee performance evaluation. Maximum Employee Performance Assessment will receive awards such as promotion, bonus or reward, and production services. The Key Performance Indicator (KPI) indicators are PerformancePerformance, competence, and values.

The author examines several phenomena regarding employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan including: a. Work quality, where the quality of employee work, especially in the Marketing Landing, Marketing Funding, and Collection sections, lack of process discipline, namely filling in daily visits to customers and prospective customers, PT Bank Perekonomian Rakyat Sumatera Selatan in terms of tools for visits to customers and prospective customers uses TRC (Tracking Connection), this tool is an application tool to facilitate prospecting activities, and collection activities by employees, employees are not disciplined in using the tool so that quantitatively employees in the Marketing Landing, Marketing Funding, and Collection sections are not optimal. In terms of work quality, employees seem to be less agile in working; this can be seen when providing services to customers, the length of time customers wait in their seats to receive an explanation of several things needed by customers, and punctuality in explaining bank service products to customers. b. Quantity, where Marketing Landing, Marketing Funding, and Collection Department employees are not optimal regarding work results. The results of the Human Resources Performance Evaluation of PT. Bank Perekonomian Rakyat Sumatera Selatan in 2022-2024, from the data above shows that in terms of quantity, it has decreased, employee performance in 2022 is in the range of 3.60 - 4.19 (3.66) category 4 (High). In 2023, employee performance is in the same range, namely 3.40 - 4.19 (3.54) category 4 (high). In 2024, employee performance in the same range, namely 3.25 - 4.19 (3.34), is still in the high category. Although the average performance achievement is in the range of category 4 (high), if seen, there is a decline in performance performance of (-0.01) points compared to the previous period. This decline indicates that employee performance in that period was not optimal. c. Independence: Where the level of employee independence is not optimal in terms of commitment to carrying out their duties and responsibilities, such as still being very dependent

on supervision, monitoring, and direction from superiors, without supervision, monitoring, and direction from superiors, employees are less aware of their respective duties and responsibilities. PT. Bank Perekonomian Rakyat Sumatera Selatan has long built a positive work culture in the company's internal environment. The "AMPERA" work culture (Rules and Guidelines for Excellent Service) has been implemented since 2008 and is expected to support continuous performance improvement. Implementing this work culture is further strengthened by the Board of Directors Circular Letter Number. 062/SK-Dir-BPRSS/VII.2021. Procedures regarding guidelines for excellent service standards at PT. Bank Perekonomian Rakyat Sumatera Selatan, regarding the "AMPERA" work culture, still faces several obstacles, especially in internalizing the work culture itself. This challenge often comes from the diversity of employee characteristics of various generations, such as Baby Boomers, Generation X, Generation Y (millennials), and Generation Z, each of which has unique characteristics requiring different work approaches.

However, the author found that there are still several phenomena regarding work culture at PT. Bank Perekonomian Rakyat Sumatera Selatan including: Attention to Detail where PT Bank Perekonomian Rakyat Sumatera Selatan Employees carrying out their work still lack accuracy in their work, lack of evaluation of work results so that performance is not optimal, and the results of the Internal Audit Work Unit Audit still have several findings. Employees have not implemented the rules or guidelines for Work Culture called "AMPERA" (Prime Service Rules and Guidelines), such as not implementing attitudes or attitudes, how to serve, appearance, and public speaking to customers. as one form of service to customers. b. Result Orientation, where achieving results with the targets that have been set is not optimal, such as the low productivity of Marketing Landing and Marketing Funding and the Collection Section. c. Team Orientation where Cooperation and tolerance between employees are still low. Human Resources Training at PT. Bank Perekonomian Rakyat Sumatera Selatan is integral to the Human Resources development strategy. Training programs help employees develop the skills and competencies to face increasingly complex and dynamic job demands. PT Bank Perekonomian Rakyat Sumatera Selatan continuously strives to improve the abilities, expertise, and skills of employees; where each year, the company budgets education costs in accordance with the Financial Services Authority Regulation of 5% of the company's total Labor Costs.

The author researched that there are still several phenomena regarding Training at PT. Bank Perekonomian Rakyat Sumatera Selatan including: a. Training Objectives where the Human Resource Development (HRD) section is not disciplined in ensuring ongoing training by the needs of employees and the organization. The effectiveness of training is an important factor that must be continuously evaluated and improved. Material and curriculum where there is no clear curriculum related to the company's training program. Professional training is not well targeted, so the MaterialMaterial presented is not in accordance with each position. Training methods where in the absence of training methods and programs such as in-house training for new employees or employees who are rotated/mutated, there are still many pieces of training that are Zoom-based, so the relevance of employees' lack of focus in participating in training via Zoom and not paying attention to the resource person for the training being carried out.

Employee placement at PT. Bank Perekonomian Rakyat Sumatera Selatan is also important in optimizing Human Resources performance. Employee placement strategies that have not been running correctly are one of the challenges. Implementing an effective placement system is expected to help ensure that the most qualified employees are placed in the correct positions to maximize the achievement of the company's performance targets. However, the author studied

that there are still several phenomena regarding employee placement at PT. Bank Perekonomian Rakyat Sumatera Selatan including: Education where there are still employee positions that do not match the expertise or Education they have, such as company secretaries with Education from Health schools; Health education is placed in the front office, such as in the Customer Service and teller sections. Work Knowledge where there is no Assessment Center (Internal) and an optimal functional job structure, so newly recruited employees or employees who are transferred or promoted have not received maximum training to improve their work knowledge, such as in-house training. Work Experience where there is still a long time for employees to occupy one section for over 3 years, resulting in decreased motivation or work enthusiasm, boredom, and lack of work innovation.

This study aims to fill the gap in the literature by further exploring the interaction between "AMPERA" Work Culture, Employee Training, and Placement in improving Human Resources performance at PT. Bank Perekonomian Rakyat Sumatera Selatan, with a comprehensive understanding of these factors, management can formulate the right strategy to maintain and improve employee performance in the future.

2. Literature Review

According to [Edison et al. \(2016\)](#), performance is the result of work achieved by an employee in carrying out the tasks given, according to their responsibilities. According to [Rivai & Sagala \(2017\)](#), company performance is greatly influenced by employees' ability and work ethic. Employees with good abilities and work ethic can only achieve optimal performance. Conversely, minimal ability and low work ethic will reduce the company's business performance. According to [Luthans \(2016\)](#), company performance is influenced by various factors, including work culture. Work culture, which refers to the shared values, beliefs, and practices within an organization, plays a significant role in determining Human Resources performance. A positive work culture creates values and norms that guide employee behavior, increase motivation and job satisfaction, and encourage the development of skills and competencies. In addition, a work culture that supports collaboration and teamwork can increase employee synergy, while openness to innovation allows for contributing new ideas and creative solutions. Good communication in a transparent work culture reduces misunderstandings, improves coordination, recognition, and appreciation for employee contributions, and increases work morale; in a conducive work environment, employees are more likely to achieve optimal performance and contribute maximally to the company's success.

The research results of [Saragih & Lestari \(2024\)](#) highlight the role of work culture, especially in banking, in maintaining and monitoring customer interests as per the Minimum Service Standards (SPM). Similarly, the study by [Virgiawan et al. \(2021\)](#) emphasizes the positive and significant influence of work culture on HR performance, particularly in effective and efficient working time. It also underscores the influential role of superiors as role models in time management, a factor that significantly shapes the work culture. Research results by [Hermawan et al. \(2022\)](#) show that work culture significantly affects performance. [Lambey, et al \(2020\)](#), the results of their research show that work culture has a significant effect on performance. This differs from the results of research conducted by [Sapta et al. \(2021\)](#), which shows that organizational culture does not significantly affect employee performance. Bank management needs to pay attention to factors such as recognition of employee performance, good relationships between employees and superiors, and management policies to strengthen work culture. According to [Flegl et al. \(2022\)](#), "Human Resource Training is one of the key factors

influencing employee performance. Training programs help employees develop the skills and competencies needed to face increasingly complex and dynamic job demands. Training also contributes to the overall organization, increasing employee commitment and engagement with the company".

According to [Robbins & Coulter \(2017\)](#), the factors that can influence the performance of Human Resources in an organization include Work Culture. According to [Busro \(2018\)](#), employee performance factors include Training and Job Placement. The study was conducted by [Mora and Riza \(2016\)](#). The Influence of Organizational Culture, Training, and Development on Employee Work Performance at Bank Perekonomian Rakyat Syariah ADECO Langsa, the variables of Organizational Culture, training, and Development have a positive and strong influence on the variable of employee work performance at Bank Perekonomian Rakyat Syariah ADECO Langsa with a coefficient value of 0.723. This shows that if there is a decrease in one unit of training and development, it will decrease employee work performance by 0.723 by one scale unit. In other words, training and development are an absolute must in Bank Perekonomian Rakyat Syariah ADECO. [Runtuwene \(2016\)](#) conducted previous research on the Influence of Job Placement, Transfers, and Workload on Employee Performance at PT. Bank SulutGo Manado, the study's results showed that job placement, transfers, and workload simultaneously or together positively and significantly influence employee performance at PT. Bank SulutGo Manado. The results of this study indicate that PT. Bank SulutGo Manado must continue to improve job placement by employees, objective job transfers, and workloads by applicable rules. The author studied several work culture, training, and employee placement phenomena that impact employee performance.

The Influence of Work Culture on Employee Performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. According to [Robbins & Coulter \(2017\)](#), the factors that can affect the performance of Human Resources in an organization include Work Culture. The author studied several phenomena in the work culture at PT. Bank Perekonomian Rakyat Sumatera Selatan includes attention to detail, namely, a lack of accuracy in work, a lack of evaluation of work results, and employees not having implemented the rules or guidelines for Work Culture called "AMPERA." Employees are also less result-oriented, such as achieving results with predetermined targets, such as the low productivity of Marketing Landing, Marketing Funding, and the Collection Department. Employees are also not optimal in team orientation, such as the low cooperation between employees and the low tolerance among employees. The phenomenon of this work culture impacts employee performance; namely, the disbursement of credit is not optimal, and the Funding Department and the Collection Department are not optimal, so the target realization has not been achieved.

According to [Busro \(2018\)](#), the factors influencing employee performance include training. The author found that there are still several phenomena regarding training at PT. Bank Perekonomian Rakyat Sumatera Selatan, including Training objectives such as the Human Resource Development (HRD) section, is not disciplined in ensuring ongoing training regarding materials and curriculum, such as the absence of an explicit curriculum related to the company's training program, training methods such as the absence of training methods and programs such as In House Training. This has an impact on employee performance. Research by [Patel & Choudhary \(2022\)](#) shows that staff training significantly impacts their performance. Companies should focus on training that helps workers apply and acquire various skills and provide clear directions for all training activities at appropriate times, in contrast to the findings in the same year by [Flegl, et al., \(2022\)](#), which showed that the number of training hours is low

or excessive (more than 166 hours per year) does not have a significant impact on performance, but too much training can hurt employees.

Previous research studies were conducted by [Hermawan et al. \(2022\)](#), and the results of their research showed that training had a significant effect on performance. Research Results [Ingsih et al. \(2021\)](#), their research results show that training significantly affects performance. [Mahfud et al. \(2023\)](#), the results of their research show that training has a significant effect on performance. In contrast to the results of research conducted by [Atawirudi et al. \(2020\)](#), in their research, they stated that training had no significant effect. The difference in this research is due to several differences between previous research, where the research of [Atawirudi et al. \(2020\)](#) used 8 indicators in the training variable and differences in the number of samples, sampling techniques, and the analysis techniques used using SEM.

Furthermore, apart from culture and training, employee placement is another factor affecting performance. Employee placement must be based on the match between employee skills and the position's demands, a concept often referred to as 'The Right Man On The Right Place'. According to [Flegl et al. \(2022\)](#), effective training helps employees develop the necessary skills and increase their commitment to the company. According to [Priansa \(2014\)](#), a good placement process ensures that employees can maximize their potential and make optimal contributions to the company. Proper placement increases efficiency and productivity and minimizes employee turnover and dissatisfaction. While appropriate employee placement is considered necessary, there is a pressing need for more research to understand its impact on performance in more depth. It is crucial to explore how various placement aspects, such as company culture fit, employee training programs, and team dynamics, affect employee performance in different contexts. Further research is also urgently needed to understand how factors such as career development and work-life balance are affected by proper placement.

Previous research by [Kavoo-Linge & Kiruri \(2013\)](#) stated that employee placement partially affects employee performance, research by [Setiawan & Setiawan \(2020\)](#). Research by [Teriyan et al. \(2020\)](#). Proper placement of human resources will ensure that individuals have the skills and knowledge needed to carry out tasks effectively and provide the support required by the work environment. [Ingsih et al. \(2021\)](#), the results of their research show that job placement has a significant effect on performance. In contrast to research conducted by [Abram et al. \(2022\)](#), the results of their study show that job placement has no significant impact on performance. The results of this study are different due to several differences in the research, namely the difference in indicators used in this study using indicators of ability, skills, and expertise, in addition to the difference in the samples used, namely 33 samples taken using saturated sampling techniques. The analysis uses partial regression analysis (Partial Least Square / PLS). According to [Bangsawan et al. \(2023\)](#), the placement of Human Resources must also consider individual motivation and preferences so that it can create a work environment that allows them to develop and perform better. This emphasis on individual motivation and preferences in employee placement is a key aspect that can engage and interest professionals in the field. According to [Priansa \(2014\)](#), proper employee placement ensures that employees are in positions that match their skills and potential to make optimal contributions to the company.

According to [Virgiawan et al. \(2021\)](#), work culture, training, and employee placement are interrelated factors that influence Human Resources performance. A positive work culture not only improves employee welfare but also encourages collaboration and increases creativity. This understanding of the importance of a positive work culture in improving employee welfare

is empathetic and crucial for professionals in the field to consider. According to [Bangsawan et al. \(2023\)](#), banking has a crucial role in developing economic activity in Indonesia, primarily as an intermediary in collecting and distributing funds to the community. The goal is to support business activities, meet the community's needs in terms of business capital, investment, and consumption, and support the implementation of government development to improve equitable development, economic growth, and national stability. According to [Busro \(2018\)](#), factors that influence employee performance include Job Placement. The author researched that there are still several phenomena regarding employee placement at PT. Bank Perekonomian Rakyat Sumatera Selatan, including Education, Work Knowledge, and work experience, impact employee performance.

3. Research Method

This research was conducted at PT. Bank Perekonomian Rakyat Sumatera Selatan, with the object of research being all employees of PT. Bank Perekonomian Rakyat Sumatera Selatan has three work areas: Operational Head Office, Sekayu Branch Office, and Lahat Branch Office—a total of 188 employees. The independent variables are Work culture (X1), training program (X2), and employee placement (X3), while the dependent variable is performance (Y); before these variables are used as measuring instruments in this study, these variables are first operationalized, namely the operational performance variable (Y). The performance indicators are work quality, quantity, and independence. The work culture indicators are attention to detail, result orientation, and team orientation. The training indicators are training objectives, training materials, and methods used. The employee placement indicators are education, work knowledge, and work experience. The population in this study was all PT employees. Bank Perekonomian Rakyat Sumatera Selatan has as many as 188 people spread across three operational areas of PT. Bank Perekonomian Rakyat Sumatera Selatan, including; Operational Head Office and Lahat Branch Office and Sekayu Branch Office. In this study, the work area of PT Bank Perekonomian Rakyat Sumatera Selatan employees includes the Operational Head Office, Lahat Branch Office, and Sekayu Branch Office. The proportion of the number of samples in this study was determined using the Slovin formula with an error rate of 5% (0.05), which was taken as many as 188 employees of PT. Bank Perekonomian Rakyat Sumatera Selatan. The method used in data collection was a questionnaire. In this study, researchers used primary and secondary data. Multiple regression analysis method was used to analyze data according to research objectives.

4. Findings and Discussions

This multiple linear regression analysis determines the influence of organizational culture variables, training, and job placement on employee performance. The results of the multiple linear regression analysis can be seen in the following table:

Table 1. Regression Result

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	11.424	.964	
	Work Culture	.061	.090	.093
	Training	.304	.089	.456
	Placement	.240	.047	.341

a. Dependent Variable: Employee Performance

Based on the table of multiple linear regression test results, the following results: $Y = 11.424 + 0.061 X_1 + 0.304 X_2 + 0.240 X_3$. The constant value of 11.424 indicates that if culture, training, and placement are equal to zero, employee performance remains at 11.424. Culture has a regression coefficient of 0.061. This shows that every increase in culture will increase employee performance by 0.061, assuming other variables remain constant. Training has a regression coefficient of 0.304. This shows that every increase in training will increase employee performance by 0.304, assuming other variables remain constant. Placement has a regression coefficient of 0.240. This shows that every increase in placement will increase employee performance by 0.240, assuming other variables remain constant.

The F test determines whether culture, training, and placement variables simultaneously affect employee performance. The results can be seen in the following table:

Table 2. F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1605.047	3	535.016	62.739	.000 ^b
Residual	1057.421	124	8.528		
Total	2662.469	127			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), work culture, training, placement

With a Sig F level of $0.000 < 0.05$, then H_{a1} is accepted, meaning that there is a significant influence of culture, training, and placement on the performance of employees of PT. Bank Perekonomian Rakyat Sumatera Selatan.

Table 3. t-test

Model	T	Sig.
1 (Constant)	11.854	.000
Work culture	.683	.496
Training	3.431	.001
Placement	5.058	.000

a. Dependent Variable: Employee Performance

Based on the t-test table, it can be seen as follows: the calculated t value for culture (X_1) is $0.683 < t_{table} 1.979$ with a sig.t level of $0.496 > 0.05$ (not significant), then H_{o2} is accepted, meaning that culture has no significant effect on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. The calculated t value for training (X_2) is $3.431 > t_{table} 1.979$ with a sig.t level of $0.001 < 0.05$ (significant), then H_{a3} is accepted, meaning that training has a significant effect on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. The calculated t value for placement (X_3) is $5.058 > t_{table} 1.98$ with a sig.t level of $0.000 < 0.05$ (significant), then H_{a4} is accepted, meaning that placement has a significant effect on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan.

The Influence of Work Culture, Training and Employee Placement on Employee Performance

of PT. Bank Perekonomian Rakyat Sumatera Selatan. The results of the simultaneous hypothesis test show that work culture, training, and employee placement significantly affect PT's performance. Bank Perekonomian Rakyat Sumatera Selatan. These results explain that with a good work culture, job training that supports employee performance, and job placement based on employees' educational background and experience, employees can work optimally, which affects their performance. The significant value of R Square in the regression model shows the considerable contribution of work culture, training, and employee placement to employee performance of PT. Bank Perekonomian Rakyat Sumatera Selatan is 60.3%. This study's results are based on the theory put forward by [Robins \(2003\)](#). One of the factors that influences employee performance is work culture. In addition, this study is also in line with the theory put forward by [Edison et al. \(2016\)](#). Training and job design/placement influence employee performance. The results of this study are supported by previous research conducted by [Virgiawan et al. \(2021\)](#), who found that Human Resource performance was positively and significantly influenced by work culture. This differs from the results of research conducted by [Sapta et al. \(2021\)](#), which showed that organizational culture did not significantly influence employee performance. [Hermawan et al \(2022\)](#) research results showed that training significantly affected performance. Different from the results of research conducted by [Atawirudi et al. \(2020\)](#), their study stated that training had no significant impact. [Kavoo-Linge & Kiruri \(2013\)](#) stated that employee placement partially affected employee performance. Unlike [Abram et al. \(2022\)](#), his research showed that job placement had no significant effect on performance. Based on the researcher's findings on the Performance variable regarding the Quality Indicator on the Statement of the Quality of Work that employees produce reflects the level of accuracy and professionalism of employees in working, as many as 19 Employees, or 15% of respondents denied, lack of understanding and skills in working, in addition, supervithe relevant superiors do not always give supervision and feedbackdependence Indicator on the statement Employees can complete tasks independently without having to rely on the help of others. As many as 14 Employees, or 11% of respondents, denied a lack of self-confidence; employees do not want to try to complete work independently and are afraid of making mistakes, so they need help from coworkers.

The Influence of Work Culture on Employee Performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. The results of the partial hypothesis test show that work culture has no significant effect on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. These results explain that the good or bad work culture possessed by employees will determine the good or bad performance of the employees produced. This is not to the theory put forward by [Robins \(2003\)](#). One of the factors that influences employee performance is work culture. This study's results align with previous research conducted by [Sapta et al. \(2021\)](#), which showed that organizational culture does not significantly influence employee performance. To strengthen work culture, bank management must consider factors such as employee performance recognition, good relationships between employees and superiors, and management policies. Different from the results of research conducted by [Lambey et al. \(2020\)](#), their research showed that work culture has a significant effect on performance. The reason the results of this study are different from the research by [Lambey et al. \(2020\)](#) is due to several differences, including differences in the indicators used, namely in the study by [Lambey et al. \(2020\)](#) using indicators of values, norms, attitudes, and behavior, while in this study using indicators of attention to detail, orientation to results and team. In addition, there is a difference in the sample used, namely 140, and this study used a sample of 128 employees. Path analysis,

which uses multiple linear regression analysis, is used in this study. The reason the work culture variable has no significant effect on performance is because there are elements in the indicators other than those asked by the researcher that may affect performance, meaning that in this case, the researcher in conducting the study only took three indicators that were close to the goal in asking questions to respondents. After all, according to the researcher, these indicators are the indicators that best represent or are by the phenomena and facts when making observations. However, the results obtained by the researcher from the questionnaire that had been distributed and processed stated that the work culture variable had no significant effect on performance. Hence, the indicators used were also less precise. The study's results explain that work culture is an aspect that influences and improves employee performance but is not significant. Based on the researcher's findings on the Work Culture variable on the Results Orientation Indicator from the employee's statement that they feel that the rewards given by the organization are by the employee's contribution and work results, 46 employees, or 36% of respondents denied, because the performance appraisal system is not transparent and compare it with colleagues or other companies. The organization always provides support in terms of work facilities so that it makes it easier for employees to work; 45 employees, or 36% of respondents, denied it because there are other priorities in the expenditure budget and overall facility needs can be used, or it is not urgent to make a replacement. The Team Orientation Indicator on the statement that good teamwork helps employees achieve more effective results in their work, 45 employees or 35% of respondents denied it because several team members do not understand their duties and responsibilities, so they wait for each other and are not in sync in completing the work. Researchers suggest paying attention to work culture, especially related to employee attention to work details, by conducting training and education so that employees work according to Standard Operating Procedures (SOP); in addition to the orientation on results, it is necessary to have periodic evaluations, set clear goals and give awards to employees who work beyond targets so that employees are motivated to improve their work results. Regarding team orientation, companies should be able to build effective communication through building activities or developing collaboration. If these improvements are made, it can improve employee performance, allowing employees to work according to company expectations, meet the quantity of work, and work independently or in teams to complete work.

The Effect of Training on Employee Performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. The results of the partial hypothesis test demonstrate a significant effect of training on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. Bank Perekonomian Rakyat Sumatera Selatan. These findings underscore the pivotal role of training tailored to the company's needs in enhancing performance. Training not only enhances employee competence, adaptability, and career development, but also empowers them to work more effectively according to their abilities, thereby improving their performance. This positive impact of training on employee performance is a promising prospect for the organization. The results of this study are by the theory put forward by [Edison et al. \(2016\)](#). One of the factors that influences employee performance is training. Previous research studies conducted by [Hermawan et al. \(2022\)](#) showed that training significantly affected performance. [Ingsih, et al \(2021\)](#), the results of their research showed that training has a significant impact on performance. [Mahfud et al. \(2023\)](#), the results of their study showed that training had a significant effect on performance. In contrast to the results of research conducted by [Atawirudi et al. \(2020\)](#), in their research, they stated that training had no significant effect. The difference in this study is due to several differences between previous studies where the study of [Atawirudi](#)

[et al. \(2020\)](#) used 8 indicators in the training variable; in addition, there were differences in the number of samples, sampling techniques, and the analysis techniques used using SEM. Based on the researcher's findings on the Training variable in the Training Objective Indicator, the results of employee statements felt that the purpose of the training was to develop and improve skills so that the material presented was relevant to the work needs of as many as 46 Employees or 36% of respondents denied, because the training did not match employee needs, the material presented was too general and not specific. The training aims to help employees develop more productive and professional work behaviors in carrying out their duties. As many as 45 Employees, or 35% of respondents, denied it because the training material did not focus on work behavior, there was no simulation, and it was too theory-oriented. The material indicator for employees felt that the material was comprehensive enough that the learning process during the training helped them understand work tasks and responsibilities better. As many as 47 Employees, or 37% of respondents, denied it because the training material did not cover all employee needs, was less specific to certain tasks, and there were no advanced modules for additional training. Based on the research results, the researcher suggests that companies should pay more attention to job training, especially regarding training objectives. The material presented must be in accordance with the needs and easy to understand, and the methods used in training are expected to have an impact that can help employees carry out their work in the future. If these improvements are made, it is expected to improve employee performance, so that employees can ensure that the quality of work they produce reflects accuracy and professionalism. Employees can complete the amount of work according to the targets that have been set, and employees can complete work independently.

The Effect of Training on Employee Performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. The results of the partial hypothesis test show a significant effect of training on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. These results explain that training carried out and meeting the company's needs will play an essential role in improving performance. Training can improve employee competence, adaptability, and career development so that employees can work better according to their abilities and improve their performance. Partially, training shows a significant effect on employee performance. The results of this study are based on the theory put forward by [Edison et al. \(2016\)](#). One of the factors that influences employee performance is training. Previous research studies conducted by [Hermawan et al. \(2022\)](#) showed that training significantly affected performance. [Ingsih et al. \(2021\)](#), the results of their research showed that training had a significant effect on performance. [Mahfud et al. \(2023\)](#), the results of their research showed that training had a significant effect on performance. In contrast to the results of research conducted by [Atawirudi et al. \(2020\)](#), in their study, they stated that training had no significant effect. The difference in this study is due to several differences between previous studies where the study of [Atawirudi et al. \(2020\)](#) used 8 indicators in the training variable, in addition, there were differences in the number of samples, sampling techniques, and also the analysis techniques used using SEM. Based on the researcher's findings on the Training variable in the Training Objective Indicator, the results of employee statements felt that the purpose of the training was to develop and improve skills so that the material presented was relevant to the work needs of as many as 46 Employees or 36% of respondents denied, because the training did not match employee needs, the material presented was too general and not specific. The training aims to help employees develop more productive and professional work behaviors in carrying out their duties. As many as 45 Employees, or 35% of respondents, denied it because the training material did not focus

on work behavior, there was no simulation, and it was too theory-oriented. The material indicator for employees felt that the material was comprehensive enough that the learning process during the training helped them understand work tasks and responsibilities better. As many as 47 Employees, or 37% of respondents, denied it because the training material did not cover all employee needs, was less specific to certain tasks, and there were no advanced modules for additional training. Based on the research results, the researcher suggests that companies should pay more attention to job training, especially regarding training objectives; the material presented must be by the needs and easy to understand, and the methods used in training are expected to have an impact that can help employees carry out their work in the future. If these improvements are made, it is expected to improve employee performance so that employees can ensure that the quality of work they produce reflects the level of accuracy and professionalism in working. Employees can complete the amount of work according to the targets that have been set, and employees can complete work independently.

The Effect of Employee Placement on Employee Performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. The results of the partial hypothesis test show a significant effect of employee placement on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. These results explain that proper employee placement is critical to ensure that based on their abilities, knowledge, and work experience, work productivity will increase because the work is carried out effectively and efficiently. The results of the study show that partial employee placement has a significant effect on employee performance. Placing employees by their positions will enable them to complete tasks more quickly and accurately, reducing the risk of errors in financial management and banking administration. The results of this study are based on the theory put forward by [Edison et al. \(2016\)](#). One of the factors that influences employee performance is job design/placement. Previous research studies conducted by [Kavoo-Linge & Kiruri \(2013\)](#) stated that partial employee placement affects employee performance, research by [Setiawan & Setiawan \(2020\)](#). Research by [Teriyan et al. \(2020\)](#). The proper placement of human resources will ensure that individuals have the skills and knowledge needed to carry out tasks effectively and provide the support required by the work environment. [Ingsih et al. \(2021\)](#), the results of their research show that job placement has a significant effect on performance. In contrast to the research conducted by [Abram et al. \(2022\)](#), the results of their study show that job placement has no significant effect on performance. The reason for the different results of this study is due to several differences in the research, namely the difference in indicators used in previous studies using indicators of ability, skills, and expertise; previous studies focused on internal factors of employee ability, while in this study using indicators of Education, knowledge and work experience, this study focuses on external factors of employees, in addition, there is a difference in the sample used, namely 33 samples taken using saturated sampling techniques. The analysis uses partial regression analysis (Partial Least Square/PLS). Based on the researcher's findings on the Placement variable in the Education Objective Indicator, employee job placement is based on the level of Education relevant to the tasks given; as many as 33 Employees, or 25% of respondents, denied it because the job requires practical skills, not just theory. Work Experience Indicator, employee job placement considers employee work experience relevant to the field of work given; as many as 35 Employees, or 28% of respondents, denied it due to limited positions that match employee experience. The statement of previous employee work experience helps employees adapt to current job demands; as many as 37 Employees, or 29% of respondents, denied it due to differences in work environment, work culture, and organizational structure between previous and current

companies. Based on the results of the study, the researcher suggested that companies should pay more attention to employee placement, especially regarding placement based on Education by mapping to ensure that it is based on the employee's educational background, increasing knowledge through training, and based on employee work experience by rotating if there are employees who still have minimal experience. If these improvements are made, it is hoped that they can improve employee performance so that employees can ensure that the quality of work produced reflects the level of accuracy and professionalism in working, employees can complete the amount of work according to the target that has been set, and employees can complete work independently.

5. Conclusion

It can be concluded as follows: (1) work culture, training, and employee placement significantly influence employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. Based on the results of simultaneous hypothesis testing, the Fcount value is $62.739 > F_{table} 2.68$ with a Sig F level of $0.000 < 0.05$, so H_a is accepted, which means there is a significant influence. In addition, a determination coefficient value of 0.603 is obtained. This means that the variables of work culture, training, and employee placement can explain changes in employee performance. (2) Work culture has an insignificant influence on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. This is based on the results of partial hypothesis testing, that the count value for culture (X_1) is $0.683 < t_{table} 1.979$ with a sig.t level of $0.496 > 0.05$ (not significant), so that H_o is accepted, which means there is an insignificant influence of work culture on employee performance at PT. Bank Perekonomian Rakyat Sumatera Selatan. (3) Training has a significant influence on the performance of PT. Bank Perekonomian Rakyat Sumatera Selatan employees. This is based on the results of a partial hypothesis test, that the t-count value for training (X_2) is $3.431 > t_{table} 1.979$ with a sig.t level of $0.001 < 0.05$ (significant), so it is stated that H_a is accepted, which means that there is a substantial influence of training on the performance of PT. Bank Perekonomian Rakyat Sumatera Selatan employees. (4) Employee placement has a significant influence on PT performance. Bank Perekonomian Rakyat Sumatera Selatan employees. This is based on the results of a partial hypothesis test, that the t-count value for placement (X_3) is $5.058 > t_{table} 1.98$ with a sig.t level of $0.000 < 0.05$ (significant), so it is stated that H_a is accepted, which means that there is a substantial influence of training on the performance of PT. Bank Perekonomian Rakyat Sumatera Selatan employees.

The company should pay more attention to work culture, especially regarding employee attention to work details, by conducting training and education so that employees work according to Standard Operating Procedures (SOP); in addition to the orientation on results, it is necessary to perform periodic evaluations, set clear goals and give awards to employees who work beyond targets so that employees are motivated to improve their work results and in team orientation, the company should be able to build effective communication with building activities or developing collaboration. If these improvements are made, it can improve employee performance, where employees can work according to company expectations, meet the quantity of work, and work independently or in teams to complete work. The company should pay more attention to work training, especially regarding training objectives; the material presented must be by needs and easy to understand, and the methods used in training are expected to have an impact that can help employees carry out their work in the future. If these improvements are made, it is expected to improve employee performance so that employees can ensure that the quality of work that employees produce reflects the level of accuracy and professionalism in working, employees can complete the amount of work

according to the set target, and employees can complete work independently. The company should pay more attention to employee placement, especially regarding placement based on education, by mapping to ensure that it is based on the employee's Educational background, improving knowledge through training, and based on employee work experience by rotating employees who still have minimal experience. If these improvements are made, it is expected to improve employee performance to ensure that the quality of work they produce reflects accuracy and professionalism; employees can complete the job according to the set target and complete work independently.

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