

The effect of job appraisal and job training on employee performance at PT. Bank Sulselbar Luwu

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Abstract

Purpose: This study aimed to determine the effect of job appraisal and job training on the performance of employees of PT. Bank SulSelBar Luwu.

Research Methodology: This study used a quantitative research with a descriptive approach. The population in this study comprised all employees working at PT. Bank SulSelBar Luwu. The number of samples in this study was 35. The data analysis technique used was descriptive statistical tests, classical assumption tests, and multiple regression analysis.

Results: The results of this study show that: 1. Job appraisal positively and significantly affects employee performance at PT. Bank SulSelBar Luwu, 2. Job training has a positive and significant effect on employee performance at PT. Bank SulSelBar Luwu. 3. The results of the F-test indicate that job appraisal and training simultaneously (together) have a positive and significant effect on employee performance PT. Bank SulSelBar Luwu.

Conclusions: This study confirms that both job appraisal and job training are essential determinants of employee performance. Together, these factors contribute significantly to organizational outcomes by improving employees' skills, awareness of strengths and weaknesses, and overall productivity.

Limitations: The study is limited by a small sample size of 35 employees and only two variables, reducing generalizability and scope.

Contribution: This research shows that job appraisal and training have a contribution or influence on employee performance variables by 61.90%, while the remaining 38.10% is influenced by other variables not examined in this study.

Keywords: *Employee Performance, Job Appraisal, Job Training*

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1. Introduction

Human resources (HR) play a significant role in a company, especially with the rapid development of business, which raises the level of competition. In this condition, companies need to continuously develop their employees' capabilities to win the competition. With employee development, employee knowledge and skills will increase, thereby reducing defective products and the level of work accidents, increasing work productivity, and increasing employee job satisfaction. Human Resources (HR) are the company's most expensive asset compared to other assets because HR is the main driver of the company's organization. HR must be managed optimally, continued, given extra attention, and their rights fulfilled. Moreover, HR is a partner of employers in achieving their organizational goals. In addition to the company, HR must also improve its competence, along with the development of the globalization era. According to [Ambarita \(2012\)](#), to compete in business, companies are required to

obtain, develop, and maintain quality Human Resources. Human, as the driving force of the organization, is greatly influenced by the participants, and their functional role is very supportive of the success of the organization ([Ningwati, Septiyanti, & Desriani, 2022](#)).

For this reason, companies need to manage and maintain their quality resources so that they will facilitate their operational activities and support the achievement of company goals support the achievement of company goals. Thus, it can be said that the foundation of the company's competitiveness lies in the aspect of human resources. The foundation of competitiveness, which initially came from capital and technology, has shifted to human resources. Therefore, companies need to manage and maintain their quality resources to facilitate their operational activities and support the achievement of company goals. Thus, it can be said that the foundation of the company's competitiveness lies in the aspect of human resources. The foundation of competitiveness, which initially came from capital and technology, has shifted to human resources ([Pramono & Pratama, 2020](#)).

In connection with the foundation of competitiveness from this human resource factor, companies must be able to manage and retain their employees, so that they can not only win the competition but also achieve company goals able to manage and retain its employees, so that it cannot only win the competition but at the same time can achieve company goals. What kind of human resources are able to win the competition while achieving company goals? In general, employees with good performance will be able to win the competition and achieve the goals set by the company. Employee performance can be observed and measured based on the performance standards set by the company. If the employee has successfully carried out the task in accordance with the predetermined standards, their performance can be considered good. According to [Nurjaya, Mukhtar, and UA \(2020\)](#), performance is the real behavior that each person displays as a work achievement produced by the company, displayed by each person as a work achievement produced by employees according to their role in the company.

Satisfactory employee performance does not happen by itself or instantly but requires continuous evaluation. Employee performance is the result or achievement of employee work, which is assessed in terms of quality and quantity based on work standards determined by the organization ([Putra & Suprapti, 2019](#)). The results or achievements of good employee work will impact the achievement of organizational goals. Some of the things that companies do to improve employee performance are through work appraisals, work appraisals are carried out in order to improve each employee's job performance by providing assistance so that employees can be able to improve their performance employees by providing assistance so that employees can be able to realize and utilize each of their potential more optimally in carrying out the company's mission.

This employee performance appraisal will produce a series of information that can be used as criteria in making tests with a high level of validation and can also be used as feedback for employees to improve their performance efficiency ([Putra & Herawati, 2017](#)). This is useful for improving employee performance to advance the company. In addition to job appraisals, another thing that companies improve employee performance through job training. Job training is an activity that provides, obtains, improves, and develops work competencies. to develop work competencies in accordance with the level and qualifications of the position or job ([Pramono & Nopritama, 2020](#)). The job training process is to teach knowledge and develop work skills and attitudes so that employees are increasingly skilled and able to carry out their responsibilities better, which also affects employee performance for the better so that it can advance a company ([Pramono & Indriyani, 2019](#)).

Based on the background description above, the researcher is interested in raising the research title, namely, "The Effect of Job Appraisal and Job Training on Employee Performance at PT Bank SulselBar Luwu."

2. Literature Review

2.1 Human Resources as the Foundation of Organizational Performance

Human resources (HR) are often described as the most critical asset of an organization because they drive productivity, innovation, and competitiveness. Unlike physical assets that depreciate, HR can

develop and add value when it is properly managed. Effective human resource management ensures that employees possess the necessary skills, motivation, and commitment to achieve the organization's objectives.

[Ambarita \(2012\)](#) emphasizes that companies must obtain, develop, and maintain high-quality HR to sustain competitive advantage. Similarly, [Ningwati et al. \(2022\)](#) argue that HR plays a functional role in determining organizational success, particularly in modern business environments characterized by rapid competition. The shift from technology- and capital-based competitiveness to HR-based competitiveness highlights the central role of employees in achieving sustainable growth.

Therefore, employee performance is a tangible measure of organizational effectiveness. According to [Mukhtar and UA \(2020\)](#), performance is the real behavior displayed by individuals in their roles, reflecting the extent to which they fulfill organizational expectations. When employees perform effectively, companies can achieve operational efficiency, reduce errors, and improve service quality, ultimately contributing to organizational goals.

2.2 Concept of Employee Performance

Employee performance is commonly defined as the achievement of work outcomes in terms of quality, quantity, timeliness, and compliance with organizational norms. [Putra and Suprpti \(2019\)](#) state that performance is assessed based on the quality and quantity of work. High employee performance has a multiplier effect, improving not only productivity but also morale and customer satisfaction. To achieve optimal performance, organizations must continuously evaluate and enhance their employees' capabilities. This is often achieved through structured performance appraisals and training programs. These mechanisms are designed not only to measure performance but also to identify strengths, weaknesses, and areas for improvement, ensuring that employees are well equipped to adapt to evolving organizational demands.

2.3 Job Appraisal and Its Impact on Performance

2.3.1 Definition and Objectives

Job appraisal, also referred to as performance appraisal, is a systematic process of evaluating employees' work achievements based on established criteria. [Putra and Herawati \(2017\)](#) noted that job appraisal provides critical feedback, enabling employees to understand their performance levels and identify areas requiring development.

The main objectives of job appraisal are:

1. Assessing individual contributions to organizational goals.
2. Identifying training and development needs.
3. Motivating employees through recognition and rewards.
4. It provides a basis for administrative decisions, such as promotions and compensation.

2.3.2 Mechanisms of Influence

Through feedback, employees can reflect on their own strengths and weaknesses. This feedback loop encourages self-improvement and greater alignment with the organizational standards. Fair and transparent appraisals also build trust between employees and management, leading to higher motivation and commitment levels. Moreover, job appraisal results can inform strategic HR decisions. When effectively implemented, appraisals not only improve individual performance but also foster organizational learning and continuous improvement in the workplace.

2.3.3 Empirical Evidence

[Syam, Kasran, and Asriany \(2023\)](#) found that job appraisal positively influences employee performance in PT. Bank Sulselbar Masamba. Their findings are consistent with the results of this study for PT. Bank Sulselbar Luwu demonstrated that job appraisal significantly improved employees' ability to meet work standards by providing constructive feedback.

2.4 Job Training and Its Impact on Performance

2.4.1 Definition and Purpose

Job training refers to structured activities designed to enhance employees' knowledge, skills, and attitudes relevant to their job role. According to [Pramono and Nopritama \(2020\)](#), job training ensures that employees acquire the competencies needed to perform effectively and adapt to changing organizational needs.

The primary purposes of training include the following:

1. Equipping employees with technical and soft skills is essential.
2. It can reduce errors and inefficiencies in task execution.
3. Preparing employees for higher responsibilities is also important.
4. Enhancing adaptability to dynamic environments.

2.4.2 Mechanisms of Influence

Training enhances employee competence, directly improving performance outcomes. Employees who undergo relevant training become more efficient, accurate, and confident in fulfilling their responsibilities. Training also fosters organizational commitment, as employees feel supported in their career development ([Dagnew Gebrehiwot & Elantheraiyan, 2023](#)).

2.4.3 Empirical Evidence

[Pramono and Indriyani \(2019\)](#) highlighted the significant effect of motivation and competence development through training on employee performance at PDAM Way Rilau. Similarly, a study on PT. Bank Sulselbar Luwu confirmed that training positively and significantly affects performance. The results suggest that investing in training is essential for building a competent and competitive workforce. [Pramono and Indriyani \(2019\)](#) highlighted the significant effect of motivation and competence development through training on employee performance at PDAM Way Rilau. Similarly, a study on PT. Bank Sulselbar Luwu confirmed that training positively and significantly affects performance. The results suggest that investing in training is essential for building a competent and competitive workforce.

Extensive literature also emphasizes that training functions not only as a mechanism to enhance technical capabilities but also as a strategic intervention to shape organizational culture and employee engagement ([Febrian & Solihin, 2024](#)). When employees perceive that an organization invests in their professional development, they are more likely to develop a stronger sense of belonging and loyalty to the organization. This aligns with the Human Capital Theory, which posits that investment in human resources contributes to long-term organizational sustainability ([Rollins et al., 2021](#)). Therefore, training should be viewed as an ongoing process rather than a one-time event, enabling employees to continuously upgrade their competencies in response to technological advances and market demands. In addition, the effectiveness of training depends heavily on its design, delivery, and relevance to the actual job context of the trainees.

According to contemporary HRD research, training programs must be aligned with organizational goals and tailored to employee needs to produce meaningful performance results. For example, case-based training, simulations, and mentoring approaches have proven more effective than generic lecture-based sessions, as they allow employees to apply learning directly to real work situations. Furthermore, integrating digital learning platforms such as e-learning and blended learning has expanded the accessibility and flexibility of training programs, making them more adaptive to diverse workforce characteristics ([Elshifa, Irfana, Hardianty, Yakin, & Yusup, 2024](#); [Yimam, 2022](#)).

From a managerial perspective, the regular evaluation of training outcomes is crucial to ensure return on investment (ROI). This can be achieved by assessing changes in employee performance metrics, productivity, and service quality after the training interventions. By linking training outcomes directly to organizational performance indicators, managers can justify resource allocation while ensuring accountability for HR practices. Finally, training should not be viewed in isolation but as part of a broader talent management strategy. When combined with fair appraisal systems, career development opportunities, and supportive leadership, training can create a holistic framework for employee growth

and development. This integrated approach is especially critical in service-oriented industries such as banking, where employee performance directly influences customer satisfaction, trust, and long-term competitiveness ([Theodorsson, Gudlaugsson, & Gudmundsdottir, 2022](#); [Yusuf, Sawitri, & Farhan, 2021](#)).

2.5 Combined Effect of Job Appraisal and Training

While job appraisal provides feedback on past performance, training equips employees with the skills to improve their future performance. Together, these form a comprehensive performance management system. This synergy ensures that employees not only understand their current performance levels but also receive the tools and support necessary to enhance their capabilities. Job appraisal and training together accounted for 61.90% of the variation in employee performance, underscoring their complementary roles. The remaining 38.10% is attributed to other factors, such as leadership, work environment, motivation, and organizational culture ([Chapagain, 2022](#); [Tafese Keltu, 2024](#)).

2.6 Theoretical Perspectives

2.6.1 Human Capital Theory

According to Human Capital Theory, investing in employees through training and development enhances their productivity, benefiting both the individual and the organization. Job appraisal serves as a diagnostic tool to identify where such investments are needed.

2.6.2 Motivation Theories

Herzberg's Two-Factor Theory and Vroom's Expectancy Theory also explain the relevance of appraisals and training. Recognition and fair evaluation (job appraisal) act as motivators, while training addresses hygiene factors by reducing job dissatisfaction. Expectancy Theory emphasizes that when employees perceive training and appraisal as fair and beneficial, they are more likely to exert effort, anticipating improved performance and rewards ([Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020](#); [Permzadian & Shen, 2024](#)).

2.6.3 Organizational Learning Theory

Job training and appraisal contribute to organizational learning by creating a culture of continuous improvement. Appraisal feedback generates organizational knowledge about employees strengths and weaknesses, whereas training disseminates knowledge and skills across the workforce.

2.7 Contextual Factors Affecting Performance

Although appraisal and training significantly influence performance, contextual factors also play crucial roles ([Sihite, Soegiarto, Ilmi, and Ilham \(2024\)](#)).

1. **Leadership:** Leadership style determines how appraisal results are communicated and training is prioritized. Supportive leadership enhances the effectiveness of both types of leadership.
2. **Work Environment:** A positive work environment ensures that the skills acquired through training can be applied effectively.
3. **Motivation:** Intrinsic and extrinsic motivation can moderate the effects of appraisal and training on performance.
4. **Organizational Culture:** Cultures that value learning and fairness increase employee receptiveness to appraisals and training programs.

2.8 Empirical Studies Supporting the Relationship

Several studies support the positive relationship between job appraisal, training, and performance.

1. [Putra and Herawati \(2017\)](#) demonstrated that leadership and the work environment influence performance, with appraisal serving as an essential mediator.
2. [Pramono and Nopritama \(2020\)](#) found that competence and organizational commitment affect performance, highlighting the role of training in building competence.
3. [Rolanda and Laksmiwati \(2020\)](#) showed that governance mechanisms indirectly influence financial outcomes through employee performance, which is enhanced by HR practices such as appraisal and training.

These findings reinforce the central argument that appraisal and training are indispensable for employee and organizational success.

3. Research Methodology

3.1 Design and Type of Research

This study used a quantitative research approach with a structural causal associative ex-post facto research design using inferential and descriptive statistical tools. This research is ex-post facto, which is classified as an associative level in a causal form because this research does not use treatment in the nature of manipulation or experimental form (experiment) on research variables.

The characteristics of ex-post facto research in the research title that the effect of job appraisal and job training on employee performance, Examining events that have occurred so that data on the behavior of the influence of job appraisals and job training on employee performance obtained will help find out the causal factors that allow employee performance to occur in accordance with organizational expectations ([Oktarendah & Putri, 2023](#)).

3.2 Location and Time

This study was conducted at PT. Bank SulselBar Luwu is located in Belopa District, Luwu Regency.

3.3 Population and Research Sample

3.3.1 Research Population

The population in this study consisted of 35 employees of PT Bank SulselBar Luwu.

3.3.2 Sample

The sample is part of the number and characteristics of the population. The population. If the population is large, the researcher studies a part of the population. Due to limited funds, energy, and time, the researcher can use a sample from that population. What is learned from the sample will be applicable to the population. Therefore, the sample taken from the population must be truly representative (representative).

The research sampling used is a saturated sample, which is a sampling technique that provides a sampling technique when all members of the population are used as the sample. This is often done when the population is small. Another term for a saturated sample is census, where all members of the population are sampled.

3.4 Types and Sources of Data

3.4.1 Types of Data

1. Quantitative Data

Data that can be calculated in the form of numbers obtained from PT Bank SulselBar Luwu, such as the number of employees and other data that support research.

2. Qualitative Data

Data obtained from PT Bank SulselBar Luwu are not in the form of numbers, such as a general description of the company, questionnaire results, and information obtained from other parties that support the research.

3.4.2. Data Source

What is meant by data sources is the subject research from which data is obtained in this study, the authors use data sources, namely:

1. Primary data sources are those directly collected by researchers from their first source. The primary data source in this research is the employees of PT Bank SulselBar Luwu

2. Secondary data sources are data directly collected by researchers as support from the first source. It can also be said that the data is arranged in the form of documents.

3.5 Data Collection Techniques

The data collection techniques used in this research are questionnaire techniques and documentation, which are partly unstructured as support for the completeness of the research data analysis.

3.5.1 Questionnaire

The questionnaire was prepared based on the indicators of the research variables discussed based on the literature in the theoretical study. In this case, the questionnaire technique was intended to collect data on job appraisal and training on performance at PT Bank SulselBar Luwu.

Based on this research, the questionnaire instrument items used a Likert scale to measure attitudes and perceptions about the variables studied. Responses to each item were measured on a Likert scale, ranging from very positive to very negative. The use of a Likert scale for each variable was Strongly Agree (SS), Agree (S), Disagree (KS), and Disagree (TS). Giving weight the weighting of positive statements starts from 4,3,2,1 while the negative statement gives weight starting from 1,2,3,4.

3.5.2 Documentation

This study also used documentation techniques to complete the initial data. It is necessary to collect data using documentation techniques related to the number of employees and employee charters at PT Bank SulselBar Luwu and several other aspects related to the preparation of this proposal. Documentation is a method used to provide documents using accurate evidence from recording specific sources of information from essays/writings, certificates, laws, and so on.

3.6 Research Instruments

An instrument is a tool used to measure observed natural and social phenomena. Specifically, all these phenomena are called the research variables. Instruments used to measure variables in the natural sciences are widely available and have been tested for their validity. The research instrument was used to measure the value of the variables under study, namely, Performance Appraisal (X1), Job training (X2), and Employee performance (Y). Thus, the number of variables to be studied is The measurement scale is used as a reference to determine the length of the short interval in the measuring instrument so that the measuring instrument, when used in measurement, will produce quantitative data. The scale used in this study is a Likert scale used in this study is a Likert scale to measure the three research variables.

The scores used in the Likert scale were as follows:

1. Strongly Agree (scored 4)
2. Agree (scored 3)
3. Disagree (scored 2)
4. Disagree (scored 1)

3.7 Data Analysis Technique

In this study, a quantitative analysis was used. Quantitative analysis is intended for large data that are grouped into categories in the form of numbers. The data analysis method uses descriptive statistics, data quality tests, classical assumption tests, multiple regression analysis, and hypothesis testing with computer assistance through SPSS ver. computer assistance using SPSS ver. 20 for window.

4. Results and Discussions

4.1 Descriptive Statistical Analysis

Descriptive statistics were used to organize, present, and analyze the data. Data can be described using statistical techniques, such as creating tables, frequency distributions, and diagrams or graphs. Statistics such as tables, frequency distributions, and diagrams or graphs. Descriptive statistics were used to describe the characteristics of respondents in the form of calculations of mean, median, mode, variance, standard deviation, minimum value, maximum value, frequency distribution tables, and others. Furthermore, to determine the level of performance appraisal behavior, job training, and employee performance, the formula used by [Syam et al. \(2023\)](#) is as follows:

Strongly agree $X \geq Mi + 1.5 Sdi$

Agree $Mi + 0.5 Sdi \leq X < Mi + 1.5 Sdi$

Low $Mi - 1.5 Sdi \leq X < Mi - 0.5 Sdi$

Very low $X < Mi - 1.5 Sdi$

Where: Mi (ideal mean value) = $\frac{1}{2}$ (strongly agree + lowest value)

Sdi (Ideal standard deviation)

= $\frac{1}{6}$ (strongly agree – the lowest value).

4.2 Data Quality Test

Before the questionnaire was distributed, it was first tested for data quality, namely, the validation and reliability tests.

a. Validity Test

The validity test is intended to measure the quality of the questionnaire used as a research instrument so that it can be said that the instrument is valid. A questionnaire is said to be valid if the statements on the questionnaire can reveal something that will be measured by the questionnaire ([Ghozali, 2011](#)).

In this study, the product-moment correlation formula proposed by Pearson was used to measure validity. The interpretation of the correlation coefficient price is done by comparing the r_{xy} price with the critical price. The critical price for the validity of the instrument items was 0.3. This means that if r_{xy} is greater than or equal to 0.3 ($r_{xy} \geq 0.3$), then the item number can be said to be valid. Conversely, if r_{xy} is smaller than 0.3 ($r_{xy} < 0.3$), then the item number can be said to be invalid. The validity test was performed using SPSS ver. 20 for window.

b. Reliability Test

Reliability testing is a tool for measuring questionnaires that are indicators of variables or constructs. A questionnaire is considered reliable if a person's answer to a question is consistent or stable over time. Questionnaire items are said to be reliable (feasible) if Cronbach's alpha > 0.06 and said to be unreliable if Cronbach's alpha < 0.06 ([Ghozali, 2011](#)). The reliability test was performed using SPSS ver. 20 for window.

4.3 Inferential Statistical Analysis According to Sugiyono, inferential statistics are statistical techniques used to analyze sample data, and the results are needed for the population. The inferential statistical analysis in this study was as follows:

a. Classical Assumption Test

The classical assumption test is conducted by researchers to assess whether there are classical problems in an ordinary least squares (OLS) model, which aims to provide certainty that the regression equation obtained has accuracy in estimation, is unbiased, and is consistent.

1. Normality Test

[Risma \(2020\)](#) explains that the purpose of the normality test is to determine whether the variables are normally distributed. If the data are normally distributed, the hypothesis test uses parametric statistics; otherwise, it uses non-parametric statistics. Normality test tool using the Kolmogorov-Smirnov test on SPSS ver.20 for Windows. The normality test decision-making criteria are as follows: if the Asymp Sig value is greater than or equal to 0.05 ($p > 0.05$), then the data are normally distributed; if Asymp Sig is less than 0.05, then the data distribution is not normal.

2. Multicollinearity Test

This test aimed to determine whether the regression model found a correlation between the independent variables. A good regression model should not exhibit a correlation between the independent variables. To detect the presence of multicollinearity, the amount of Variance Inflation Factor (VIF) and the tolerance value were examined. If the VIF is less than 10 and the tolerance value is more than 0.1, the regression is free of multicollinearity.

3. Heteroscedasticity Test

According to [Ghozali \(2011\)](#), the heteroscedasticity test aims to test whether the variance of the residuals from one observation to another is not equal in a regression model. If the variance of the residuals from one observation to another is constant, it is called homoscedasticity, and if it is different, it is called heteroscedasticity.

To test that the data are free from heteroscedasticity, the data will be tested with the Glejser test with the help of the SPSS ver 20.0 for Windows program, which is used to provide more detailed numbers to corroborate whether the data to be processed experiences heteroscedasticity or not. The presence or absence of heteroscedasticity can be seen from the significant value of the independent variable on the dependent variable. If the Glejser test result is less than or equal to 0.05, it can be concluded that the data are heteroscedastic and vice versa ([Ghozali, 2011](#)).

b. Multiple linear regression this study uses

Multiple linear regression formula. Multiple linear regression is used when there is one dependent variable and two or more independent variables. The analysis model used was a multiple linear regression analysis model. This analysis determines the direction of the relationship between the independent and dependent variables, whether each independent variable is positively or negatively related, and predicts the value of the dependent variable if the value of the independent variable increases or decreases ([Rolanda & Laksmiwati, 2020](#)). The multiple regression equation was formulated [Eksandy \(2017\)](#) as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Description:

Y = dependent variable (Employee Performance)

X1 = independent variable (Performance Appraisal)

X2 = independent variable (Job training) a = constant regression equation

b1 and b2 = Direction number or regression coefficient, which shows the number of increases or decreases in the dependent variable based on changes in the independent variable. If (+), then there is an increase, and if (-), then there is a decrease.

c. Hypothesis Test

1. Partial Test (t Test)

The purpose of the t test is to see the significance of the effect of the independent variable individually on the dependent variable by assuming other variables are constant individually on the dependent variable by assuming other variables are constant. This partial test was used to determine the partial effect between the independent and dependent variables by examining the t-value at the 5% significance level. The t count was obtained using the SPSS 20.0 for Windows program, namely, in the coefficients table. The model is said to be significant if the sig. t value $\leq \alpha$. If the probability of significance is less than 0.05, then H0 is rejected, while if the probability of significance is greater than 0.05, then H0 is accepted.

2. Simultaneous Test (F Test)

The F-test was used to determine the effect of the independent variables on the dependent variable. Testing was performed using the F-distribution table with a significance level of 5%. The calculated F value can be obtained using the SPSS 20.0 for Windows program, which is shown in the ANOVA table. The model is considered significant if Sig. F $\leq \alpha$. If the probability of significance is less than 0.05, then H0 is rejected, while if the probability of significance is greater than 0.05, then H0 is accepted.

3. Coefficient of Determination

The coefficient of determination is a measure that can be used to determine the magnitude of the influence of the independent variable on the dependent variable. If the coefficient of determination $r^2 = 0$, it means that the independent variable has no effect at all (= 0%) on the dependent variable. Conversely, if the coefficient of determination coefficient $r^2 = 1$, it means that the independent variable

is 100% influenced by the independent variable. Therefore, the location of r^2 is in the interval (interval) between 0 and 1, algebraically expressed as $0 \leq r^2 \leq 1$ r^2 is simply a measure of progress in terms of reducing total error r^2 shows the reduction in total error when a regression line is plotted.

The magnitude of the coefficient of determination partially of the independent variable on the dependent variable can be known from the r^2 score or the square of the partial correlation from the coefficient table (Utama, Sastrodiharjo, & Mukti, 2023). The magnitude of the coefficient of determination is simultaneously obtained from the magnitude of R^2 or adjusted R Square. A small adjusted R Square value means that the ability of the independent variables to explain the dependent variable is very limited in explaining the dependent variable is very limited. "A value close to 1 means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2011).

5. Conclusions

5.1 Conclusion

Based on the research results, the conclusions of this study are as follows.

1. Job appraisal has a positive and significant effect on the performance of employees of PT Bank SulSelBar Luwu. This shows that with the implementation of work appraisals, employees of PT Bank SulSelBar Luwu can identify their strengths and weaknesses in completing their work so that they can improve their work results. so that employees can improve their work results to be even better.
2. Job training has a positive and significant effect on the performance of employees of PT Bank SulSelBar Luwu. This shows that the better the job training provided, the higher the employee performance, because providing job training for employees can improve employee performance for the better.
3. Job appraisal and job training simultaneously (together) have a positive and significant effect on employee performance. The independent variables (job appraisal and training) contribute to or affect the dependent variable (employee performance) by 61.90%, while the remaining 38.10% is influenced by other variables not examined in this study.

5.2 Suggestion

The suggestions that the authors can convey in this study are as follows:

1. For PT Bank SulSelBar Luwu, it is hoped that it can conduct a fair and transparent job appraisal so that employees can know their respective strengths and weaknesses to improve their performance. In addition, regular training should be provided to improve employees' knowledge and skills to improve their performance.
2. For Further Research This study only tested 2 (two) independent variables, namely, job appraisal. Further research should test other variables that affect company performance.

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