

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

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ABSTRACT

Good employee performance in the banking industry is considered one of the key indicators for the smooth operation of the company. Bank Rakyat Indonesia Tanjung Karang Lampung Branch is one of the banks in the Bandar Lampung area which is facing a change in performance after being affected by the Covid-19 pandemic. After the Covid19 pandemic, the evaluation of BRI employees at the Tanjung Karang Lampung Branch Office was considered to still meet the standards even though there was a policy of adjusting work targets. The purpose of this study was to analyze the effect of training, recognition, and compensation on the performance of BRI Bandar Lampung employees after the pandemic. This research was analyzed using multiple linear regression models. The results obtained from this study are that the training variable has a positive and significant effect on the performance of Bank Rakyat Indonesia Tanjung Karang Lampung Branch employees, the recognition variable has a positive and significant effect on the performance of Bank Rakyat Indonesia Tanjung Karang Lampung Branch employees and the compensation variable has a positive and significant effect on the performance of employees of Bank Rakyat Indonesia Tanjung Karang Lampung Branch. This research implies that it is suggested to the managers of Bank Rakyat Indonesia Tanjung Karang Lampung Branch to maintain the training and development program that has been implemented, to maintain the recognition and reward program for the work of employees who have implemented it and to maintain the compensation program for employees who have already been running all this time. In addition, it is suggested to the management of Bank Rakyat Indonesia Tanjung Karang Lampung Branch to monitor how employees show their work attitude every day, provide written regulations, give real sanctions. as well as train employees to prioritize work, and prepare daily targets to focus on completing work on time.

Keywords: Leadership; Motivation; Work Environment; Employee Performance.

1. Introduction

Good employee performance in the banking industry is considered one of the key indicators for the smooth operation of the company. Therefore, bank employee managers need to identify and evaluate the performance of their employees. PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office is one of the banks in the Bandar Lampung area which is facing the impact of the Covid19 pandemic. During the Covid19 pandemic, Bank Rakyat Indonesia Tanjung Karang Lampung Branch Office continued to strive to prioritize the satisfaction of all customers throughout the Bandar Lampung area. BRI Tanjung Karang Lampung Branch Office continues to strive to provide excellent service to its customers through an extensive network and the support of professional human resources (HR). The human resources literature has considered employee performance as one of the determinants of a company's operations that continue to run well.

Employee performance is the result of the accumulation of the skills, efforts, and abilities of all employees to contribute to increasing organizational productivity which leads to achieving its goals (Dahkoul, 2018). Improved organizational performance shows effort toward achieving goals while requiring more effort in terms of improving employee performance. Based on research, employee performance comes from three behavioral dimensions and employers choose to measure performance based on employee attitudes and behavior toward their work (Pradhan and Jena, 2017). Employee performance consists of a multi-component concept, namely adaptive performance, contextual performance, and task performance that can be used by employers to make decisions to strengthen employee performance (Pradhan and Jena, 2017).

During the Covid-19 pandemic, the method of measuring the performance of BRI employees at the Tanjung Karang Lampung Branch Office was under the employee performance of the Triarchy Model. Triarchy Model employee performance is measured according to three dimensions, namely adaptive performance, contextual performance, and task performance (Sija, 2021). Adaptive performance refers to a component of employee performance that refers to an individual's ability to adapt to a new work environment. For example, working under the new normal during the Covid-19 pandemic. It shows the ability of employees to respond to work and overcome any problems with new situations changes (Park and Park, 2019). Contextual performance refers to organizational activities that are carried out not following pure absolute tasks or specific goals, in other words, are more ad-hoc in nature.

The BRI Tanjung Karang Lampung Branch Office is supported by a team of employees who work well together so that the daily operations of the BRI Tanjung Karang Lampung Branch Office can run well. The form performance appraisal reports for BRI employees at the Tanjung Karang Lampung Branch Office are carried out through KPIs. The KPI (Key Performance Indicator) assessment for BRI employees at the Tanjung Karang Lampung Branch Office includes the following assessments:

1. Achievement of Sales Targets
2. Assessment of Customer Service Standards
3. Presence
4. Employee Turn Over
5. Discipline

Assessment of customer service standards and employee turnover managed to meet the standards set during the 2020 pandemic even though the achievement of the annual sales target was not met and employee discipline was considered to have decreased in 2020 because, during the Covid19 pandemic, there was a policy of adjusting work methods from previously full time in the office to Alternating between working in the office (WFO) and working at home (WFH), it is difficult for bosses to monitor employees' performance effectively. The problem that BRI is currently facing at the Tanjung Karang Lampung Branch Office is what are the key factors affecting their performance after the Covid-19 pandemic.

The Covid-19 pandemic can be declared over, but everyone must return to work, study, and worship, as well as activities so they can return to being productive after this pandemic. If this is not done, sooner or later it will have an impact on various sectors, both social and cultural, economic growth will experience a slowdown, the industry will not work, or people will lose income. For this reason, people must begin to adapt to new living habits or what is called a 'new normal life' (Sija, 2021).. Banking employees must be equipped with new standard operating procedures (SOP) in carrying out work in the New Normal situation. Gartner's survey found that 73% of companies conducted reviews and found that during the pandemic many employees were unable to meet the performance targets set for 2020 (Sija, 2021).. There are several previous studies that state that the performance shown by employees is influenced by training, compensation, and recognition (Ali and Nada, 2018; Zahid, 2013; Abdullah et al, 2016; Amoatema and Kyeremeh, 2016; Gomez -Meijia and Franco-Santos,

2015; Hamzat et al, 2018; Aminuddin, 2018). Training provides employees with the skills, abilities, and knowledge needed to perform work according to organizational procedures (Ali and Nada, 2018).

Before an organization starts a training program, it is important to identify the training needs of each employee. The right training and development program can increase employee productivity in the workplace and improve employee performance as well. The training provided by BRI Tanjung Karang Branch to its employees are:

1. Brilliant Internship Program
2. Self Learning
3. TPK
4. Employee Education

During the pandemic, out of the four types of training provided by the BRI Tanjung Karang Branch, the training provided was only self-learning training due to a policy of limiting activities set by the government. After the pandemic ended, BRI's Tanjung Karang Branch again conducted these four types of training for its employees.

Recognition and rewards play an important role as motivational factors to improve employee performance (Abdullah *et al*, 2016). Appreciation is a basic need in human life where every employee needs appreciation, craves it, and responds to it which makes a significant appreciation of organizational success (Abdullah *et al*, 2016). After the pandemic ended, BRI Tanjung Karang returned to conducting an annual award program that was given to outstanding employees. The award events held annually are:

1. The Best Security
2. The Best Customer Service
3. The Best Teller
4. Employee Rating
5. Rating of work units.

An empirical study states that it is important to design attractive compensation packages and reaffirm that effective and appropriate reward systems can improve employee performance and maintain high employee performance (Hamzat *et al*, 2018). Maslow's theory of physiological needs, explains that the human need to be appreciated. This feeling is called acknowledgment or recognition by superiors for employees as individuals. Recognition is the

appreciation and attention given by the company for the contributions made by employees to the company (Hussain, 2019). Employee recognition refers to recognition of one's behavior both formally and informally for an effort or achievement that is clearly beyond the normal expectations of the employer (Amoatema and Kyeremeh, 2016). Recognition can be in the form of written appreciation or verbal appreciation such as grading an employee or writing the employee's name on an organization's bulletin or board. Expressing recognition to employees can be information such as verbal praise for good performance such as "good job". Employee recognition and praise as the most effective motivating factor to improve performance because employees want to feel that they are recognized for contributing to their workplace (Gomez-Mejia and Franco-Santos, 2015). Recognizing and appreciating the work done by employees can bring pure pleasure and satisfaction to employees which can motivate them to perform better, stay focused, be less distracted, less stress when mistakes are made, and increase their confidence (Sija, 2021). Praise only takes a moment (Bossche and Jansen, 2010). Employees will have challenges at work if they receive enough praise from their superiors (Bossche and Jansen, 2010). Undoubtedly, recognition of employee performance is a powerful motivational tool that can improve employee performance to achieve company goals. In addition to recognition by superiors, compensation is considered a major need for all employees (Amoatema and Kyeremeh, 2016).

Compensation provides satisfaction to bank employees, especially during a pandemic when they are burdened with the New Normal workload. Many employees working in financial services have experienced reduced pay due to pay cuts, overtime compensation being discontinued, benefits being cut and contracts being terminated. Today's banking entrepreneurs must be careful and professional in formulating workforce planning strategies. BRI Tanjung Karang Lampung Branch Office is committed not to cutting and maintaining the benefits program for employees. BRI Tanjung Karang Lampung Branch Office continues to provide compensation, both direct and indirect compensation to its employees for various positions.

Statement of the Research Problem

Implementation of Community Activity Restrictions (PPKM) since the beginning of 2021 to deal with the Covid-19 pandemic which has also taken place in the Bandar Lampung area. BRI Tanjung Karang Lampung Branch Office is one of the banks in the Bandar Lampung area which is facing the impact of the Covid19 pandemic. During the Covid19 pandemic, the

evaluation of BRI employees at the Tanjung Karang Lampung Branch Office had customer service standards, employee turnover and achievement of annual sales targets were still met because, during the Covid19 pandemic, there was a policy of adjusting work targets. At the BRI Tanjung Karang Lampung Branch Office, there are still problems with lack of attendance and discipline in 2020 because, during the Covid19 pandemic, there was a policy of adjusting work methods which were previously full-time in the office to alternate between working in the office (WFO) and working at home (WFH), so that superiors find it difficult to monitor the performance of employees effectively. The purpose of this study is to determine the effect of training on employee performance, the effect of recognition on employee performance, and the effect of compensation on the performance of BRI Bandar Lampung employees after the pandemic.

2. Literature Review

Continuous human resource training and development is very important and vital because training and development are very important where technological advances are very rapid and very important for the success of every company (Falola *et al*, 2014). The gap between the performance provided and the desired performance can be reduced by providing effective training to employees (Falola *et al*, 2014). Organizing employee training and development requires an understanding of the large number of changes that occur due to learning (Bandura and Lyons, 2015). Banking companies must have the capacity to make new developments for employees to maintain the position obtained in the market and increase the company's advantage (Aruna and Anitha, 2015). Training and development are one of the goals of human asset management because they can improve performance at the individual, collegial and authoritative levels (Bandura and Lyons, 2015). Today's banking companies are increasingly becoming specific with authoritative learning to broaden employees' abilities at work.

Banking companies are relied on to differentiate their performance training needs and configuration training programs that will help them to ideally use their workforce towards accomplishing the bank's mission. Training and development is a system used to exchange talents, information, and skills that employees can apply to improve performance on current jobs and future tasks. Training as a background for learning, looking for changes in a person that will increase his capacity to perform at work (Cloutier *et al*, 2015). Changes or

improvements in abilities, learning, and social behavior can include what is known by performance, how it works, its relationships, and banks with collaborators and managers (Chaudhary and Sharma, 2012).

All companies are concerned about what must be done to achieve a high level of human resources sustainably. This implies how the best individuals can be motivated through means such as rewards and leadership, encompassing the work they do and the corporate context in which they do that work (Springer, 2011). Motivation is an inner drive that causes a person to decide to take action (Springer, 2011). There are still company managers who neglect to understand the importance of inspiration in fulfilling their main goals and visions (Springer, 2011). Company managers need to address several issues including increasing motivation among employees, making them feel satisfied with their jobs, and increasing their general job-related well-being.

Recognition is an important motivational factor that is taken into account for every employee's performance (Sajuyigbe *et al*, 2013). This is because work performance followed by incentives that are valued and considered fair creates job satisfaction. This in turn will increase motivation to work harder to achieve high performance in the future. Appreciation and recognition are effective when applied in an organizational environment, the work environment will motivate employees to generate profits (Njanja *et al*, 2013). On the other hand, rewards also play an important role in determining significant performance at work and it is positively related to the motivational process. The difference in wages between high-income and low-income employees has a strong relationship with morale, lack of commitment, and low employee productivity (Ajmal *et al*, 2015).

Employees will provide maximum performance when they are sure that they will be rewarded for their efforts by company managers in the form of internal and external rewards (Hasibuan, 2017). Internal rewards are intangible rewards or psychological rewards such as rewards, facing new challenges, positive and caring attitude from superiors, and job rotation after achieving goals. External rewards can be in the form of salaries, incentives, bonuses, promotions, job security, and others. Research has proven that when humans are valued and praised, they tend to improve their quality of performance (Njanja *et al*, 2013). Giving awards or recognition in the form of additional salary when employees exceed the target motivates them to try hard to achieve it again (Njanja *et al*, 2013).

Employees receive recognition as rewards and feelings of value increase employee morale, which in turn increases company productivity. Company managers must provide recognition to employees who perform well because recognition can result in increased performance. Employees not only want compensation but also need to be appreciated by their superiors, which will increase employee morale. Employees will be well motivated if they are recognized by supervisors (Hussain *et al*, 2019). Other studies show that it is better to recognize employees than to provide incentives (Hussain *et al*, 2019). Recognition has two indicators, namely monetary programs and non-monetary programs (Hussain *et al*, 2019). Examples of employee recognition involve writing names in company newsletters, letters of commendation, extra time off, and verbal appreciation which are forms of caring for and valuing employees. Non-monetary rewards are more motivating than financial rewards. In this way, employees think they are valued.

Humans work with their goals in life and an employee will work and show his sincerity in working for the company. Companies must reward employees' work performance, namely by providing compensation. One way to improve employee performance is through compensation. Compensation is a reward for services to employees for their contribution to achieving company goals (Abdullah *et al*, 2016). Employees will be well motivated and will perform well if they are given appropriate compensation (Hussain *et al*, 2019). Compensation has a direct relationship with performance. If employees are given appropriate compensation, their performance will increase (Hussain *et al*, 2019). An appropriate compensation system can improve performance and bring results for the company (Hussain *et al*, 2019). Appropriate compensation will make employees start working harder to provide results that are very beneficial for the organization in the long term (Hussain *et al*, 2019). The purpose of providing compensation (remuneration) according to, among others, is as follows (Hasibuan, 2017):

- a. Cooperation Association
- b. Job satisfaction
- c. Effective Procurement
- d. Motivation
- e. Employee Stability
- f. Discipline

g. The Influence of Labor Unions

h. Government Influence

Compensation is divided into two types, namely direct and indirect compensation (Hasibuan, 2017), which is following the provision of compensation for employees of BRI Bank Tanjung Karang Lampung Branch Office, namely:

1. Direct Compensation

a. Wages

b. Incentive

2. Indirect Compensation

a. Office Facilities

b. Holiday allowance

c. Health benefits

d. Uniform

Employee performance is the result of the accumulation of the skills, efforts, and abilities of all employees to contribute to increased productivity (Dahkoul, 2018). Based on research, employee performance comes from three behavioral dimensions and employers choose to measure performance based on employee attitudes and behavior toward their work (Pradhan and Jena, 2017). Employee performance consists of a multi-component concept, namely adaptive performance, contextual performance, and task performance that can be used by employers to make decisions to strengthen employee performance (Pradhan and Jena, 2017). Performance appraisal is one of the key elements to developing an organization effectively and efficiently because the existence of a performance appraisal policy or program means that the organization has made good use of existing human resources.

Performance feedback lets employees know how well they are doing compared to organizational standards. Furthermore, it is also stated that performance appraisal is assessing the ratio of real work results to quality and quantity standards produced by each employee. Employee performance criteria include (Gomes, 2000):

1. Quantity of Work, namely the amount of work done in a certain period

2. Quality of Work, namely the quality of work achieved based on the conditions of suitability and readiness.

3. Job Knowledge, namely broad knowledge about the job and its skills.

4. Creativeness, namely ideas that are raised and actions to solve problems that arise.
5. Cooperation, namely the willingness to cooperate with others.
6. Dependability, namely awareness and can be trusted in terms of attendance and completion of work.
7. Initiative, namely the enthusiasm to carry out new tasks in increasing their responsibilities
8. Personal Qualities, which are related to personality, leadership, hospitality, and personal integrity

The method of measuring the performance of BRI employees at the Tanjung Karang Lampung Branch Office is under the employee performance of the Triarchy Model. Triarchy Model employee performance is measured according to three dimensions, namely adaptive performance, contextual performance, and task performance (Sija, 2021). Adaptive performance refers to a component of employee performance that refers to an individual's ability to adapt to a new work environment. For example, working under the new normal during the Covid-19 pandemic. It shows the ability of employees to respond to work and overcome any problems with changes in new situations (Park and Park, 2019). Contextual performance refers to organizational activities that are carried out not following pure absolute tasks or specific goals, in other words, are more ad-hoc in nature.

From the results of the performance appraisal, it can be seen that employees who are successful, less successful, or those who have not or have not succeeded or failed. The main theory used by researchers in this study as a reference for performance theory is the theory proposed by Pradhan and Jena (2017), where Pradhan and Jena stated that employee performance comes from three behavioral dimensions and employers choose to measure performance based on employee attitudes and behavior towards their work, namely adaptive performance, contextual performance, and task performance. This is in line with the performance appraisal given by PT BRI Tanjung Karang Branch Office to its employees, where each employee will be assessed for the quality and quantity of work achieved in carrying out their duties following the responsibilities given and the assessment is presented in the form KPI (Key Performance Indicator).

Research Framework:

A. Training Influences Employee Performance

Banking employees must be equipped with new standard operating procedures (SOP) in carrying out work in the New Normal situation. Gartner's survey found that 73% of companies conducted reviews and found that during the pandemic many employees were unable to meet the performance targets set for 2020 (Sija, 2021). Training provides employees with the skills, abilities, and knowledge needed to perform work according to organizational procedures (Park and Park, 2019). This will ultimately increase the confidence among employees regarding their abilities and satisfaction while doing their job. If training is used properly it can be an efficient tool to increase employee productivity (Zahid, 2013). Before an organization starts a training program, it is important to identify the training needs of each employee (Park and Park, 2019). The right training and development program can increase employee productivity in the workplace and improve employee performance as well.

B. Recognition Influences Employee Performance

Appreciation is a basic need in human life where every employee needs appreciation, craves it, and responds to it which makes a significant appreciation of organizational success (Pradhan and Jena, 2017). Employee recognition and praise as the most effective motivating factor to improve performance because employees want to feel that they are recognized for contributing to their workplace (Gomez-Mejia and Franco-Santos, 2015). Employees will have challenges at work if they receive enough praise from their superiors (Bossche and Jansen, 2010).

C. Compensation Influences Employee Performance

Many employees working in financial services have experienced reduced pay due to pay cuts, overtime compensation being discontinued, benefits being cut and contracts being terminated. An empirical study conducted stated that it is important to design attractive compensation packages and reaffirm that effective and appropriate reward systems can improve employee performance and maintain high employee performance (Hamzat *et al*, 2018).

Theoretical Framework

3. Research Methodology

This research will be carried out using the concept of quantitative research. Quantitative research is research that emphasizes the use of questions with formal standards and predetermined answer choices in questionnaires and surveys distributed to respondents (Hair *et al*, 2013). Based on the time of the study, this study uses a cross-sectional study, where a cross-sectional study is a study of collecting data only once, perhaps within a daily or weekly, or monthly period, to answer research questions (Sekaran and Bougie, 2016). In this study, the authors will examine whether or not there is an effect of training, recognition, and compensation on employee performance at the BRI Tanjung Karang Lampung Branch Office. The data collection technique used was a questionnaire.

The object to be examined in this study was determined using the concept of nonprobability sampling and the sampling technique using purposive sampling. This technique will be used because researchers select sample members who meet the criteria (Cooper and Schindler, 2013). The objects to be examined in this study were 135 employees of Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office. The analytical method used in this research is multiple linear regression analysis. Regression analysis states a statistical technique that analyzes the linear relationship between two variables by estimating the coefficients for a straight-line equation, one variable is declared as the dependent variable and

the other variable is expressed as the independent variable (Hair *et al*, 2013). Regression analysis in this study was used to test the research hypothesis. This regression analysis technique can statistically determine the influence between variables by looking at indicators on statistical values t and F. The t-test is used to test the significance of the relationship between variables X and variable Y, and whether variables X₁, X₂, and X₃ affect variable Y.

4. Results and Discussion

4.1 Normality Test

The normality test is used to determine whether the instrument used as a means of collecting data is normally distributed or not. The normality test used in this study is the Kolmogorov-Smirnov test. The results of the Kolmogorov-Smirnov test to test the normality of the research data can be seen in Table 1 below.

Table 1 Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		135
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.08030601
Most Extreme Differences	Absolute	.129
	Positive	.129
	Negative	-.061
Test Statistic		.129
Asymp. Sig. (2-tailed)		.095 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on Table 1 above, data from all variables have an AsympSig value of 0.095 (above 0.05) which indicates that data from all variables has a normal distribution.

4.2. Validity Test

Convergent validity testing uses confirmatory factor analysis, where each statement item must have a factor loading coefficient value greater than 0.50 so that it can be declared valid (Hair *et al.*, 2013). To test the accuracy and feasibility of the data used for factor analysis are the Kaiser Mayer Olkin Measure and Bartlett's Test. The results of the factor test to test the validity of the research data can be seen in Table 2 below.

Table 2 Validity Test

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

Table 2 above shows that the KMO values for all statement items are above 0.5 with a Bartlett significance value below 0.05. Thus the 50 statements tested were declared valid.

4.3. Reliability Test

Reliability testing is done by looking at the value of Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient that shows how well the items in the set are positively correlated with the others (Sekaran and Bougie, 2016). The reliability test for the 4 variables tested, namely training, recognition, compensation, and employee performance can be seen in Table 3 below

Table 3 Uji Reliabilitas

Variable	Nilai Cronbach Alpha	Standard Score	Result
Training	0,786	> 0,6	Valid
Recognition	0,743	> 0,6	Valid
Compensation	0,799	> 0,6	Valid
Performance	0,714	> 0,6	Valid

Table 3 above shows that Cronbach's alpha value for all variables in this study is above 0.6. If the reliability value is more than 0.6 it is declared reliable (Sekaran and Bougie, 2016). From the research results, it was obtained that all Cronbach alpha values on indicators were greater than 0.7, thus all the instruments tested in this study could be declared reliable.

4.4 Hypothesis Test

The results of the analysis in this study describe the performance of employees at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office. Employee performance analysis at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office was carried out by regressing three variables, namely training (X_1), recognition (X_2), and compensation (X_3). The results of the regression analysis are presented in Table 4 below.

Table 4 Regression Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	40.119	9.029			4.444	.000
Training	.350	.213	.263		3.645	.002
Recognition	.199	.110	.181		2.897	.022
Compensation	.118	.166	.110		2.108	.014

a. Dependent Variable: Performance

Based on the value of the regression coefficient, an employee performance equation can be made:

$$Y = f(X_1, X_2, X_3) = 0,263X_1 + 0,181X_2 + 0,110X_3$$

Information:

X_1 = Employee training at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

X_2 = Recognition of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

X_3 = Compensation PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

Y = Performance of employees of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

Hypothesis testing through a partial test with a t-test is used to see the effect of each variable. Based on the statistical t table (for $n = 135$) the t table value is 1.961 with a 95% confidence interval. The calculated t-value obtained for the training variable (X_1) is 3.645. The calculated t-value obtained for the recognition variable (X_2) is 2.897. The calculated t-value obtained for the compensation variable (X_3) is 2.108 with a significance value of 0.014 (98.6%). The calculated t value is greater than the t table indicating that the three proposed hypotheses can be declared supported. Hypothesis testing was also carried out through a simultaneous test with the F-test.

The F test is used to see the effect of the three independent variables on the dependent variable simultaneously. Based on the F statistics table (for $df_1 = 3$ and $df_2 = 131$) the F value is 2.11. The regression test produces a calculated statistic F value of 9.953 (greater than Ftable) with a significance value of 97.6%. These two values indicate that the three independent variables of training, recognition, and compensation can simultaneously and significantly affect the performance of BRI Tanjung Karang employees. The R^2 value of 0.589 indicates that 58.9% of the performance of BRI Tanjung Karang employees is influenced by training, recognition, and compensation, while 41.1% of the performance of BRI Tanjung Karang employees is influenced by variables not examined in this study.

5. Conclusion and Recommendations

The results of the regression analysis in this study found that the training, recognition, and compensation provided by the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office has a positive and significant effect on the performance of its employees both partially and simultaneously. The findings in this study are supported by previous research conducted by Sija (2021), Ali and Nada (2018), Zahid (2013), Hussain et al (2019), Amoatema and Kyeremeh (2016), Abdullah et al (2016), Arora et al (2015), as well as Gomez-Meijia and Franco-Santos (2015), all of which state that training, recognition, and compensation provided by companies have a significant effect on employee performance.

The results of the descriptive analysis show the respondents' assessment of the five indicators that make up the training variable, where the training is provided by the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office for employees has been considered according to employee needs. Based on this, the researcher advised the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office continues to maintain the training and development program that has been implemented so far at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

The results of the descriptive analysis show the respondents' assessment of the two indicators composing the recognition variable, where the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office has provided good recognition or acknowledgment for the results of the work of employees of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office. Based on this, the researcher advised the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office continues to provide recognition and reward programs for the work of employees who have been carried out so far at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

The results of the descriptive analysis show the respondents' assessment of the two indicators composing the compensation variable. The results showed that the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office has provided sufficient compensation for the work that has been completed by the employees of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office. Based on this, the researcher advised the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office continues to maintain the compensation program for employees that have been

implemented so far at PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office.

The results of the descriptive analysis show the respondents' assessment of the three indicators that make up the performance variables. Descriptive analysis shows that there are still employees of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office has not been able to complete the task without being supervised. In addition, there are still employees of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office has not been enthusiastic at work so it has not been able to complete various tasks promptly to achieve BRI Tanjung Karang goals. Based on this, the researcher advised the management of PT. Bank Rakyat Indonesia Tbk Tanjung Karang Lampung Branch Office in the form of:

- A. Monitor the employee on several occasions without the employee knowing that he or she is being monitored. This monitoring is to see how employees show their work attitude every day and even every time. Through this superiors can assess their performance.
- B. Provide written regulation. Employees are often undisciplined in meeting work deadlines as long as there are no written regulations prohibiting them from doing so. Employees have the potential to be undisciplined in time, and not disciplined in carrying out tasks, due to the low level of company written regulations. When bad things are allowed, then these bad things have the potential to turn into habits.
- C. Provide real sanctions. Real sanctions given to employees who are not disciplined in meeting deadlines at work will make the employee and other employees think that the company is really serious about taking action against indiscipline.
- D. Set an example of leaders for employees. Regulations made by the company should be a reflection of the attitude of the leaders (high-ranking company officials). However, it is not uncommon for regulations to remain only rules, which means that the person who is used as a role model ignores what is recommended to their employees, alias they both violate it.
- E. Train employees to prioritize work, and prepare daily targets to focus on completing work on time.

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