

## THE EFFECT OF TRAINING, COMPETENCE AND EXPERIENCE ON WORK PRODUCTIVITY: A CASE STUDY AT BANK BRI UNIT TAMBAKREJO

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### Abstract

*The purpose of this study was to determine the effect of training, competence and experience on work productivity. This study uses a quantitative method. Sampling using a saturated technique where the entire population of employees at Bank Bri Unit Tambakrejo totaling 30 people as respondents. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The analysis technique in this study used multiple linear regression analysis statistical techniques with the SPSS application. Based on the results of the study, it can be concluded that training, competence, and work experience simultaneously have a significant effect on work productivity.*

**Keywords:** Training, Competence, Work Experience, Work Productivity

### Introduction

Employee productivity is the main determinant of an organization's success in achieving business targets. In an effort to increase productivity, human resource management is crucial, especially through training, competency development, and work experience development. These three factors not only impact individual performance, but also the overall operational effectiveness of the organization.

One of the factors in increasing work productivity is work experience. Manulang in (Elizar & Tanjung, 2018) argues that work experience is a process of forming knowledge or skills about a work method because of his involvement in carrying out work tasks. Because the longer an employee works in an organization, the higher his experience and ability to solve problems at work. Work experience is also defined as the ability possessed by employees in carrying out the tasks assigned to him.

The next factor that influences performance is training. According to Desler in (Pramularso, 2018), training is the process of teaching new or existing employees the basic skills they need to carry out their jobs. Training is an activity to improve a person's work ability in relation to economic activity. Training helps employees understand practical knowledge and its application, in order to improve the skills, abilities, and attitudes needed by the organization in an effort to achieve its goals. With job training that has a major role in improving employee performance because with training employees will gain knowledge, skills, and abilities in the work they will do.

The next factor is work competence. "competence can improve employee performance" (Rosmaini, 2019). Work competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Competence consisting of knowledge, abilities/skills, attitudes is adjusted to the field of work needed by the organization, so that it can produce high-achieving employee performance. This is because work competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Thus, work competence shows skills and knowledge that are characterized by professionalism in a particular field as something that is most important or as the superiority of the field.

Bank BRI Unit Tambakrejo, as the executor of financial service tasks with the authority given, also plays a role in human resource development. One of the work units in this service is Bank BRI Unit Tambakrejo, one of the banks in Tambakrejo District, Bojonegoro which is required to achieve optimal performance both individually and in groups in order to be able to compete with other banks. Improving employee performance will indirectly have a positive impact on organizational performance. In addition, improving performance can create a more conducive work environment, which ultimately encourages healthy competition between employees and supports the self-development of each individual.

Based on the monitoring carried out, Bank BRI Unit Tambakrejo seems slow in providing services. This can be seen from the many complaints from customers regarding negligence in service, such as irregular queue handling, where customers who come later are often served first. Likewise, errors often occur in inputting shipments from customers, and all of this is related to the competence possessed by each employee.

This study uses previous research references (Nuryanto et al., 2017) which discusses the influence of competency variables on employee work productivity. The results of research by Nuryanto et al. (2017) at the UPP Class III Satui Office after conducting statistical tests using simple regression showed that competency had a significant effect on work productivity, proven and acceptable. According to (Abubakar, 2018) Employee competency is an important part in facilitating organizational achievement. Many facts show that failures experienced by an organization are caused by one of the weak competency factors. In another study by (Malikhah et al., 2023) Competence has a positive and significant effect on the work productivity of business actors, the better the competency possessed by business actors, the more their work productivity will increase.

The use of information technology has a positive and significant effect on work productivity, based on this, it means that the higher the use of information technology, the more it can increase work productivity. In addition, the results of the study (Wasti, 2017) also prove that the competency variable has a positive but not significant effect on employee work productivity. In his research, it is explained that competence through the sub-variables of personal ability, ability to manage change, and ability to manage work culture have an influence into the small category. Referring to the results of previous studies, a more in-depth analysis is needed to understand the optimal variation of the influence of training, competence and work experience on employee work productivity. This study attempts to conduct an in-depth analysis related to employee competence with a focus on the components of training, competence, and work productivity. The purpose of this study is to identify the extent to which training, competence, and work experience have an influence both simultaneously and partially on work productivity.

## Literature Review

### 1. Work productivity

Busro in the journal (Kholik & Suryati, 2023) states that productivity in general can be interpreted as the relationship between output (goods or services) and input (labor, raw materials, and capital). Productivity is the real output produced by an individual or group in a certain period of time, which reflects the efficiency between the results achieved and the resources used. In work productivity, a systematic approach is very important to ensure that each process is carried out in a planned, organized, and in accordance with organizational goals. This involves managing time, energy, and other resources effectively, so that the quantity and quality of work or products can be optimized.

### 2. Training

Training is a short-term learning to improve employee skills in doing their jobs (Siringo-Ringo & Tinambunan, 2022). Specific training is training where employees obtain ready-to-use information and skills, especially in their field of work (Purnama Sari et al., 2021). With training, employee work skills can also be improved, so that employee performance can be improved and the company will run smoothly. According to Mangkunagara in (Tamrin, 2020) job training indicators consist of instructors, participants, materials, training methods.

### 3. Competence

Competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job (Pasa, 2021). Sutrisno in (Prayogi et al., 2019) defines competence as an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the established work requirements. The competence possessed by employees must be improved even better so that employee contributions to the company in the future increase and achieve the results desired by the company. According to (Wibowo, 2014) competence has several indicators, namely: skills, experience, motivation and organizational culture.

### 4. Work experience

According to Simamarta in the journal (Tuhagana & Apriani, 2024) "Work experience is the ability to be developed by employees through a work process that involves knowledge, skills and expertise obtained through direct experience in working at a previous workplace or the same workplace to later be useful for carrying out and completing various tasks given". "Employee work experience reflects the level of understanding of knowledge and skills that a worker has in working which can be assessed from the length of service and the type of work that has been done by the employee" (Juwita et al., 2023). According to Foster in the journal (Aprianto, 2019) indicators of work experience are: interest, skills, knowledge and self-confidence.

## Research Methods

This study uses a descriptive-analytical approach to analyze the effect of work-life balance and work This study uses quantitative methods. Data collection techniques used in the study are observation, documentation and questionnaires using a Likert scale. The population in this study were 30 employees of Bank BRI Unit Tambakrejo. According to (Sugiyono, 2019) said that "population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by research to be studied and then



	Competence	.334	.132	.412	2.535	.018
	Experience	.290	.294	.208	.987	.333

a. Dependent Variable: Work Productivity

Source: Data Processed, 2024

From the test results above, the following equation is obtained:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$Y = 2,551 + 0,598x_1 + 0,334x_2 + 0,290x_3 + 0,05$$

The equation model can be interpreted as follows:

- The calculation result that the constant has a positive value of 2.551, then when training, competence and experience have a value of 0, then work productivity has a fixed value of the constant value of 2.551.
- The calculation result that the training coefficient has a positive value of 0.598 if the training value increases, work productivity will also increase.
- The calculation result that the competency coefficient has a positive value of 0.334 if the competency value increases, work productivity will also increase.
- The calculation result that the experience coefficient has a positive value of 0.290 if the value of the experience variable increases, work productivity will increase.

#### 4. Classical Assumption Test

##### a. Normality Test

The normality test aims to determine whether the resulting regression equation data is normally distributed or not. The basis for this decision making can be done as follows:

- If the significance value > 0.05 then it can be concluded that the data is normally distributed
- If the significance value < 0.05 then it can be concluded that the data is not normally distributed

**Table 4. One-Sample Kolmogorov-Smirnov Smirnov Test**

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			30
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		.35873466
Most Extreme Differences	Absolute		.133
	Positive		.133
	Negative		-.081
Test Statistic			.133
Asymp. Sig. (2-tailed) <sup>c</sup>			.183
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.		.185
	99% Confidence Interval	Lower Bound	.175
		Upper Bound	.195
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: Data Processed, 2024

Based on Table 4, it shows that the Asymp.Sig. (2-tailed) value is 0.183, greater than 0.05. So it can be concluded that the data in this study is normally distributed.

##### b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. The basis for decision making for the multicollinearity test is as follows:

- If the VIF value < 10.00 = no multicollinearity occurs
- If the VIF value > 10.00 = multicollinearity occurs

**Table 5. Multicollinearity Test Results**

Coefficients <sup>a</sup>
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.439	1.744		.825	.414		
	Training	.321	.101	.233	3.172	.003	.466	2.147
	Competence	.611	.134	.459	4.542	.000	.247	4.041
	Experience	.122	.122	.063	2.023	.052	.629	1.589
a. Dependent Variable: Work Productivity								

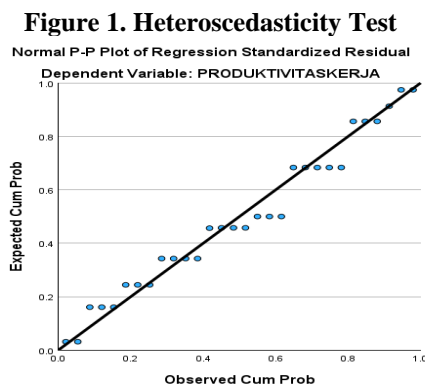
Source: Data Processed, 2024

Based on Table 5, it shows that the VIF value of each independent variable is <10, so it can be concluded that the data in this study does not experience multicollinearity.

#### c. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is inequality between one variant in an unknown variable (residual). While the conclusion model of the criteria taken is as follows:

- It is said that there is no heteroscedasticity if the points on the scatterplot are spread around the diagonal line and follow the direction of the diagonal line.
- It is said that there is heteroscedasticity if the points on the scatterplot form a pattern.



Source: Data Processed, 2024

Based on the image above, it shows that the values of the points on the scatterplot follow the direction of the Y-axis line and do not form a certain pattern, so this regression model is free from heteroscedasticity symptoms.

#### 5. Hypothesis Test

The statistical t-test is carried out to determine the effect of an independent variable on the dependent variable. To find out the results of the t-test, you can compare the calculated t with the t table or you can see the coefficient table on the significance value in the Sig column. The conclusion model that can be drawn from this test is as follows:

If you look at the sig value (significance)

- If the sig value < probability 0.05 then there is an effect
- If the sig value > probability 0.05 then there is no effect

**Table 6. Results of the t-Test (Partial)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.551	.440		5.800	<.001
	Training	.598	.314	.369	1.905	.028

	Competence	.334	.132	.412	2.535	.018
	Experience	.290	.294	.208	.987	.033

a. Dependent Variable: Work Productivity

Source: Data Processed, 2024

Based on Table 6, it shows that:

- The effect of training on work productivity  
It is known that the Sig value of the training variable (X1) on the work productivity variable (Y) is  $0.028 < 0.05$ , so it can be concluded that training partially has a significant effect on work productivity.
- The effect of competence on work productivity  
It is known that the Sig value of the competency variable (X2) on the work productivity variable (Y) is  $0.018 < 0.05$ , so it can be concluded that training partially has a significant effect on work productivity.
- The effect of experience on work productivity  
It is known that the Sig value of the experience variable (X3) on the work productivity variable (Y) is  $0.033 > 0.05$ , so it can be concluded that training partially has a significant effect on work productivity.

The statistical f-test is carried out in order to determine the effect on all independent variables on the fixed variables used in the regression model study with testing at a significance level of 5%. To find out the significance value, you can see the ANOVA (analysis of variance) table on the significance value in the sig column. The conclusion model that can be drawn from this test is as follows:

- If the Significance value < Probability 0.05 then there is an influence
- If the Significance value > Probability 0.05 then there is no influence

**Table 7. F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.468	3	25.823	179.899	.001 <sup>b</sup>
	Residual	3.732	26	.144		
	Total	81.200	29			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Training, Competence, Experience

Source: Data Processed, 2024

Table 7 shows a significance value of  $0.001 < 0.05$ . From these results, it can be concluded that training, competence, work experience simultaneously have a positive and significant effect on work productivity.

## 6. Determination Coefficient Test (R<sup>2</sup>)

The determination coefficient is carried out to analyze the contribution of the influence of independent variables, namely training, competence, work experience on the dependent variable, namely work productivity.

**Table 8. Results of the Determination Coefficient Test Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 <sup>a</sup>	.954	.949	.37887

a. Predictors: (Constant), Training, Competence, Experience

Source: Data Processed, 2024

The R Square value from the determination coefficient analysis is 0.954, meaning that employee performance can be explained by the training, competence, and work experience variables by 95.4%, while the rest can be explained by other variables not examined in this study.

## Discussion

### 1. The effect of training on work productivity

From the research that the researcher has conducted, it was concluded that training has a positive and significant effect on work productivity. Positive means that increased training will also increase the work productivity of BRI Bank Tambakrejo unit employees. This research is in line with the research conducted by



(Jumantoro et al., 2019) which states that training has a positive and significant effect on employee performance.

## 2. The effect of competence on work productivity

From the research that the researcher has conducted, it was concluded that competence has a positive and significant effect on work productivity. Positive means that increased training will also increase the work productivity of BRI Bank Tambakrejo unit employees. This research is in line with the research conducted by (Malikhah et al., 2023) "States that Competence has a positive and significant effect on the work productivity of business actors in Pematang Serai Village".

## 3. The effect of experience on work productivity

From the research that the researcher has conducted, it was concluded that experience has a positive but not significant effect on work productivity. This study is in line with research conducted by (Yunida et al., 2022) which states that partially Work Experience does not have a significant effect on Employee Performance at PT. Agro Afiat Nusantara.

## 4. The effect of training, competence, and experience together on work productivity

Based on the results of the study, it shows that the coefficient of determination value is 0.954 with a percentage of results of 95.4%, it can be concluded that Training, competence, and experience together have an effect on work productivity. This shows that the ability of training, competence, and experience variables to affect work productivity based on the percentage of results can affect 95.4% of the work productivity variable, so the rest is an influence outside the research model variables.

## Conclusion

Based on the research and discussion that has been carried out, the researcher obtained the following conclusions:

- Training has a positive and significant effect on the work productivity of BRI Bank Tambakrejo unit employees. This means that if training is increased, work productivity will also increase.
- competence has a positive and significant effect on the work productivity of BRI Bank Tambakrejo unit employees. This means that if employee competence increases, work productivity will also increase.
- Experience has no significant effect on the work productivity of BRI Bank Tambakrejo unit employees. This means that the relationship between experience and productivity is not strong enough.
- Training, competence, and experience together have a significant effect on the work productivity of BRI Bank Tambakrejo unit employees. This means that together changes or improvements in training, competence, and experience will have an impact on increasing work productivity.

## Suggestions

Based on the results of this study, the researcher provides the following suggestions

- BRI Bank Tambakrejo unit must provide specific skills-based training equipped with a mentoring program by experienced employees
- BRI Bank Tambakrejo unit must conduct periodic competency assessments to adjust training and development according to needs
- BRI Bank Tambakrejo unit can utilize the experience of senior employees in the division of strategic tasks and the creation of a better work system

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