



The Effect of Training and Human Resource Development on the Performance of Class I State Prison Employees Makassar with Work Motivation as a Moderation Variable

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Abstract

This study aims to determine the influence of training and human resource development on the performance of employees of the Makassar Class I State Prison with work motivation as a moderation variable. The approach used in this study is a quantitative approach. The population in this study is employees of the Makassar Class I State Prison with a sample of 63 people. The technique used in data collection is a survey method in the form of a questionnaire which will then be processed in the SPSS application. The results of the study show that training has a positive and significant effect on employee performance, development has a positive and significant influence on employee performance, and training and development together have a positive and significant effect on the performance variables of employees of the Makassar Class I State Prison. The results of the study also showed that work motivation was not able to strengthen the influence of training on employee performance, and work motivation was not able to strengthen the influence of development on the performance of employees of the Makassar Class I State Prison.

Keywords

Training, Development, Employee Performance, Work Motivation

1. Introduction

In the current era of globalization, human resources are considered one of the most important assets owned by a country or organization. The importance of human resource management does not only apply in the business sector, but also in various public sectors, including correctional institutions. The Makassar Class I State Prison as part of Indonesia's criminal justice system has a crucial role in maintaining order and providing corrections to prisoners, inmates, and inmates. To achieve effective correctional goals, the performance of employees in the Detention Center is a key factor. The importance of effective and efficient management of human resources in State Prisons cannot be underestimated. The performance of employees in these institutions has a direct impact on key aspects such as security, control, fulfillment of human rights, and achieving broader correctional goals. Therefore, it is important to understand the factors that affect employee performance in this particular work environment.

The Makassar Class I State Prison requires adaptive human resource management which will ultimately produce good performance. Performance appraisal is a result of a function used to assess the activities of a person or a group of individuals in an organization consisting of factors that affect work performance (Prahara et al., 2022).

In an agency, the performance of an employee is very important to be used as an asset to be needed to help achieve the expected goals of the agency. Therefore, agencies must monitor the performance of each of their employees

to continue to develop even better performance. The performance of the necessary employees is effective and efficient for the agency in order to encourage an agency. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Performance is the work achievement obtained by a person in performing the tasks given to him based on experience, skill, and seriousness and time, performance is the set of three important factors, namely the capacity and interest of a worker, tolerance for the explanation of the delegation of tasks and positions, and the level of motivation of a worker (Mustafa & Ratnawati, 2021).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Hasibuan stated that performance is a result of work achieved by a person in carrying out the duties assigned to him which are based on skill, experience and seriousness as well as time. The success of an organization is largely determined by the quality of the people who work in it. Such rapid environmental changes require their ability to grasp the phenomenon of change, analyze its impact on the organization and prepare measures to deal with these conditions. Listening to the above reality, the role of human resource management in organizations is not just administrative but rather leads to how to be able to develop the potential of human resources to be creative and innovative (Rini, 2023), (Situbondo & Arief, 2023).

In developing employee performance in the agency, one of the ways that can be done is by holding training and development programs. Training and development programs have a role for employees who participate in these activities. Training and development are directly related to employees, when employees have participated in the training and human resource development activity program, it can be ensured that employees have gained better skills than other employees who do not participate in the program (Hia & Ndraha, 2023), (Suryani et al., 2023).

The impact of employees who have participated in training and development programs well is that employee performance has improved. Employee performance is a success factor that is expected of an agency. The number of employees who have high performance will affect the increase in the productivity of the agency as a whole so that the agency will develop and survive in the midst of increasingly competitive global competition. Training can be defined as the process of improving skills and knowledge so that they can do their work more effectively (Lolowang et al., 2016). Training is a learning process where employees will gain the knowledge, skills, experience, and attitudes needed by the agency to do their jobs well so that they can achieve organizational goals. Training is said to be important because it gives employees the opportunity to learn what employees need so that they can perform their job duties well. This proves that, if employees have the appropriate skills and have good skills, they will get the ability to do their jobs. In conclusion, training is an act of improving employee competencies for more effective jobs in the future.

Human Resource Development is a planned and systematic effort to improve employee knowledge both morally, conceptually, technically, and theoretically in accordance with job needs. Human resource development can affect the improvement of performance for the better. This happens because employees have better skills, (Andayani & Hirawati, 2021) *both human skills, managerial skills, and technical skills*. Thus, human resource development can create employees who have qualifications and competencies in accordance with the set standards and employees have more qualified skills in carrying out their work.

Judging from the phenomenon that is happening today, the Makassar Class 1 Detention Center is an institution related to law enforcement and security management. In this context, employee expertise and competence are very important to carry out all forms of sensitive and complex tasks. With that, HR Training and Development is focused and relevant to the tasks and can ensure that employees have the necessary knowledge and skills to carry out tasks effectively and efficiently. Skills such as law enforcement, Security management, effective communication, and interpersonal skills are some examples of areas that can be improved through HR training and development. Furthermore, based on information contained on the Makassar Class I Detention Center Website, the forms of training and development that have been held are seminars and Supervisory Leadership Training (PKP) held on November 10, 2024, Physical, Mental and Discipline Training (FMD) held on February 27, 2024, and *In-house Training* activities in the field of Public Services will be held on February 13, 2023. However, the shortcomings in the training and development of human resources are held only once a year, so that it is a factor that affects employee performance in terms of effectiveness and productivity at work is not optimal.

Apart from training and development, one of the factors that affect the achievement of employee performance is to foster work motivation. Motivation is the provision of driving force that creates a person's enthusiasm for work so that they want to work together, work effectively or be integrated with all their efforts to achieve Hasibuan satisfaction. Meanwhile, according to Mangkunegara, motivation is a condition that has an influence on evolving, directing, and maintaining behaviors related to the work environment (2018, 2018), (Rivai, 2021).

There are many motives that support a person to be motivated to work. These motives are expressed as needs, desires or urges that arise from within a person. In the existing context, the term need should not be associated with an urgent condition or any urgent desire to do something. There are people who are motivated to do something because they have a lot of money even though the job is not legally correct. There are also those who are motivated by a sense of security or safety despite working long distances. There are even people who are motivated to work just because the job gives them a high prestige even though the salary is very small (Frinaldi et al., 2022).

Motivation in general is related to the effort to meet all goals so that the focus of the discussion is narrowed to the goals of the organization so that we can reflect our attention on behaviors related to work. In the process of motivation,

people will try to meet various kinds of needs, unmet needs cause people to look for ways to reduce tension caused by their shortcomings. The importance of motivation is because motivation is the spirit and encouragement to carry out the work as well as possible. Work motivation can provide energy to mobilize all existing potentials, create high willpower, and increase togetherness. There are two aspects of work motivation, namely the passive aspect where work motivation is a necessity and at the same time a driver, and from the static aspect where work motivation is a positive effort in mobilizing the power and potential of workers to productively achieve the goals that have been determined (Wicaksana, 2022).

2. Literature Review

2.1 Human Resource Training

Training is a plan to facilitate, learning about work, related to knowledge, skills and behavior by employees. This means making changes to behaviors, attitudes, skills, and knowledge that are specific or specific, in order for training to be effective, the training must include lessons from experience, training must be planned and designed in response to the needs of the agency. Gary Dessler, training is the process of teaching new employees, or long-time employees, the additional skills needed to carry out their jobs. According to Noe, training is a planned effort to facilitate learning about work related to knowledge, skills and behavior by employees. Meanwhile, according to Bernardin and Russell, (Herdilah et al., 2023), (Gustiana et al., 2022), (Arsana et al., 2023).

The purpose of the training is so that employees can master new knowledge and skills that can be applied in the daily activities of employees because training has a great influence on employee development. The benefits of supervision, reducing accidents, improving the personal abilities of employees, according to Soeprihanti, include: Increasing productivity, both quantity and quality, working capital, supervision, accident rate, increasing stability and flexibility, and developing employees. According to Mangkunegara, the training includes indicators: Training Objectives, Materials, Methods Used, Participant Qualifications, and Trainer (instructor) Qualifications (Widiastuti & Yusuf, 2021), (Dan & Regency, n.d.).

2.2 Human Resource Development

Development is an effort to improve the skills and abilities of employees to be able to complete their tasks well, in the implementation of achieving organizational goals. Meanwhile, according to mathis (Likdanawati & Hamdiah, 2021), development is an effort to improve skills and general knowledge for employees so that their work in achievement is more efficient. Meanwhile, according to Sikula, development that refers to staff and personal problems is an educational process, short-term using systematic and organized procedures with managers learning conceptual and theoretical knowledge for general purposes.

The purpose of human resource development according to Suwatno (Yane, 1991) is to increase productivity, efficiency, reduce damage, and reduce accidents, maximum service, employee morale, career path preparation, leadership, and compensation. According to Mangkunegara (in Noppy eri yane, 2017), in human resource development there are methods and indicators that are grouped into 4 categories, namely Training, *Understudies*, Job rotation and planning progress, Debriefing and counseling.

2.3 Employee Performance

According to Irma Erawati (2017), performance is an effort made by workers in order to achieve organizational goals, namely a condition in which workers in it seriously apply effectiveness in work with organizational functions. By referring to the opinions of experts as previously described, it can be concluded that performance is a work achievement that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, legally, without violating the law, and in accordance with applicable moral and ethical norms.

According to Wirawan (2009), Employee Performance is the result of a synergy of a number of factors. These factors are: Internal employee factors, internal environmental factors of the organization, and External environmental factors of the organization. According to Mangkunegara (Jufrizen, 2021), the indicators used to measure Employee Performance are: Work Quality, Work Quantity, Work Reliability, and Work Attitude.

2.4 Work Motivation

According to Abraham Maslow (Damanik, 2021), indicators of work motivation include: Physiological needs. The need for security, social relationships and for self-actualization. According to Hasibuan (Rusdia & Kurnaeti Jonson, 2021) explained that motivation comes from the Latin word *movere* which means encouragement or moving. In the process of developing and improving employee work results, the agency must be able to motivate its employees. Motivation is given to employees with the aim of increasing employee work productivity in the agency in accordance with the needs and desires of the agency.

Motivation encourages the onset of behavior and influences and changes behavior, The functions are: Encouraging the occurrence of behavior or an action, without motivation there will be no action or deed. Motivation functions as an influence, meaning directing actions to achieve the desired goal. Motivation functions as a driving force. The amount of motivation will determine the speed or slowness of a job.

Work motivation indicators are the encouragement or enthusiasm that arises in a person or employee to do something or work, because there is stimulation from the outside either from the boss or from the work environment and there is a basis to fulfill satisfaction and fulfill responsibility for the tasks given and done in the organization. Work motivation indicators according to Robbins in Hapsari (2022) are as follows; achievements, responsibilities, discipline, service, and activeness of leaders.

2.5 Mindset

A framework of thought is a form of the researcher's mind map of the variables to be studied. This study aims to find out whether work motivation is able to moderate the influence of training and development on employee performance. The framework of this research is illustrated in the following model:

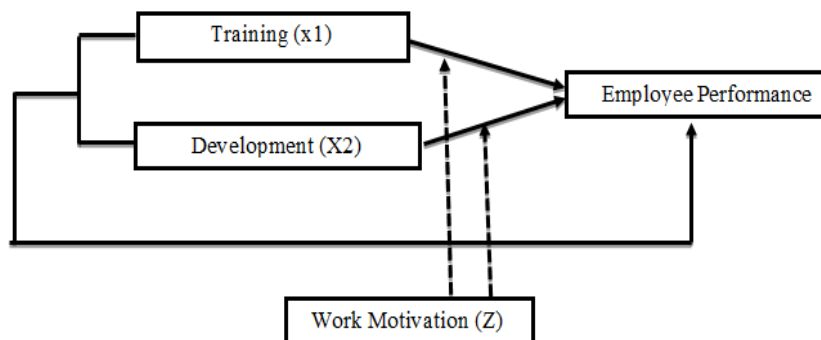


Fig.1 Mindset

3. Research Methods

In this study, the author uses a descriptive quantitative type research method that will observe the influence of free variables on bound variables and also test the interaction of free variables and moderation on bound variables. This research was carried out by Employees of the State Prison I Makassar JL. Prison No.8, Mt. Sari, Rappocini District, Makassar City, South Sulawesi. The research will be carried out from February 2024 to March 2024.

The population of this study is 169 employees of the Makassar State Prison I Employees. The sample technique used is random *sampling* with the slovin method approach. Based on the slovin formula, the number of samples in this study is 64 respondents.

The technique used by researchers in collecting data is by *survey method* in the form of questionnaires to respondents to be answered (Sugiyono, 2018). This data collection is carried out in the form of *an online* questionnaire sent via google form to each respondent. Data analysis in this study is used with a quantitative concept that proposes relationships between variables using the help of statistics and data processing with software.

4. Research Results

4.1 Validity Test

An instrument can be said to be valid if the coefficient of correlation *r* is greater when compared to the correlation coefficient of *r* table at a significant level of 10%.

Table 1 Results of the Validity Test of Training Variabe

Variable	Indicators	Calculate	Table	Information
Training	X1.1	0,643	0,2091	VALID
	X1.2	0,614	0,2091	VALID
	X1.3	0,540	0,2091	VALID
	X1.4	0,691	0,2091	VALID
	X1.5	0,587	0,2091	VALID

Source: SPSS Output Results, 2024

Based on table 1, it explains that the entire statement points of the training variable have a value of *r* calculation greater than the table *r*, namely *r* calculation is greater than the table value, which is 0.2091 so that all statement points in the study are said to be valid.

Table 2 Validity Test of Human Resource Development Variables

Variable	Indicators	Calculate	Table	Information
Development	X2.1	0,668	0,2091	VALID
	X2.2	0,751	0,2091	VALID
	X2.3	0,651	0,2091	VALID
	X2.4	0,658	0,2091	VALID

Source: SPSS Output Results, 2024

Based on table 2, it is explained that the overall statement points of the Development variable have a calculated r value greater than the table r, that is, the calculated r value is greater than the table value, which is 0.2091, so that all statement points in the study are said to be valid.

Table 3 Validity Test of Employee Performance Variables

Variable	Indicators	Calculate	Table	Information
Employee Performance	Y.1	0,694	0,2091	VALID
	Y.2	0,739	0,2091	VALID
	Y.3	0,669	0,2091	VALID
	Y.4	0,622	0,2091	VALID

Source: SPSS Output Results, 2024

Based on table 3, it is explained that the overall statement points of the Employee Performance variable have a value of r calculation greater than the r of the table, namely r calculation is greater than the value of the table, which is 0.2091, so that all statement points in the study are said to be valid.

Table 4 Test for the Validity of Work Motivation Variables

Variable	Indicators	Calculate	Table	Information
Work Motivation	Z.1	0,586	0,2091	VALID
	Z.2	0,684	0,2091	VALID
	Z.3	0,690	0,2091	VALID
	Z.4	0,689	0,2091	VALID
	Z.5	0,462	0,2091	VALID

Source: SPSS Output Results, 2024

Based on table 4, it explains that the overall statement points of the Employee Performance variable have a calculated r value greater than the r table, namely the r calculated value is greater than the r of the table, which is 0.2091, so that all statement points in the study are said to be valid.

4.2 Reliability Test

In this test, a Cronbach's Alpha test was carried out on each variable. Cronbach Alpha showed that the acceptable value of the questionnaire statement was >0.6 .

Table 5 Reliability Test Results

Variable	Cronbach's Alpha	N Of Item	Information
Training (x1)	0,602	5	Reliable
Development (X2)	0,602	4	Reliable
Employee Performance (Y)	0,613	4	Reliable
Work Motivation (Z)	0,610	5	Reliable

Source: SPSS Output Results, 2024

Based on table 5 above, it can be seen that the results of the reliability test were obtained from the results of the value of the Training variable (X1) of 0.602, the value of the Development variable (X2) of 0.602, the value of the Employee Performance variable of 0.613, the value of the Work Motivation variable (Z) of 0.610. So it can be concluded that Cronbach's Alpha > 0.06 (60%). With that, the entire questionnaire data is declared reliable.

4.3 Normality Test

The data are normally distributed if the significant value > 0.05 which indicates that there is no significant comparison between the tested data and the standard normal data. The results of the normality test can be seen as follows:

Table 6 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		63
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	1,60455416
Most Extreme Differences	Absolute	,084
	Positive	,053
	Negative	-,084
Test Statistic		,084
Asymp. Sig. (2-tailed)		,200 ^{c, d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Output Results, 2024

Based on the results of the data above in table 6, it can be seen that the significance value is $0.200 > 0.05$, so it can be said that in the normality test the data obtained is normally distributed.

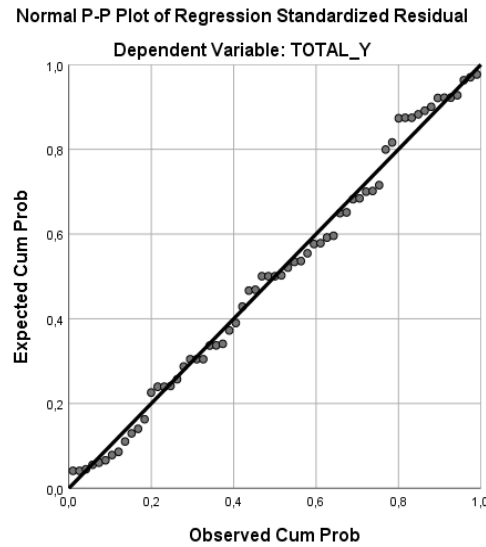


Fig. 2 P-P Plot Chart (Source: SPSS Output Results, 2024)

In figure 2 above, it can be observed that the points spread around the line and follow the line, so it is concluded that the variables of this study can be distributed normally through the normality test.

4.4 Multicollinearity Test

The multicollinearity test uses tolerance values and variance inflation factor. A tolerance value of $0.10 <$ and a VIF value of > 10 indicate multicollinearity, if a tolerance value of > 0.10 and a VIF value of < 10 indicate that multicollinearity does not occur.

Table 7 Multicollinearity Test Results

Collinearity Statistics	
Tolerance	VIF
,999	1,001
,999	1,001

Source : SPSS Output Results, 2024

Based on table 4.16, it shows that the tolerance value of each variable is $0.999 > 0.10$ and the VIF value is $1.001 < 10$. This can provide a conclusion that each variable included in the study is known to not experience multicollinearity.

4.5 Heterokedasticity Test

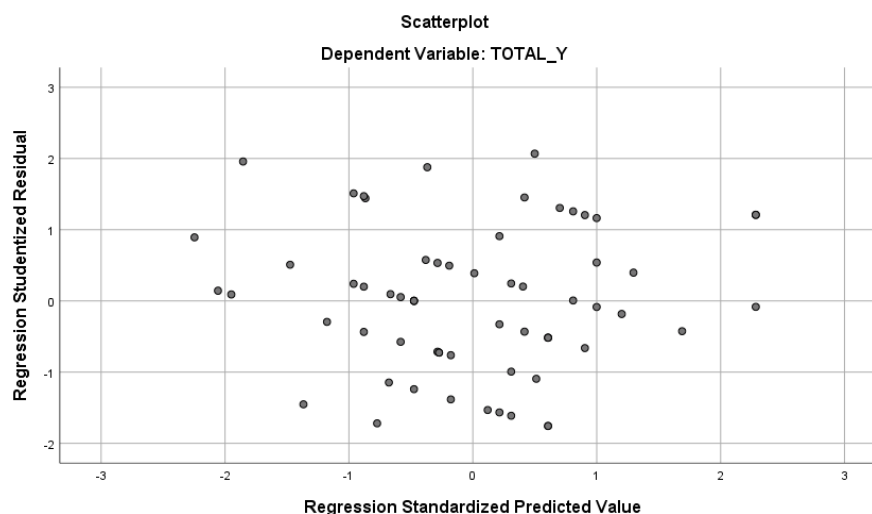


Fig. 3 Heterokedacity Test Results (Source : SPSS Output Results, 2024)

Based on the description above which describes the variables of the research data based on the results of the heterosexuality test which can be interpreted as no heterosexuality in the factors used in the test. There is no clear pattern, and the point spreads above and below the value of 0 on the Y axis.

4.6 Partial Test (t)

In this test, a partial test was carried out to observe the effect of each independent variable on the dependent variable using a significant level of 5%. With a significant level of <0.05 Ho is rejected and Ha is accepted, which means that the independent variable has an influence on the dependent variable. The assessment of the t-test can be observed below:

Table 8 Partial Test Result (t)

Coefficients ^a							
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta				
	(Constant)	6,328	2,702			2,342	,022
1	TOTAL_X1	,230	,088	,303		2,604	,012
	TOTAL_X2	,303	,116	,303		2,606	,012

a. Dependent Variable: TOTAL_Y

Source: SPSS Output Results, 2024

The results of the partial test show that the training calculation is 2.604 > table 1.671 at a significant 0.012 < 0.05. This shows that the training has a positive and significant effect on the performance of Class I Makassar Prison Employees. Meanwhile, in Development, it shows that t counts 2.606 > t table 1.671 at a significant 0.012 < 0.05. This shows that development has a positive and significant effect on the performance of employees of the Makassar Class I Detention Center. The Multiple Linear Regression test can be seen through the table below:

Table 9 Multiple Linear Analysis

Coefficients ^a							
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta				
	(Constant)	6,328	2,702			2,342	,022
1	TOTAL_X1	,230	,088	,303		2,604	,012
	TOTAL_X2	,303	,116	,303		2,606	,012

Source: SPSS Output Results, 2024

$$Y = a + b1X1 + b2X2 + e$$

$$Y = 6.328 - 0.230X1 + 0.303X2 + 0.1$$

Based on the results of the multiple linear regression test equations, it can be found that:

- a) The constant value is 6.328 which mean that if the training and development variable is 0, then the employee performance variable in the employees of the Makassar Class I Prison will remain consistent at 6.328.
- b) The regression coefficient of X1 is 0.230 which means that training has a positive effect on employee performance in Makassar Class I Detention Center employees. This shows that with the reduction of training by one unit, there will be an increase in employee performance in Makassar Class I Detention Center employees by 0.230.
- c) The regression coefficient of X2 is 0.303 which means that development has a positive effect on employee performance in Makassar Class I Detention Center employees. This shows that with the addition of development by one unit, it will lead to an increase in employee performance in Makassar Class I Prison employees by 0.303.

4.7 Simultaneous Test (f)

The f test shows that all independent variables are related (simultaneous) related to dependent variables. The f-test is by looking at the value of F which is calculated with the value of f-value in the table. The value of the calculation f exceeds the magnitude of the value of the table f, and then it accepts an alternative hypothesis that answers all independent variables by simultaneously affecting the fixed variable. The f test in this study can be observed in the table below:

Table 10 Simultaneous Tests

ANOVA ^a						
Type	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	36,978	2	18,489	6,950	,002b
	Residual	159,625	60	2,660		
	Total	196,603	62			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X2, TOTAL_X1

Source: SPSS Output Results, 2024

Based on table 10, it shows a significant value of 0.002 < 0.05 from that, the regression analysis is significant. This is that H0 is rejected and Ha is accepted so that it can be stated that the bound variable, namely Employee Performance (Y), can be significantly influenced by the independent variables, namely Training (X1) and Human Resources Development (X2).

4.8 Determination Coefficient Test (r²)

In order to find out the amount of contribution of the independent variables, namely Training (X1) and Human Resource Development (X2) on the bound variable, namely Employee Performance (Y), the value of r² is used. The determination coefficient is intended to measure the amount of influence or contribution of the independent variable to the bound variable. It can be seen in the table below:

Table 11 Coefficient of Determination

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,434a	,188	,161	1,631

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

Source: SPSS Output Results, 2024

Based on the results of the determination coefficient test in table 11, it can be seen that the amount of contribution that has been given to the independent variable (X), namely training and development to the bound variable (Y), namely employee performance is 0.188. In this case, it is explained that the level of changes in employee performance variables can be well explained through changes in training and development variables of 18.8% while the rest is influenced by other factors.

4.9 Moderated Regression Analysis (MRA) Test

4.9.1 Test of Training and Work Motivation Interaction on Employee Performance (X1. Z-Y)

In this test, an MRA test was carried out to see the interaction between work motivation variables and training variables on employee performance variables. The results of the MRA test with training as an independent variable and employee performance as a dependent variable and work motivation as a moderation variable can be seen in the table below:

Table 12 HR Training Variable MRA Test

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,450A	,202	,162	1,631

a. Predictors: (Constant), X1Z, TOTAL_Z, TOTAL_X1

b. Dependent Variable: TOTAL_Y

Source: SPSS Output Results, 2024

In table 12 above the adjusted square value shows the determination coefficient, there is an increase in the adjusted R-square value from regression model I to regression model II by 0.1% (adjusted R-square in model I to model I by 16.1%, data in table 4.20). The adjusted R-square value is 0.162, or 16.2%, which shows that only 0.1% of employee performance can be explained by the training variable moderated by the work motivation variable.

The interaction test (*Moderation Regression Analysis*) is used to see the application of multiple linear regressions where the equation contains an element of interaction (multiplication of two/more independent variables). The results of the interaction test can be seen as follows.

Table 13 Variable Interaction Test for HR Training

Coefficients ^a						
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	23,507	18,654	1,260	,213	
	TOTAL_X1	-,577	,844	-,761	,497	
	TOTAL_Z	-,532	,920	-,616	-,579	,565
	X1Z	,037	,041	1,538	,887	,379

a. Dependent Variable: TOTAL_Y

Source: SPSS Output Results, 2024

After the interaction test can be seen in table 13 above, showing that the result of a significant value greater than 0.05 is 0.379 (not significant), so it is known that work motivation is not able to strengthen the influence of training on employee performance. The equation obtained can be seen below:

$$Y = a + b_1x_1 + b_3z + b_4X1Z + e$$

$$Y = 23,507 - 0,577 - 0,532 + 0,37 + 0,1$$

4.9.2 Test of the interaction of Development and Work Motivation on Employee Performance (X2.z-Y)

In this test, an MRA test was carried out to see the interaction between work motivation variables and development variables on employee performance variables. The results of the MRA test with development as an independent variable and employee performance as a dependent variable and work motivation as a moderation variable can be seen in the table below:

Table 14 MRA Test of Human Resource Development Variables

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,478a	,229	,190	1,603	

a. Predictors: (Constant), X2Z, TOTAL_Z, TOTAL_X2
b. Dependent Variable: TOTAL_Y

Source: SPSS Output Results, 2024

In table 14 above, the adjusted square value shows the determination coefficient, there is an increase in the adjusted R-square value from regression model I to regression model II by 2.9% (adjusted R-square in the regression model I is 16.1% or 0.161 data in table 4.21). The adjusted R-square value of 0.190 or 19% which shows that only 2.9% of employee performance can be explained by the development variable moderated by the work motivation variable. The interaction test (Moderated Regression Analysis) is used to see the application of multiple linear regressions where the equation contains an element of interaction (multiplication of two/more independent variables). The results of the interaction test can be seen as follows:

Table 15 Human Resource Development Variable Interaction Test

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27,245	20,831		1,308	,196
	TOTAL_X2	-,971	1,187	-,972	-,817	,417
	TOTAL_Z	-,705	,968	-,816	-,728	,469
	X2Z	,057	,055	1,812	1,043	,301

a. Dependent Variable: TOTAL_Y

Source: SPSS Output Results, 2024

After the interaction test can be seen in table 4.24 above, showing that the result of a significant value greater than 0.05 is 0.301 (not significant), so it is known that work motivation is not able to strengthen the influence of development on employee performance. The equation obtained can be seen below:

$$Y = a + b_2x_2 + b_3z + b_5X_2Z + e$$

$$Y = 27,245 - 0.971 - 0.705 + 0.57 + 0.1$$

5. Discussion

5.1 The Effect of HR Training on Employee Performance

According to Gary Dessler, training is the process of teaching new employees, or those who have been working for a long time, in the form of additional skills needed to carry out their jobs. This means making changes to behaviors, attitudes, skills, and knowledge that are specific or specific, in order for training to be effective, the training must include lessons from experience, training must be planned and designed in response to the needs of the agency.

Based on the information I have obtained during my research, the forms of training that have been held are Supervisory Leadership Training (PKP), Mental and Discipline Physical Training (FMD), and *In-house Training* activities in the field of Public Service. The purpose of the Supervisory Leadership Training (PKP) is to form leaders who have competence and are oriented in service, as well as supervisory officials who are able to control activities in order to create an improvement in the quality of performance. Mental and Discipline Physical Training (FMD) is carried out with the aim of training the skills, agility, mentality and discipline of Prison employees in order to be able to carry out their daily duties, This physical and mental training is urgently needed to foster a good work ethic for the State Civil Apparatus, especially a Prison Officer who is in direct contact with people with problems must have a strong physical and mental body. *In House Training activities* were carried out to realize the development of employee capabilities in the field of service, with the material presented focusing on Strengthening Ultimate Service & Handling Complaints, which is an effort to provide the best service to the community and handle complaints appropriately.

Based on the explanation above, this is in line with the results of the training variable test which proves that in the training variable, the highest average score was obtained in the first statement with a value of 4.35 which means that the training objectives held can inspire and motivate participants to achieve performance improvement.

Based on the results of the partial study, the training variable on employee performance showed that the results of the training variable had a positive and significant effect on the performance of employees of the Makassar Class I Detention Center. This means that through the training held, Rutan employees can gain a deeper understanding of the tasks, necessary operational procedures, as well as the best techniques and strategies in carrying out their work. The results of this study agree with the previous research conducted by Melvin Grady Lolowang, Genita Lumintang (2016) with the results of the study that said that employee training has a positive and significant influence on employee performance at Pt. Berlian Kharisma Pasifik Manado

5.2 The Effect of Human Resource Development on Employee Performance

According to Mathis, development is an effort to improve skills and general knowledge for employees so that their work in achievement is more efficient. Development teaches new knowledge to employees, so that they do not feel bored and to prepare for long-term career needs, due to changes in the work environment, then achievement research is carried out, which aims to see whether employee performance is in accordance with expectations. Development is carried out by improving knowledge, skills and attitudes, in order to achieve an improvement in the quality of employee work as expected by the agency.

The training and employee development program in the rutan has the same approach, but there are several training activities that are developmental for employees such as holding *Massive Open Online Courses* (MOOC) training in this training is expected to allow employees to develop competencies and hone new skills, in addition to that there are *In House Training* training activities it is carried out to realize the development of employee abilities in the field of service. Apart from training that can develop employee skills, Rutan employees also have an *Understudies System*. In the *understudies system*, these new employees will be placed under the guidance of a senior officer who has many years of experience in the detention center. These senior officers will be for the new employees and help them with the security tasks and procedures that must be followed, the new employees will follow the senior officers in routine patrols in the detention center, supervising prisoners and maintaining the security of the facility.

Based on the explanation related to employee development, this is in line with the test results related to the development variable which proves that the highest average score was obtained in the second statement with a value of 4.52 with the *Understudies* indicator which means that the *Understudies* system in the workplace provides opportunities to learn from more experienced colleagues.

Based on the results of the partial study, the development variable on employee performance shows that the results of the development variable have a positive and significant influence on the performance of employees in the Makassar Class I Prison. The results of this study agree with the previous research conducted by Melvin Grady Lolowang, Genita Lumintang (2016) with the results of the study which said that employee development has a positive and significant influence on employee performance at Pt. Berlian Kharisma Pasifik Manado.

5.3 The Effect of Training and Development on Employee Performance

Training and development is an important component in human resource management, the Makassar Class I State Prison is an institution responsible for the correctional of inmates and prisoners, in this context training and development has a significant role in improving the quality and performance of correctional officers.

Detention centers are dynamic environments and are often faced with challenges and changes, so training and development can help employees in detention centers better. Through training, employees can gain knowledge and skills in coping with situations such as conflict handling, emergency management or prisoner rehabilitation. Development can also help employees to develop adaptability and flexibility in the face of policy changes or new job demands.

In the overall related to training and development on employee performance Based on the results of the simultaneous research showing significant value, this means that both training and development variables simultaneously have a positive and significant effect on the performance variables of employees of the Makassar Class I Detention Center.

It can be concluded that the variables tied to employee performance can be significantly influenced for the independent variables, namely the training and development variables. This means that these findings indicate that these two factors interact with each other and contribute to improving employee performance.

Training and development are two important aspects in managing human resources in an organization. In this study, the simultaneous positive influence between training and development on employee performance shows that agencies that apply these two factors effectively will get significant benefits, and in accordance with the performance results that I observed during my research because the training and development of human resources for regular employees is proven to have a positive and significant impact on performance improvement proven through coaching initiatives that Sustainable then results in an increase in productivity which is reflected in their daily performance, reflected in the orderliness of the prisoners, and the absence of incidents that can be detrimental in the detention center, the employees have the ability to communicate in a targeted manner so that all issues and problems can be resolved quickly.

The results of this study agree with the previous research conducted by Reni Juwita (2019) with the results of the study which said that simultaneously training and development of employees had a positive and significant influence on employee performance in Bps Employees of Ogan Ilir Regency.

5.4 The Effect of Training on Employee Performance and Work Motivation as a Moderation Variable

According to Winkel, motivation is all efforts within the self that cause learning activities and provide direction to learning activities so that the desired goals can be achieved. Work motivation is a set of strengths both from within and from outside a person that encourages starting working behavior according to a certain format, direction, intensity, and time period.

In the results of this study, the work motivation variable is used as a moderation variable and is expected to have a positive impact on employee performance with their interaction in training. Based on the results of the research that has

been carried out, the work motivation variable is not able to strengthen the influence between training on employee performance because it has an insignificant influence even though there is an increase in the adjusted R-square value. There are many things that can affect that work motivation has no effect on some individuals. The indicator that has the greatest role in the work motivation variable is where each employee has consistently shown superior performance in the tasks carried out. However, this cannot strengthen the influence of training on the performance of Makassar Class I Detention Center employees.

The results of this study are in line with research conducted by Adisti Nugraheni (2022) which stated that work motivation has a significant negative effect as a moderation variable in the relationship between employee training and employee performance.

5.5 The Effect of Development on Employee Performance and Work Motivation as a Moderation Variable

Development is an operational function of personnel management, employee development needs to be carried out in a planned and sustainable manner so that development can be carried out properly, an employee development program must first be determined.

In the results of this study, the work motivation variable is used as a moderation variable and is expected to have a positive impact on employee performance with its interaction in development. Based on the results of the research that has been carried out, the work motivation variable is not able to strengthen the influence between development on employee performance because it has an insignificant influence even though there is an increase in the adjusted R-square value. There are many things that can affect that work motivation has no effect on some individuals. The indicator that has the greatest role in the work motivation variable is where each employee has consistently shown superior performance in the tasks carried out. However, this cannot strengthen the influence of development on the performance of Makassar Class I Detention Center employees.

The results of this study are different from the research conducted by Adisti Nugraheni (2022) which stated that work motivation has a significant positive effect as a moderation variable on the relationship between employee development and employee performance.

6. Conclusion

The conclusion of this study entitled "The Effect of Training and Human Resource Development on the Performance of Employees of the Makassar Class I State Prison with Work Motivation as a Moderation Variable" is that HR training in this study has a positive and significant influence on the performance of employees of the Makassar Class I State Prison. The development of human resources in this study has a positive and significant influence on the performance of employees of the Makassar Class I State Prison. The training and development of human resources in this study simultaneously had a positive and significant influence on the performance of employees of the Makassar Class I State Prison. Work Motivation is not able to moderate the relationship between training and employee performance. Work Motivation is not able to moderate the relationship between development and employee performance.

Funding

This Article is sponsored by the Balai Pembiayaan Pendidikan Tinggi (BPPT) Kemendikbudristek and Lembaga Pengelola Dana Pendidikan.

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