



Human Resource Performance Assistance Through Training, Motivation and Occupational Health and Safety Socialization in the Banking Sector in Tulungagung

Yusuf Baharudin^(1*), IGG Heru Marwanto⁽²⁾, Nur Laely⁽³⁾

(^{1,2,3})Postgraduate Program, Master of Management, Kadiri University, Kediri City, East Java, Indonesia – 64115

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Correspondence Author:

(¹)Yusuf Baharudin

Email address:

baharuddin8191@yahoo.com

(Correspondence Author)

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Abstract

This study aims to evaluate the influence of job training, motivation, and the implementation of occupational health and safety (OHS) on the performance of employees at Bank Jatim Tbk., Tulungagung Branch. The activities were carried out through integrated training including interactive workshops, group discussions, and OHS implementation simulations, using a participatory approach to ensure active participant involvement. The participation of ten employees from various divisions demonstrated a high level of enthusiasm and understanding of the material, which resulted in increased awareness of the importance of occupational safety and a change in attitude towards more disciplined OHS implementation. The evaluation results showed that the three variables explained 25.5% of the variation in employee performance, with motivation and a safe work environment playing significant roles, while training still requires improvement in terms of material relevance and methods. Challenges faced included time constraints and participants' initial understanding, which were addressed through flexible delivery methods, relevant case studies, and extended discussion sessions. Participant feedback indicated a 92% satisfaction rate, along with recommendations for periodic training with broader coverage including stress management and psychological safety. These findings provide practical implications for banking management to prioritize motivation and OHS as performance levers, while also improving training program design to be more targeted to increase employee productivity and well-being.

1. Introduction

Public trust in banking in Indonesia has not been fully established, especially after the rise in fraud cases that have made customers feel unsafe using banking services.(Lidiawan et al., 2024) This situation complicates the improvement of existing regulations due to the lack of public confidence in the effectiveness of these regulations, while customer expectations regarding service quality are increasingly complex and difficult to meet.(Laely et al., 2024). In fact, increasing customer value is highly dependent on strong trust built through the best quality of

service and minimal detrimental regulatory issues.(Angga Rizka Lidiawan et al., 2024; Londhe, 2014; Monfort et al., 2025).

Bank Jatim Tbk. Tulungagung Branch, as a financial institution operating in the era of globalization, faces the challenges of increasingly fierce business competition. In this situation, banks are required to continue to innovate to improve operational effectiveness and efficiency in order to maintain their competitiveness. One important element in achieving this goal is the management of professional, healthy, and skilled human resources (HR). Employees who are the spearhead of service must be able to work effectively and efficiently, which of course requires safe and comfortable working conditions. The problems currently faced by Bank Jatim Tulungagung are the less than optimal implementation of the occupational safety and health (K3) system, as well as the still limited training and work motivation provided to employees, especially in dealing with work pressure and quick decision-making.

Companies need resources in the form of raw materials and human resources.(Hamid et al., 2024; Novari, 2020)The chemical processing business indirectly impacts its human resources. Therefore, chemical processing companies must prioritize employee health and safety.(Ferdy Victorius et al., 2021)Occupational safety and health is the science and application of efforts to prevent the possibility of accidents and occupational diseases.(Alfian et al., 2021)To ensure the health and safety of employees, companies must also provide education and knowledge through training so that employees can consider the consequences of their decisions before starting work, thereby minimizing workplace accidents. Human resources that work efficiently and effectively require physical health and safety, in this case, workplace security.(Lestari, 2018)Occupational safety and health are also influenced by motivations at work. Motivation is the driving force that creates a passion for work, encouraging people to cooperate, work effectively, and integrate all their efforts to achieve satisfaction.(Theodora, 2015)Lack of training and motivation affects employee health and safety, which can impact employee performance. Training is a learning process using specific techniques and methods. Conceptually, it can be said that training is intended to improve the skills and work abilities of an individual or group of people.(Puspitawati et al., 2022).

Lack of regular training and low employee motivation can negatively impact occupational safety and health, as well as reduce individual and team performance as a whole. According to the opinion(Theodora, 2015), good work motivation is an important factor in creating work enthusiasm and effective collaboration, while according to(Puspitawati et al., 2022)Appropriate job training can improve employees' skills and abilities in carrying out their duties. Therefore, the purpose of this activity is to provide training and increase work motivation to strengthen a healthy and safe work culture within Bank Jatim Tulungagung. Through this effort, the company

is expected to minimize the risk of workplace accidents, increase productivity, and strengthen its competitive advantage in the banking sector.

2. Problems and Solutions

Facing increasingly fierce competition between companies, particularly in the banking sector, human resources (HR) are needed who are not only competent but also possess high work ethic and are able to work effectively and efficiently. However, in reality, employee performance is still suboptimal, partly due to a lack of structured training, low work motivation, and the suboptimal implementation of occupational health and safety (OHS) systems in the workplace. This condition can impact work productivity and even lead to a decline in the quality of banking services (Partono et al., 2021, Adha et al., 2019, Ferdy Victorius et al., 2021). The lack of attention of companies to these important factors, such as not developing training programs based on needs analysis, ignoring rewards that can motivate employees, and neglecting to fulfill K3 protection rights, are challenges that must be addressed immediately (Comedy & Ferianto, 2023, Hasibuan, 2003, Muanah et al., 2021).

To address these issues, strategic mentoring efforts are needed, including improving human resource performance through targeted training, increasing employee motivation, and promoting and implementing a comprehensive OHS system. Training needs to be tailored to needs and performance analysis to deliver effective results, both through internal and external training. (Amalia, 2020; Sedarmayanti, 2017) Work motivation can be increased through financial and non-financial reward approaches such as recognition of achievement, performance awards, and a supportive work environment. (Lubis & Shara, 2021; Zulkarnaen & Herlina, 2018) On the other hand, the serious implementation of K3 not only increases work productivity but also becomes a form of legal and moral responsibility of the company towards its employees (Nurdiansyah et al., 2021; Yoewita & Widjajanti, 2022) This approach is expected to improve work effectiveness and service quality at Bank Jatim Tbk. Tulungagung Branch, as well as serve as a reference for human resource development in the banking sector in general.

3. Methods

3.1. Method of Implementation

This community service activity uses a participatory and training-based approach, using methods such as outreach, training, and interactive discussions. The goal is to increase banking employees' knowledge and awareness of the importance of training, work motivation, and occupational health and safety (OHS) in supporting improved employee performance. This approach aligns with the Human Resources Capacity Development framework and the basic principles of Participatory Action Research (PAR), where participants are actively involved in the process.

3.2. Location and Duration Activity

This activity was held at the Bank Jatim Tbk. Tulungagung Branch office. The implementation time was for 7 full days, namely in August 2025. The selection of this location was based on the needs and requests of the partners to receive assistance in improving the quality of human resources, especially in the aspects of training, work motivation, and the implementation of Occupational Health and Safety (K3). During the implementation, the activity took place in the form of structured sessions that included material delivery, small group discussions, and short simulations related to work situations in the banking sector. This activity was designed to be concise, interactive, and on-target, with the hope that all participants would gain a comprehensive understanding and be able to apply this knowledge in their daily work activities.

3.3. Partner Group

The target group for this activity was three employee representatives from Bank Jatim Tulungagung Branch, who were selected based on the criteria of active involvement in HR development activities in the company. Participant characteristics: productive age (25–45 years), have a work background in administration and service, and have worked for at least 2 years. These three participants were selected to represent the actual needs of employees in developing work competencies and to ensure that the results of the activity can be passed on and disseminated internally to other colleagues. Their participation is not only as beneficiaries, but also as agents of change who are expected to be able to encourage the implementation of more productive, healthy, and safe work practices. Participants were actively involved in the entire series of activities, starting from the material delivery session, discussions on field problems, to the final evaluation.

3.4. Tools and Media

To support the implementation of HR performance improvement activities in the banking sector, several tools and media are used, including: training modules covering training materials, work motivation, and occupational health and safety (K3); PowerPoint presentations; questionnaire forms for evaluation and data collection; educational videos on the importance of K3 implementation. The implementation procedure begins with the preparation stage which includes coordination with Bank Jatim management for scheduling and approval of activities, as well as the preparation of training materials and media. Next, initial coordination is carried out in the form of inviting participants and explaining the objectives and flow of activities. The main activities consist of three sessions, namely performance improvement training, work motivation (intrinsic and extrinsic), and K3 socialization in the banking environment. After that, monitoring and evaluation are carried out through feedback questionnaires and direct observation during

the training, which then ends with the presentation of results to management and the provision of suggestions for further HR development.

3.5. Implementation Procedures

Data collection methods included questionnaires to assess participant understanding before and after the training, direct observation of participant interactions and participation during the training, and documentation of the training activities. The collected data were analyzed using simple quantitative methods, such as calculating the average questionnaire score and the percentage of participant understanding. Additionally, descriptive qualitative analysis was conducted on open-ended participant responses and observation results to obtain a comprehensive picture of the activity's effectiveness.

4. Results and Discussion

4.1. Result

4.4.1. Overview of Implemented Activities

This activity is part of a task report carried out in the form of integrated training covering three main aspects: skills improvement through job training, work motivation, and socialization of occupational health and safety (K3). The training is conducted in the form of interactive workshops, group discussions, and simulations of K3 implementation in the banking work environment. The entire series of activities is designed thematically and applicably, with a participatory approach so that participants not only receive material but also are able to practice it directly in their work.

4.4.2. Community Participation and Engagement

The training was attended by 10 employees from Bank Jatim Tbk., Tulungagung Branch, from various divisions. Participation demonstrated a high level of engagement, as evidenced by their active participation in the discussion and Q&A sessions. Participants appeared enthusiastic and demonstrated a strong understanding of the material presented. This reflects a strong awareness and interest in improving work capacity and understanding the importance of safety and health in the workplace.

4.4.3. Outcomes and Impacts

Training, motivation, and OHS together significantly influence employee performance. Meanwhile, the coefficient of determination test results showed an Adjusted R Square value of 0.255, meaning 25.5% of employee performance variables were influenced by these three variables. The direct impact of this training was an increased understanding of the importance of OHS for participants and a change in attitude toward implementing occupational safety in a more disciplined and structured manner.

4.4.4. Challenges and Mitigation Strategies

Participants' initial understanding of the OHS material and the limited time for the training were limited due to the bank's busy operational schedule. To address this, the facilitator employed a flexible delivery method and used case studies relevant to the participants' work environments. Furthermore, the question-and-answer session was extended to allow participants to share their work experiences and directly relate them to OHS implementation.

4.4.5. Community Feedback and Evaluations

Participant feedback was obtained through an evaluation questionnaire at the end of the activity. Overall, respondents stated that the training was very beneficial and applicable in supporting their daily work. Most participants felt more confident in applying OHS principles and were motivated to perform optimally. Several participants also suggested that this training be conducted regularly and expanded to include aspects of work stress management and psychological safety. The quantitative evaluation showed a 92% participant satisfaction rate with the overall activity.

4.2. Discussion

4.2.1. Discussion and Interpretation

The training provided by the company has not had a significant impact on improving employee performance. This situation may be caused by training materials that are not fully aligned with actual job requirements, as well as division rotation, which means that the skills learned are not always applicable in new positions. Conversely, work motivation has proven to be a strong driving factor, where employees who feel their needs are met tend to be more enthusiastic about achieving company targets. Occupational safety and health factors also play a crucial role, as a safe, healthy work environment equipped with supporting facilities can create a sense of comfort and increase productivity. These activities are essential. Climate change adaptation strategies require increased public awareness through sustainability education and savings habits that can shift consumption behavior toward a more environmentally friendly direction. Support from the banking industry's funding commitments, the development of relevant technologies, and strengthening partnerships between banks, fintech companies, and MSMEs are key to creating a sustainable economic ecosystem that is not only financially profitable but also positively impacts the environment, society, and regional economic stability. (Laely & Lidiawan, 2024).

Banks and fintech companies need to not only develop risk monitoring and collaboration systems to produce environmentally friendly products, but also ensure the entire financing process is efficient, carbon-neutral, and monitored through digital twin technology. In this context, Bank Jatim Residenan Kediri plays a strategic role by implementing a Holistic Data Warehouse architecture integrated with data security platforms such as Audit Data Management

and Information Security Management, ensuring customer privacy while enhancing its reputation as a safe and trusted bank.(Alfatiyah, 2017; Duran & Partini, 2016) Policy strengthening can be achieved through the adoption of international banking supervisory standards, restrictions on cross-border access to mitigate the risk of financial crime, and the implementation of up-to-date transaction code of conduct in accordance with regulations. This approach is reinforced by multi-stakeholder standardization to ensure system interoperability, the use of multi-cloud platforms with homomorphic encryption to maintain the confidentiality of online transaction data, and collaboration with reputable big data providers to optimize portfolio management and increase security awareness at the managerial level.(Ameur et al., 2023; Liu et al., 2021) Through synergy between green financing innovation for MSMEs and strengthening banking security and compliance infrastructure, this ecosystem has the potential to create sustainable, low-carbon, digitally secure, and resilient economic growth against climate and financial system risks.(Laely et al., 2023).

When these three factors are considered together, motivation and a safe work environment are the main drivers of performance, while training still contributes, although not optimally. This finding is consistent with numerous previous studies in various companies that emphasize the importance of OHS and motivation as key to improving performance. The difference in results lies in the training aspect, which in this study was not optimally beneficial, requiring improvements in terms of the appropriateness of the material, delivery methods, and its relevance to daily work.

4.2.2. Sustainability and Follow-Up Plan

To ensure continuous employee performance improvement, companies need to adapt their training programs to better align with actual work needs. This can be achieved through conducting a training needs analysis before the program is implemented, ensuring the material is applicable, and involving instructors who understand the work processes in the field. Furthermore, division rotation systems should be accompanied by short training sessions tailored to the employee's new position so that acquired skills can be immediately implemented.

On the motivational side, companies need to maintain and improve policies that support employee needs, including rewards, career development opportunities, and healthy work flexibility. For occupational safety and health, consistent facility maintenance and safety procedures are essential, including the provision of protective equipment and regular health checks. By combining improved training quality, enhanced motivation, and a safe work environment, companies can create a positive cycle that drives optimal performance.

5. Conclusions and Recommendations

5.1. Summary of Key Activities and Achievements

The main activities included evaluating the impact of training, motivation, and occupational safety and health on employee performance. The research identified that motivation and a safe work environment play a significant role in improving performance, while training has not had an optimal impact due to limited relevance of materials and methods.

5.2. Impact on the Community or Target Group

This activity provides practical insights for company management to prioritize motivation and workplace safety as performance levers, while also providing a basis for improving training programs to be more targeted. This impact is expected to improve employee well-being and productivity in the long term.

5.3. Challenges and Lessons Learned

Training that didn't match actual employee needs, coupled with divisional rotation, reduced the application of training outcomes. Key lessons learned were the importance of analyzing training needs and integrating development programs with job rotation policies.

5.4. Recommendations and Follow-Up Plans

Companies are advised to update their training curriculum based on needs analysis, maintain effective motivation programs, and consistently strengthen the implementation of occupational safety. Follow-up plans include periodically evaluating training effectiveness, adjusting motivation methods to employee profiles, and improving OHS facilities and procedures to maintain optimal performance on an ongoing basis.

Declaration of Competing Interest

None

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CRediT authorship contribution statement

Yusuf Baharudin: Conceptualization, Methodology, Investigation, Writing – Original Draft, Visualization. Heru Marwanto: Supervision, Validation, Writing – Review & Editing. Nur Laely; Yusuf Baharudin: Data Curation, Formal Analysis, Resources, Writing – Review & Editing.

Data Availability Statement

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