



The effect of training, work climate, and work stress on employee productivity of bank DBS Imam Bonjol branch Medan

Megasari¹, Purnama Yanti Purba², Alprima Abner Daniel Putra Lubis³, Muhammad Munir Siregar⁴

^{1,3,4}Management/Faculty of Economy/Management, Universitas Prima Indonesia

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ABSTRACT

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This study aims to explain the effect of training, work climate and work stress on the productivity of DBS bank employees. The phenomenon of decreased employee productivity is characterized by targets not being achieved, ineffective training, excessive workload and an unfavorable organizational climate at DBS Imam Bonjol bank are the background of this research. This type of research is descriptive quantitative. The sampling technique uses a saturated sample. The number of samples is 101 employees. The data analysis method is multiple linear regression. The research results show that partially Training has a positive and significant effect on Employee Productivity, Work Climate has a positive and significant effect on Employee Productivity, Work Stress has a negative and significant effect on Employee Productivity of DBS Bank Imam Bonjol Branch Medan. Simultaneously Training, Work Climate and Work Stress have a significant and positive effect on Employee Productivity of DBS Bank Imam Bonjol Branch Medan.

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Corresponding Author:

Purnama Yanti Purba
Management/Faculty of Economy/Management,
Universitas Prima Indonesia,
Jalan Sampul No.4, Medan, North Sumatera, 20118, Indonesia.
Email: purnamayantipurba@unprimdn.ac.id

1. INTRODUCTION

The increasing development of the business world along with the improvement of economic conditions in Indonesia also means tighter competition. In general, a company has the same goal, which is oriented towards obtaining the maximum possible profit, although in addition to other missions. DBS Bank is a bank originating from Singapore where this bank was founded in 1989 and began opening branches in various countries including Indonesia, one of which opened a branch in the city of Medan. Based on initial observations, the phenomenon found at DBS Bank is that employee work productivity has begun to decline where employees cannot complete their work properly so that they cannot achieve the work targets given by the company.

Work productivity is a certain mental attitude or effort made by someone to increase work results in the form of goods or services as much as possible by using

available resources in a certain period (Sisca, 2020). Work productivity is a mental attitude that always seeks improvement on what already exists, a belief that one can do a better job today than yesterday, and tomorrow is better than today. (Aruperes et al., 2022). Employee productivity is the ability of employees to produce, an employee can be said to be productive if he is able to produce output (goods or services) as expected (Wilfrid et al., 2022). Work productivity indicators are ability, improvement of result achieve, work enthusiasm, self-development, quality and efficiency (Sutrisno, 2018).

The morale of employees in carrying out their work began to decline so that they could not provide optimal work results because the training or training carried out was less effective where more in the form of theory and explanation while only one to three employees were used for practice due to time constraints. Employee job training and employee development is something that refers to matters related to planned efforts implemented to achieve mastery of the skills, knowledge, and attitudes of employees or members of the organisation (Fitxy et al., 2022). Training can be defined as an improvement in an employee's mastery of skills (Prasetyo & Nugraha, 2022). Job training is the overall activity to provide, obtain, improve, and develop work competencies, productivity, discipline, attitudes, and work ethic at a certain level of skill and expertise in accordance with the levels and qualifications of positions or jobs (Aly, 2018). Training is the process of teaching people how to do their existing jobs in a way that conforms to industry standards (Lestari Sugianto, 2022). Training programme effectiveness is a term used to ascertain whether a training programme is effective in achieving its stated objectives (Darwis & Amrin, 2022). The purpose of the training and development organised by the company for employees is because the company wants changes in employee performance so that it can be in accordance with company goals (Pancasasti et al., 2022). Training employees can develop skills and various potentials owned by employees and can bring new enthusiasm that will have a good impact on the company (Mayliza & Wahyuni, 2022).

Through training programmes employee demand and work must be balanced employees who already have the ability and knowledge required the role of leadership to influence and direct employees in their activities to improve the performance of employees in the company, leadership must be able to influence and direct all activities of their employees' duties (Khotimah et al., 2022). Training indicators are objectives, facilities, participants, trainers (Hasibuan, 2018). The participants who were presented felt crowded and jostled. Some training is only online based using the Zoom application. Moreover, the material presented is not appropriate such as cross functional training, which may confuse employees when working later and has not fulfilled the needs at work.

In addition, an uncomfortable organisational climate makes employees unable to last long at work where a comfortable atmosphere will make employees feel at home and do their work optimally. Organisational culture gives an organisation a special characteristic that distinguishes it from other organisations (Aviyanto & Ekuitas, 2022). A less favourable work climate can make employees feel uncomfortable with their environment and will eventually choose to resign. The work climate is everything that exists in the work environment, which is felt either directly or indirectly by the people or employees who exist and work in that environment (Sudiantini, 2020). Everything in the work environment that is perceived as the subjective influence of formal systems, the information style of managers, and other important environmental factors on the attitudes, beliefs values and motivations of people working in a particular organisation (Diah et al., 2022).

The company must really be able to create a conducive organisational climate, which can create a sense of calm for employees at work and meet various factors that can motivate employees to improve their performance (Halawa et al., 2022). The work climate

in a company is very important. The climate in a company has an impact on the high and low morale of a person (Pamungkas Budi Wahyono M Yusuf Kurniawan, 2022). Efforts to create a conducive organisational climate, especially in the relationship between employees and each other in the relationship between employees and leaders, are directed towards the realisation of harmonious cooperation (Ananda, 2022). Organisational climate indicators are: Support, Honesty, confidence and reliability, Openness and sincerity, Oriented and passionate about achieving high performance (Panuju, 2018).

In addition, some employees are considered to experience stress in their work where the burden they receive is quite heavy such as not having time to socialise and have lunch. The work they have is not also in accordance with their abilities, which makes them unable to work well and ultimately becomes pressure for themselves. Stress is a person's adaptive response to a threatening or challenging stressor that requires the individual to act (Dwi Irmadiani & Pawiyatan Luhur Bendan Duwur Semarang, 2022). Time pressure given by superiors such as submitting reports must be on time makes employees feel anxious and must complete it quickly because if not it will be sanctioned. Work stress is an emotional state that arises because of a mismatch between the workload and the individual's ability to cope with the work stress he faces (Vanchapo, 2020). Work stress is a form of individual reaction physically or mentally to a transition in the environment that is perceived as disturbing and threatening to an employee. (Putra Libbaskara & Tri Kurniawati, 2022). Indicators of work stress are difficult and excessive workloads, pressure and attitudes of leaders who are less fair and reasonable, inadequate working time and equipment, conflicts between individuals and leaders or work groups, paybacks that are too low (Hasibuan, 2018).

There are previous studies that also have similar discussions with the research being conducted where based on research conducted by (Purwodono, 2018) with the title of the effect of labour training on employee productivity at PT Bank Tabungan Negara Manado branch where the results of the study found that training has an influence on work productivity. Based on research conducted by Yusaini and Utama (2020) with the title of the effect of the effect of work climate on the work productivity of lecturers of Aceh Private Universities where the results of their research found that the work climate has an influence on work productivity. Based on research conducted by (Efriza & Idris, 2016) with the title of the influence of banking work productivity in Medan city where the results of their research found that work stress has an influence on work productivity. The research problem to be solved is that employee work productivity is not optimal because the training carried out has not gone well, the work climate is not supportive, and the work stress experienced by employees. The differences in this study with previous research are in research variables that examine other variables, population and sample size and research results. As for the similarities with this study, such as the same research object in banking companies, data analysis methods and the same research title, namely training, work climate, work stress and employee productivity.

2. RESEARCH METHOD

This research approach is based on a quantitative approach because this research has a clear and orderly flow. This type of research is quantitative descriptive research. The nature of this research is explanatory descriptive. This research will be conducted at DBS Bank located at Jalan Imam Bonjol Medan. The research time is from September 2022 to April 2023. Researchers took a population in this study of 101 people who worked for the company. The sampling technique uses a saturated sample where the entire population will be used as a research sample so that 101 research samples are obtained. Data collection techniques were carried out by questionnaires, interviews and documentation

studies. The data analysis method uses multiple linear regression analysis. The following is a research conceptual framework.

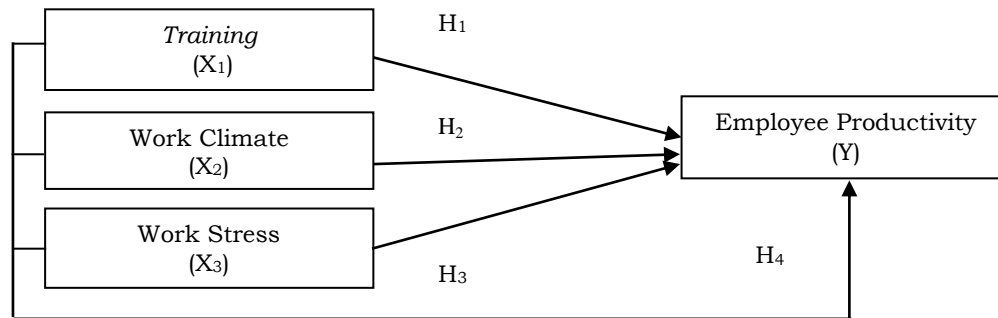


Figure 1. Research Conceptual Framework

The conceptual framework explains the relationship between training, work climate, work stress and work productivity. Effective training can provide employees with the knowledge and skills necessary to carry out their duties more efficiently and effectively. This can include technical training related to their work, leadership training, interpersonal skills training, and other relevant training to improve productivity. A positive work climate creates an environment where employees feel supported, valued, and motivated to perform. Effective communication, team support, organisational fairness, and good working relationships are important factors in creating a positive work climate. Factors such as excessive workload, task uncertainty, role conflict, lack of control, and lack of support can lead to high levels of stress in employees. Excessive work stress can have a negative impact on employees' well-being and their work productivity. Work productivity reflects the level of efficiency and effectiveness of employees in carrying out tasks and achieving desired results. High productivity results in better outcomes, higher quality, and greater contribution to organisational goals. With the support of training, work climate, work stress is expected to increase employee productivity.

3. RESULTS AND DISCUSSIONS

3.1 Descriptive Statistics

The following are the results of descriptive statistical testing:

	N	Minimum	Maximum	Mean	Std. Deviation
Training	101	12	36	26.46	4.531
Work Climate	101	18	45	35.78	3.933
Work Stress	101	20	45	35.95	4.871
Productivity	101	24	44	35.74	4.440
Valid N (listwise)	101				

Source: Processed primary data, 2023

Based on the table above, training has a minimum value of 12 and a maximum value of 36 accompanied by a mean value of 26.46. Work Climate has a minimum value of 18 and a maximum value of 45 accompanied by a mean value of 35.78. Job Stress has a minimum value of 20 and a maximum value of 45 accompanied by a mean value of 35.95. Employee Productivity has a minimum value of 24 and a maximum value of 44 accompanied by a mean value of 35.74.

3.2 Validity and Reliability Test

The validity test shows the level of validity of the measurement results of a questionnaire (Herlina, 2019). If the value is positive and $r\text{-count} > r\text{-table}$ (0.361), the item can be declared valid and vice versa. If the value of $r\text{-count} < r\text{-table}$, the item is declared invalid (Priyatno, 2018). Generally, decision making for reliability tests can use the Cronbach's alpha category 0.6-0.79 = reliability is accepted. The following are the test results:

Table 2. Validity Test Result

Questionnaire	Training		Work Climate		Work Stress		Productivity	
	Pearson Correlation	Sig.	Pearson Correlation	Sig.	Pearson Correlation	Sig.	Pearson Correlation	Sig.
1	0.668	0.000	0.743	0.000	0.876	0.000	0.874	0.000
2	0.691	0.000	0.741	0.000	0.818	0.000	0.809	0.000
3	0.697	0.000	0.552	0.000	0.884	0.000	0.780	0.000
4	0.755	0.000	0.751	0.000	0.838	0.000	0.846	0.000
5	0.681	0.000	0.685	0.000	0.884	0.000	0.765	0.000
6	0.682	0.000	0.843	0.000	0.751	0.000	0.845	0.000
7	0.722	0.000	0.725	0.000	0.900	0.000	0.808	0.000
8	0.689	0.000	0.786	0.000	0.867	0.000	0.787	0.000
9		0.000	0.681	0.000	0.711	0.000	0.723	0.000
10		0.000	0.743	0.000	0.860	0.000	0.869	0.000

Source: Processed primary data, 2023

Based on the table above, each variable has a r-count value greater than the r-table value so that it can be said that all variable statements are declared valid.

Table 3. Reliability Test Result

Variable	Cronbach Alpha	Criteria	Description
Training	0.848	0.6	Reliable
Work Climate	0.896	0.6	Reliable
Work Stress	0.952	0.6	Reliable
Productivity	0.941	0.6	Reliable

Source: Processed primary data, 2023

Based on the table above, each variable has a Cronbach alpha value greater than 0.6 so that it can be said that all variable statements are declared reliable.

3.3 Classical Assumption Test Results

a. Normality Test

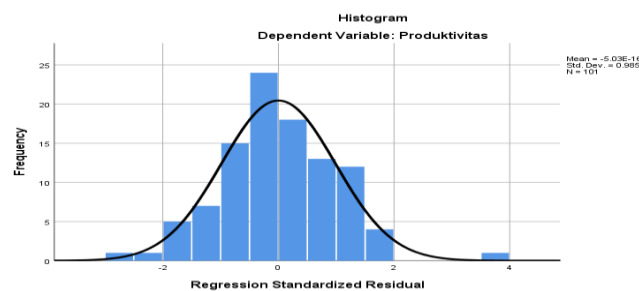


Figure 2. Histogram Graph

Source: Research Results, 2023 (Data processed)

Based on the Figure above, the Figure line is bell-shaped, not deviating to the left or right. This indicates that the data is normally distributed and fulfils the assumption of normality.

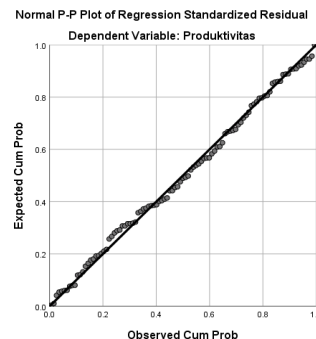


Figure 3. Normal Probability Plot of Regression Graph
 Source: Research Results, 2023 (Data processed)

Based on the Figure above, it shows that the data (dots) spread around the diagonal line and follow the diagonal line. So from the figure it is concluded that the residuals of the regression model are normally distributed.

Table 4. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		101
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.37725271
Most Extreme Differences	Absolute	.040
	Positive	.035
	Negative	-.040
Test Statistic		.040
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: Processed primary data, 2023 (Data processed)

Based on the table above, the test results prove that the resulting significant value is greater than 0.05, which is 0.200, it can be concluded that the data is classified as normally distributed.

3.4 Multicollinearity Test

Multicollinearity testing can be seen in the table below:

Table 5. Multicollinearity Test Result (VIF and Tolerance Test)

Model		Coefficients ^a		T	Sig.	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
1	(Constant)	22.604	4.216	5.361	.000		
	Training	.477	.077	.486	.6203	.970	1.031
	Work Climate	.297	.090	.263	3.294	.935	1.069
	Work Stress	-.281	.073	-.308	-3.828	.921	1.085

a. Dependent Variable: Productivity

Source: Processed primary data, 2023 (Data processed)

Based on the table above, each variable has a value *tolerance* > 0.1 and the VIF value < 10. Thus, there is no multicollinearity problem in this study.

3.5 Heteroscedasticity Test

The following heteroscedasticity test graphically can be seen in the picture below:

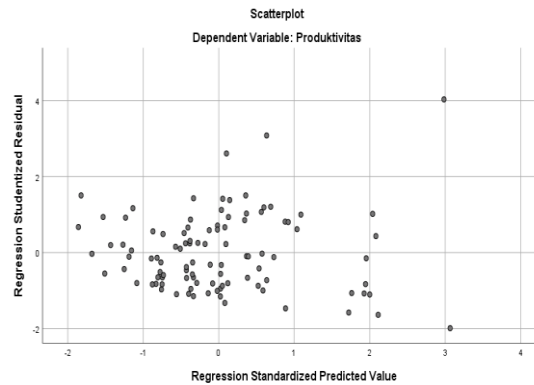


Figure 4. Scatterplot Graph

Source: Processed primary data 2023 (Data processed)

Based on the scatterplot graph presented, the points spread randomly and do not form a certain clear pattern and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict performance based on the input of the independent variables. Heteroscedasticity testing can be seen in the table below :

Table 6. Glejser Test Result (Heteroscedasticity)

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	T	Sig.	
1	(Constant)	3.536	2.503		1.413	.161	
	Training	-.132	.046	-.283	-1.884	.205	
	Work Climate	.059	.054	.110	1.101	.273	
	Work Stress	.013	.044	.030	.296	.768	

a. Dependent Variable: Productivity

Source: Processed primary data, 2023 (Data processed)

Based on the table above, the significance level of each variable is greater than 0.05. From the calculation results and the significant level above, there is no heteroscedasticity found.

3.6 Results of Research Data Analysis

a. Research Model

The results of multiple linear regression analysis testing can be seen in the table below:

Table 7. Multiple Regression Coefficient Test Results

		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	22.604	4.216		5.361	.000		
	Training	.477	.077	.486	6.203	.000	.970	1.031
	Work Climate	.297	.090	.263	3.294	.001	.935	1.069
	Work Stress	-.281	.073	-.308	-3.828	.000	.921	1.085

a. Dependent Variable: Productivity

Source: Processed primary data, 2023 (Data processed)

Employee Productivity = 22.604 + 0.477 Training + 0.297 Work Climate - 0.281 Work Stress + e

Based on the above equation, then: (a) Constant (a) = 22.604. This means that if the independent variables, namely Training (X1), Work Climate (X2), and Job Stress (X3) are 0 then Employee Productivity (Y) is 22.604. (b) If there is an increase in Training then Employee Productivity will increase by, 47.4%. (c) If there is an increase in Work Climate, Employee Productivity will increase by 29.7%. (d) If there is an increase in Job Stress, Employee Productivity will decrease by 28.1%.

b. Coefficient of Determination (R^2)

The results of testing the coefficient of determination can be seen in the table below:

Table 8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.421	.404	3.429

a. Predictors: (Constant), Work Stress, *Training*, Work climate

b. Dependent Variable: Productivity

Source: *Processed primary data, 2023 (Data Processed)*

Based on the table above, the Adjusted R Square coefficient of determination is 0.404. This shows that the ability of the Training (X1), Work Climate (X2), and Job Stress (X3) variables to explain their influence on Employee Productivity (Y) is 40.4%. While the remaining 59.6% is the influence of other independent variables not examined in this study such as compensation, work enthusiasm, work discipline, and work discipline.

c. Simultaneous Hypothesis Testing (F-test)

The results of simultaneous hypothesis testing can be seen in the table below as follows:

Table 9. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	830.723	3	276.908	23.549	.000 ^b
	Residual	1140.584	97	11.759		
	Total	1971.307	100			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Work Stress, *Training*, Work Climate

Source: *Processed primary data, 2023 (Data Processed)*

Based on the table above, it is obtained that the value of F-table (3.13) and significant $\alpha = 5\%$ (0.05) is F-count (23.549) and sig.a (0.000a). This indicates that the research results accept H_1 and reject H_0 . Comparison between F-count and F-table can prove that simultaneously Training, Work Climate, and Work Stress have a positive and significant effect on Employee Productivity.

d. Partial Hypothesis Testing (t-test)

The results of partial hypothesis testing can be seen in the table below:

Table 10. Result of Partial Test

Model	Coefficients ^a				T	Sig.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	22.604	4.216			5.361	.000		
<i>Training</i>	.477	.077	.486		6.203	.000	.970	1.031
Work Climate	.297	.090	.263		3.294	.001	.935	1.069
Work Stress	-.281	.073	-.308		-3.828	.000	.921	1.085

a. Dependent Variable: Productivity
Source: Processed primary data, 2023 (Data Processed)

Based on the table above, it can be seen that: (a) The t-count value for the Training variable (X1) shows that the t-count value (6.203) > t-table (1.997) with a significant level of $0.000 < 0.05$ so it can be concluded that there is a partially significant positive effect between Training on Employee Productivity. (b) The t-count value for the Work Climate variable (X2) shows that the t-count value (3.294) > t-table (1.997) with a significant level of $0.001 < 0.05$ so it can be concluded that there is a partially significant positive effect between Work Climate on Employee Productivity. (c) The t-count value for the Work Stress variable (X3) shows that the t-count value (3.828) > t-table (1.997) with a significant level of $0.000 < 0.05$ so it can be concluded that there is a partially significant negative effect between Work Stress on Employee Productivity.

3.7 Discussion

a. Effect of Training on Employee Productivity

The t-count value for the Training variable (X1) shows that the t-count value (6.203) > t-table (1.997) with a significant level of $0.000 < 0.05$ that there is a partially significant positive effect between Training on Employee Productivity. This supports the first hypothesis. It can be said that training if done properly and correctly will increase employee productivity. The results of this study are in line with research conducted by (Purwodono, 2018) with the title of the effect of labour training on employee productivity at PT. Bank Tabungan Negara Manado branch where the results of his research found that training has an influence on work productivity. With these results proving that training both periodically and incidentally can increase the productivity of Bank employees.

b. Effect of Work Climate on Employee Productivity

The t-count value for the Work Climate variable (X2) shows that the t-count value (3.294) > t-table (1.997) with a significant level of $0.001 < 0.05$ there is a partially significant positive influence between Work Climate on Employee Productivity. The results of this study support the second hypothesis. Which can be said that a conducive work climate can increase employee productivity. The results of this study are in line with research conducted by (Yusaini & Utama, 2020) with the title of the effect of the effect of work climate on the work productivity of lecturers of Aceh Private Universities where the results of their research found that the work climate has an influence on work productivity. With these results proving that the existence of solid colleagues or a comfortable working atmosphere, the productivity of Bank employees will increase. Also, the research from (Pratiwi & Priharjo, 2021) with the same results that climate affects employee productivity. Organisational climate has a positive and significant effect on work productivity, meaning that if the organisational climate is getting better, employee work productivity will also increase (Palupi, 2022). Work climate has a direct effect on work productivity (Yusaini & Utama, 2020).

c. The Effect of Job Stress on Employee Productivity

The t-count value for the Work Stress variable (X3) shows that the tcount value (-3.828) > t-table (1.997) with a significant level of $0.000 < 0.05$ there is a partially significant negative effect between Work Stress on Employee Productivity. The negative effect shows that the greater the level of Job Stress, the worse it will affect the level of Employee Productivity which will make performance decrease. The results of this study are in line with research conducted by (Efriza & Idris, 2016) with the title influence of banking work productivity in Medan city where the results of their research found that work stress has an influence on work productivity. With these results proving that low justice from leaders in the distribution of work or responsibilities will increase the stress of their employees. This work stress shows that it has no effect on employee work

productivity (Putri et al., 2023). Work stress where if the work environment does not make employees comfortable, it will cause workload for employees (Asyifa et al., 2022) The Effect of Training, Work Climate, and Job Stress on Employee Productivity

The value of F-table (3.13) and significant $\alpha = 5\%$ (0.05) and F-count (23.549) and sig.a (0.000^a). This indicates that the research results accept H_1 and reject H_0 . Comparison between F-count and F-Table can prove that simultaneously Training, Work Climate, and Work Stress have a positive and significant effect on Employee Productivity. The results of this study are in line with research conducted by (Efriza & Idris, 2016) with the title of the influence of banking work productivity in Medan city where the results of their research found that work stress has an influence on work productivity. The results of this study are in line with research conducted by (Purwodono, 2018) with the title of the effect of labour training on employee productivity at PT. Bank Tabungan Negara Manado branch where the results of his research found that training has an influence on work productivity. The results of this study are in line with research conducted by Yusaini and Utama (2020) with the title of the effect of the effect of work climate on the work productivity of lecturers of Aceh Private Universities where the results of their research found that the work climate has an influence on work productivity.

4. CONCLUSION

The conclusion that researchers can draw from the results of this study is that Training has a positive and significant effect on Employee Productivity of DBS Bank Imam Bonjol Medan Branch, Work Climate has a positive and significant effect on Employee Productivity of DBS Bank Imam Bonjol Medan Branch and Job Stress has a negative and significant effect on Employee Productivity of DBS Bank Imam Bonjol Medan Branch. Simultaneously Training, Work Climate and Job Stress have a significant effect on Employee Productivity of DBS Bank, Imam Bonjol Medan Branch.

The implications and contributions from the results of this study indicate that companies need to improve and expand the training programmes offered to employees. This could include technical training, leadership skills, personal development, and other training that can help improve employee productivity. It is important for management to create a conducive work climate, where employees feel supported, valued, and have good relationships with their co-workers and superiors. Factors such as effective communication, team support, and organisational justice should be considered to promote a positive work climate. Management needs to identify sources of work stress and take steps to manage and reduce the stress experienced by employees. This could involve improvements in work policies, enhanced communication, work flexibility, emotional support, and other measures that can help reduce the level of stress felt by employees. The finding that training, work climate, and work stress simultaneously have a significant effect on employee productivity suggests that a holistic approach in human resource management and organisational development is essential. Management should consider all these factors together and develop a comprehensive strategy to improve employee productivity. This may include improvements in employee management, changes in policies and procedures, and efforts to strengthen an organisational culture that supports productivity.

The results of this study may encourage further research to deepen the understanding of the relationship between training, work climate, work stress, and employee productivity in the context of other companies or different industry sectors. By conducting broader research, we can identify common patterns and principles that apply widely, so that the results can be used as guidelines in managing employees and improving productivity in various organisations.

Suggestions that can be given to further research based on the results of the study are that further researchers can continue research to find out other factors that affect employee work productivity. Because from the results of the above research it was found that training has the greatest influence on the work productivity of employees of the Imam Bonjol branch of DBS Bank, it is recommended that training be carried out more regularly, for example by holding seminars or conducting training by inviting related parties who are experts in their fields. It is hoped that the SI Management programme, Faculty of Economics, Prima Indonesia University can make this research a reference and reference for further research related to the variables studied in this study. For future researchers, it is better to include other variables besides Training, Work Climate, and Job Stress as predictor variables of Employee Productivity. So that in the future more information can be obtained about the factors that can affect Employee Productivity.

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