# Analysis Of The Influence Of Compensation And Training On The Performance Of Bpo Business Partner Outsourcing (BPO) Employees At The Development Bank Of Singapore Limited

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## Abstract

Study This aim For analyze role Compensation and Training To BPO Employee Performance at The Development Bank of Singapore Limited. Study This using primary data and the data used in study This obtained from spread questionnaire to employee with BPO status at The Development Bank of Singapore Limited. Data on research This processed use SPSS application version 26. Population in study is employee with BPO status at The Development Bank of Singapore Limited as many as 40 respondents and methods taking sample is saturated sampling, so sample used as many as 40 respondents. Research result in a way Partial showing compensation influential significant to performance employee whereas training No influential to performance employees, and values coefficient The determination of $R^2$ is 0.381 which is significant that ability variables independent that is Compensation and Training in explain variable dependent namely Employee Performance as big as 38.1 % and the remaining 62.9 % are influenced by factors that are not researched in research this, so recommended For study Next to add variable other independent factors such as: motivation , competence and so on. It is also recommended that it be improved compensation so that performance employee increase,
.

***Keywords***: *Compensation , Training , Employee Performance*

## INTRODUCTION

### Background

Along with developments in the competitive era between corporate organizations is a challenge in itself for corporate organizations that have existing or just starting out. with this situation by continuing to develop the potential of human resources existing ones and continuing to prepare potential human resources that do not yet exist. The existence of a company organization is definitely closely related to Human Resources (HR), which is mover main something organization company and responsibility answer on go out enter as well as development employee. This also applies to companies operating in the banking sector. (Markonah and Evi, 2023).

The Development Bank of Singapore Limited is a multinational bank which is part from the services group finance leading in Asia with presence in 18 countries. Office center in Singapore, on moment This is competition between The company is very strict . Need continuing society increase and amount continued business increasing all over the world, company the more develop self For compete with company other . Apart from banking industry finance others also play a role important in scene economy this ( Markonah and Riwayati , 2023). For win competition the company must own Lots one factor that is source Power man or employees who are creative, innovative and have high competence so that can produce high performance . Good competency Can produce a good career that will also support enhancement performance employee . (Kusnadi, et al, 2022)

Law (UU) Number 13 of 2003 states that outsourcing is submission part work to other companies through two mechanisms, namely agreement chartering work or provision service workers (Kompas, 2021).

The Development Bank of Singapore Limited uses service employee switch Power For support operational company, for support high performance, based on report following this is the performance diagram employee *Outsource* at The Development Bank of Singapore Limited in the office center from 2018-2021
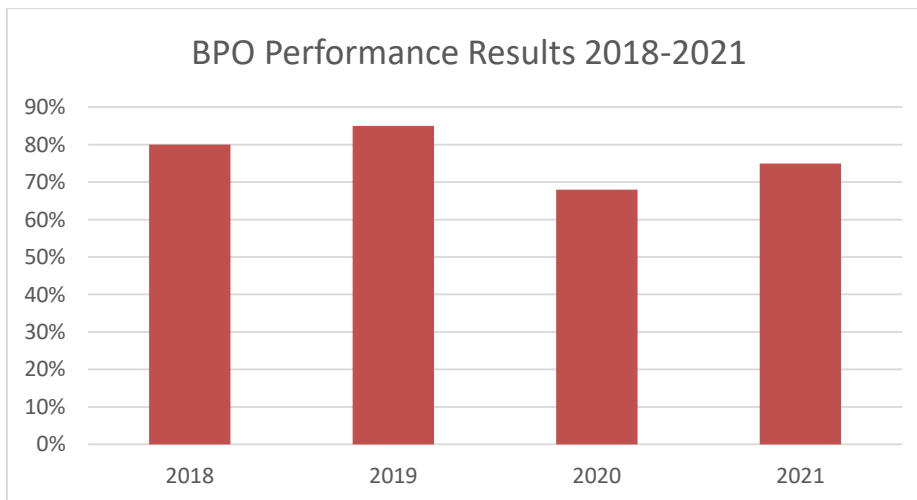


Figure 1. Employee Performance Head Office *Outsourcing* 2018-2021
Source data: The Development Bank of Singapore Limited (2018-2021)

From the diagram above can explained that performance employees in 2018 to 2019 experienced enhancement by 5 %, but in 2019 until 2020 experienced decline by 17%. This matter possible the Covid 19 pandemic which resulted employee Work from home ( *WFH* ). In 2021 performance employee experience 17% increase due to employee Already start Work from office ( *WFO* ) though Not yet in a way full.

Providing compensation for employees can be increase performance as well as loyalty employee to company. Compensation is given as a form of remuneration for what the employee has provided towards the company. Compensation must be given fairly and equally to employees is felt to provide good performance for the company. Job satisfaction refers to general attitudes an individual regarding the work he or she does. A person with a high level of satisfaction high will show a positive attitude towards their work, such as always being on time in work, enthusiasm for work, respect for superiors and so on while people who not having

satisfaction in one's job will show a negative attitude. An employee will improve his performance if his job satisfaction is met, and will make the company's goals achieved, such as completing tasks effectively good and punctual, providing creativity and innovation in his work as well as inner totality Work. Vice versa, if employee job satisfaction is not met then performance will decrease employees will decrease, as will the level of attendance being less, completing tasks not optimally. By providing training, providing work facilities and compensation, the company hopes that employees will achieve job satisfaction.

Study about Compensation previously carried out by the Son (2018)who discovered it that There is influence positive between compensation and performance employee  However results different discovered by Nawastuti (2018) find that Compensation No own influence positive on Employee Performance whereas For training previously It is already done research by Anggereni (2019)which found that training capable increase performance employee However results different obtained by Ratnasari, Sinaga and Hadi (2021)who discovered it results that training No influential significant to performance employee.

Based on phenomenon the ie based on characteristics importance role Management Human Resources as well as activities carried out by the resource division Power man in support performance company , of course matter this is very necessary noticed by the company owner for guard satisfaction Work owned employees with give appropriate compensation and training , above matter the therefore the author chose " Analysis of the Effect of Compensation and Training on Performance BPO Officer at The Development Bank of Singapore Limited".

## Research purposes

Deep goals study This is for : 1). Analyze Influence Compensation for BPO (*Business Partner Outsourcing)* Employee Performance at The Development Bank Of Singapore Limited, 2). Analyze influence training for BPO ( *Business Partner Outsourcing )* employee performance at The Development Bank Of Singapore Limited.

## THEORITICAL REVIEW

### Performance

According to Edison (2017) Performance is results from a process that refers to and is measured in a period time certain based on provisions and agreements that have been made set previously In Sutrisno's research(2020) performance is  results Work employee seen from aspect quality, quantity, time work and work The same For reach goals that have been determined by the organization.   Based on a number of the definition above, yes concluded that performance is a performance process employee in a way quality and quantity measured in the period certain in accordance not quite enough answer each use For can reach something objective company.

1.  **Performance Indicators**

For give description How performance employee at a companies , researchers use a number of indicator among them based on theory from Edison *et, al,* (2017) indicator performance namely: target, quality, completion appropriate time, and obey the principles .

**Benefits of measurement performance employee**

Evaluation performance is series mandatory activities own clear goals and benefits, according to Wibowo (2017 ) opinion that  benefit from evaluation performance is as following: a). Introduce change including change in culture organization, b). Defining goals, targets and targets For future period, c). Provide targets for employee, d). Challenge worker For give performance more OK, e). Review return Remuneration through performance through an evaluation process, f). Agreed objective training, g). Identify and address weakness, h). Building constructive dialogue about performance, i ). Make company still competitive with evaluation measurable performance .

2.  **Influencing factors performance employee**

Employee performance is A results from a series of measurable processes carried out by the company, According to Regina, Benhard, and Donald (2019), Mangkunegara (2017) and Widodo (2015) performance influenced by the things below is a). Compensation, b). Competence, and c). Motivation

**Compensation**

According to Hasibuan (2017) compensation is all form of income money, goods direct or No received immediately employee as rewards on services provided to company . As for According Marwansyah (2019) compensation is award or rewards direct nor No directly, financially or non-financial, fair and decent to employee as reply or contribution to achievement objective company .

**3.  Dimensions and Indicators Compensation**

According to Rivai (2018) there are two dimensions compensation , namely:

1.  Compensation financial directly consisting from : a) Salary. Wages is reply services received employee in form of money as consequence employees who have give power as well as his mind For reach objective company. b). Bonus. Bonuses are payment given on reply service for target employees its performance exceed the given target company. c). Incentive . Incentive is rewards given directly to employee Because its performance exceed specified standards.

2.  Compensation No directly which is extras provided on base policy company to his employees as effort increase well-being employee . For example facility like insurance , benefits health , guarantee retirement , and others.

**Training Work**

According to Widodo (2015) training is series activity individual in increase expertise and also knowledge in a way systematic so that capable own professional performance in the field. Training is a possible learning process employee carry out current job in accordance standard . As for according to (Rivai & Sagala, 2018) training is a systematic process change Act employee behavior in something direction For increase effort achievement goals organization.

Indicator training according to Mangkunegara (2017) including, among others following: a). Type of training, based on analysis training program requirements that have been done training enhancement performance employees and ethics Work graded lower and middle. b). Training objectives, goals training must concrete and possible measured , therefore That training that will held aim For increase Skills work for participants capable reach performance in a way maximize and improve understanding participant to ethics work that must be done applied. c). Material. Training materials can form management, script, psychological work, discipline and ethics work, leadership work and reporting Work. d). Method used. Training used is method training with technique participation that is discussion group, conference , simulation, play roles, and games, exercises in classes, tests, work team and study visits. e). Qualification participant. Participant training is employee companies that comply qualification condition like employee permanent and staff who get recommend leader. f). Qualification training. The trainer will give training must fulfil qualification condition include : have related skills with material training, capable increase motivation, and ability use method participation. g ). Time. Lots of it session material realized of 67 materials and 3 sessions opening and closing training Work. With thereby amount session 70 training sessions or equivalent with 52.2 hours. More and more often officer get training, then tend abilities and skills employee the more increase.

**Study Previous**

Researches about motivation work and training Work to performance employee Already carried out, as follows studies previous :

**Table 1. Research Previous**

| No | Author Name / Year / Journal | Research variable | | Research result |
|---|---|---|---|---|
| | | Independent Variable | Dependent variable | |
| 1 | Regina, Benhard, and Donald (2019) Journal of Management Science (JMAS) | • Compensation | • Employee performance | Compensation , effect positive to performance employee |
| 2 | Anggereni , Ni Wayan Eka Sri (2019)Journal of Economic Education Undiksha | • Training | Employee performance | Training influential positive to performance employee |

| No | Author Name / Year / Journal | Research variable | | Research result |
| --- | --- | --- | --- | --- |
| | | Independent Variable | Dependent variable | |
| *3* | *Marini Zakiyatul Umi, Ida Nurnida* (2018) *eProceedings of Management Vol 5 No 1* | • Training | Employee performance | Training influential in a way positive and significant to performance employee |
| 4 | Rati Nawastuti (2018) Iain Salatiga | • Compensati on | Employee performance | Compensation No influential to performance employee . |
| *5* | *Pitriyani Pitriyani , Abd. Halim*(2020) *Business Economics Management and Accounting (EBMA) Volume 1, Number 1, July, 2020* | • Compensati on | Employee performance | Compensation influential significant to performance employee |
| *6* | *Rini Astuti, Indah Sari*(2018) *Royal National Seminar Vol.1 No. 1* | • Training • Compensati on | Employee performance | Training and compensation influential significant and positive training to performance employee |
| 7 | Ratnasari, Sri Langgen , Sinaga, Elida Putr , Hadi, Moch Aminudin (2021) Trias Politika Journal | • Training | Employee performance | Training No influential significant to performance employee |
| 8 | Dwianto , Agung Surya; Purnamasari , Pupung Tukini (2019) Jesya ( Journal of Sharia Economics and Economics), 2(2), 209-223. https://doi.org/https:// doi.org/10.36778/jesya.v2i2.74 | • Compensati on | Employee performance | there is influence significant and positive compensation to performance employee |
| 9 | Udin Putra (2018) Journal Knowledge Tadulako University Management | • Compensati on | Employee performance | There is influence significant and positive Compensation to performance employee |

## Framework Thinking

Following framework inner thoughts study This :

### Figure 2. Framework thinking
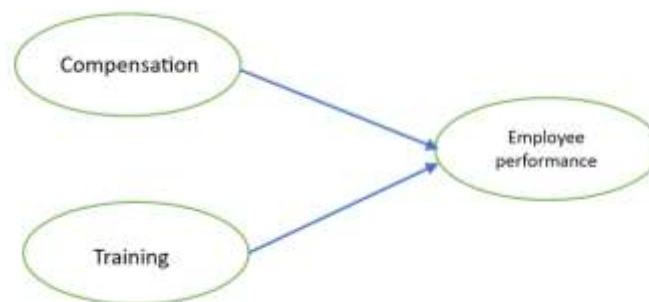


## Hypothesis study

### 1. **Influence Compensation On Employee Performance**

Study about Compensation previously carried out by the Son (2018)who discovered it that There is influence positive between compensation and performance employee  However results different discovered

by Nawastuti (2018) find that Compensation No own influence positive on Employee Performance . Based on connection between second variable that , then can generated hypothesis as following: H1: Compensation Own Influence positive on the Performance of BPO (business partner outsourcing) Employees at The Development Bank Of Singapore Limited

## 2. Influence Training On Employee Performance

Study For training previously It is already done research by Anggereni (2019) which found that training capable increase performance employee However results different obtained by Ratnasari, Sinaga and Hadi (2021)who discovered it results that training No influential significant to performance employee . Based on connection between second variable that, then can generated hypothesis as following: H2: Training Own Influence positive on the Performance of BPO (*business partner outsourcing)* Employees at The Development Bank Of Singapore Limited.

## RESEARCH METHODS

## Types of research

According to Sugiyono, (2017)research methods are a scientific way to obtain data with specific purposes and uses. The type of research used in this research is quantitative research with a descriptive approach. Data and information were collected using a questionnaire distributed to employee respondents from Outsource The Development Bank of Singapore Limited in South Jakarta which was carried out in 2023. The data was processed using a statistical model using the SPSS program.

## Definition of Operational Research

### Table 2 Operational Variables

| Nu. | Variable | Dimensions | Indicator | Scale |
|---|---|---|---|---|
| 1. | Compens ation (X1) | Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. (Hasibuan, 2017) | A. Compensation financial direct<br>1. Wages<br>2. Bonus<br>3. Incentive<br>B. Compensation No direct<br>1. Insurance<br>2. Health Benefits<br>3.PensionGuarantee<br>4. Other Benefits | Likert |
| 2. | Job Training (X2) | Training is a systematic process of changing employee behavior in a direction to increase efforts to achieve organizational goals. (Rivai & Sagala, Human Resource Management for Companies, 2013) | 1. Type of training<br>2. Training objectives<br>3. Material<br>4. Method<br>5. Participant qualifications<br>6. Training qualifications<br>7. Time<br>(Mangkunegara, 2017) | Likert |
| 3. | Employee Performa nce (Y) | Performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization (Sutrisno, 2016) | 1. Target<br>2. Quality<br>3. completion time<br>4. obey the principles.<br>(Edison, Resource Management, 2016) | Likert |

**Likert Scale Instrument**

**Table 3. Grouping Based on the Likert Scale Method**

| Criteria | Score |
|----------|-------|
| Strongly Agree (SS) | 5 |
| Agree (S) | 4 |
| Neutral (N) | 3 |
| Disagree (TS) | 2 |
| Strongly Disagree (STS) | 1 |

**Research Population and Sample**

**Population**

The population is According to Arikunto (2013) the population is the entirety of the research subjects. So what is meant by population is individuals who have the same characteristics even though the percentage of similarity is small, or in other words all individuals who will be used as research objects. Meanwhile, population according to Sugiyono (2017) is a generalized area (object/subject) which has certain quantities and characteristics which are applied by research to be studied and then conclusions are drawn. The population in this study are employees with outsourcing status *at* The Development Bank of Singapore Limited numbering 40 people.

**Sample**

According to Sugiyono (2017), the sample is part of the number and characteristics of the population. Samples also have several techniques that can be used. In this research the author used a total sampling method where the researcher selected the entire population of the research object as a sample. According to Sugiyono (2017) explains the meaning of total sampling or saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples. The sample in this research were employees of The Development Bank of Singapore Limited with outsourcing status *with* a total of 40 employees.

**Types, Data Sources and Data Collection Methods**

The type of data used in conducting research to help solve problems, namely: primary data. According to Sugiyono (2017) is a data source that directly provides data to data collectors. Usually primary data collection is carried out using various techniques such as observation, interviews, discussions and distributing questionnaires. In this research the author used the technique of distributing questionnaires to *outsourced employees* of The Development Bank of Singapore Limited regarding compensation, job training and employee performance. The data collection method in this research is the questionnaire method and documentation study.

**Instrument Validity and Reliability Testing**

According to Sugiyono (2017) The validity test is used by researchers to find out whether the statements in the questionnaire distributed to employees are valid or not. The questions in the questionnaire distributed are regarding compensation, job training (X2) and employee performance (Y). Meanwhile, reliability testing is used to measure an object together so as to produce the same data. Reliability Test done so that know is results study still consistent or the same if measured twice with the same measuring instrument. The results of calculating the reliability test results in this research can be seen in the following table:

**Table 4. Reliability Test Results**

| Variable | Cronbach Alpha value | Information |
|---|---|---|
| Compensation | 0.619 | Reliable |
| Work training | 0.700 | Reliable |
| Employee performance | 0.882 | Reliable |

Source: data processed by the author

Based on table 4, it can be seen that the Cronbach Alpha value of all variables is > 0.600 so that a decision can be made that the entire research model is declared reliable.

## Data Interval Classification

When all the data has been obtained, the next step will be to group the values and measure the interval classification using the formula:

$$\text{Interval} = \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of Classes}}$$

This calculation is adjusted for the number of correspondents with a predetermined sample.

Therefore, the interval formula will be done as follows:

Highest Score = 40 x 5 = 200

Lowest Score = 40 x 1 = 40

$$\text{Interval} = \frac{200 - 40}{5} = 32$$

**Table 5. Respondent Interval Results**

| Mark | Scale |
|---|---|
| 152 – 181 | Very good |
| 123 – 151 | Good |
| 94 – 122 | Neutral |
| 65 – 93 | Not good |
| 40 – 64 | Very not good |

Source: data processed by the author (2022 )

## ANALYSIS AND DISCUSSION RESULTS

## Profile Respondent

For describe profile and characteristics respondent, researcher use characteristics type sex as well as age. Data regarding profile respondents study the is as following This :

**Table 6. Classification of Respondents Based on Gender**

| No | Gender | Frequency | Percentage (%) |
|---|---|---|---|
| 1 | Man | 23 | 58% |
| 2 | Woman | 17 | 43% |
| | **Amount** | **40** | **100%** |

Source : Processing results questionnaire (2022)

On distribution data respondents based on type gender, respondents in the study This is dominated by women Where as much 23 respondents manifold sex men ( 58 %) and as many 17 respondents manifold sex women (4 3 %).

**Table 7. Classification of Respondents Based on Age**

| No | Age | Frequency | Percentage (%) |
|---|---|---|---|
| 1 | <22 Years | 10 | 25% |
| 2 | 22 - 27 Years | 14 | 35% |
| 3 | 27 - 32 Years | 8 | 20% |
| 4 | > 33 Years | 8 | 20% |
| | **Amount** | **40** | **100%** |

Source : Processing results questionnaire (2022)

Based on results study to employee can obtained demographics respondents based on age that is aged 22 - 27 Years as much 14 Respondents ( 35 %) Age < 22 Years as much 10 respondents ( 25 %) respondents aged 27 - 32 Years as much 8 respondents (2 0 %) and > 33 years as many as 8 respondents ( 20 %).

**Table 8. Classification of Respondents Based on Length of Work**

| No | Last education | Frequency | Percentage (%) |
|----|----------------|-----------|----------------|
| 1 | <1 Year | 10 | 25% |
| 2 | 2-5 Years | 20 | 50% |
| 3 | > 5 Years | 10 | 25% |
| | **Amount** | **40** | **100%** |

Source : Processing results questionnaire (2022)

Based on results study to employee can obtained demographics respondents based on length of work namely > 5 years as much 10 Respondents ( 25 %) 2-5 Years as much 20 respondents ( 50 %) and <1 year as much as 1 0 respondents ( 25 %).

**Table 9. Classification of Respondents Based on Last Education**

| No | Last education | Frequency | Percentage (%) |
|----|----------------|-----------|----------------|
| 1 | Senior High School | 14 | 35% |
| 2 | Diploma | 9 | 23% |
| 3 | Bachelor | 17 | 43% |
| | **Amount** | **40** | **100%** |

Source : Processing results questionnaire (2022)

Based on results study to employee can obtained demographics respondents based on last education ie Senior High School as much 14 Respondents ( 35 %) Diploma as much 9 respondents (2 3 %) and Bachelors as many as 17 respondents ( 17 %).

**Analysis Results Variable Compensation**

**Table 10. Recapitulation Answer Respondent on Variable Compensation**

| No | Statement | Mark | Category |
|----|-----------|------|----------|
| 1 | The company gives me a salary commensurate with my responsibilities | 174 | Very good |
| 2 | I receive an annual bonus | 126 | Enough |
| 3 | I receive incentives for my performance | 145 | Good |
| 4 | The company provides complete insurance | 160 | Good |
| 5 | The health benefits provided are easy to use | 144 | Good |
| 6 | I received a pension guarantee | 149 | Good |
| 7 | There are other benefits that other companies do not provide | 141 | Good |
| | **Average** | **148,429** | **Good** |

Source : Recapitulation Results Questionnaire

Based on table 10 can is known that based on questionnaire that has been distributed by researchers to respondents study evaluate assess the compensation received by *Outsourcing employees* at The Development Bank Of Singapore Limited "Good" category .

**Analysis Results Variable Training**

**Table 11. Recapitulation Answer Respondent on Variable Training**

| No | Statement | Mark | Category |
|----|-----------|------|----------|
| 1 | There are various types of training available | 134 | Enough |
| 2 | I understand the benefits of the training provided | 150 | Good |
| 3 | The training methods presented are very good | 122 | Enough |
| 4 | I feel I have improved after taking part in the training. | 136 | Enough |
| 5 | There are many types of training that companies offer. | 142 | Good |
| 6 | I am interested in taking part in the many trainings provided by the company. | 154 | Good |
| 7 | The timing of the training was very good. | 151 | Good |
| 8 | The material giver has a good attitude and is skilled | 135 | Enough |
| | **Average** | **140.5** | **Good** |

Source : Recapitulation Results Questionnaire

Based on table 11 can is known that based on questionnaire that has been distributed by researchers to respondents study evaluate provided by The Development Bank of Singapore Limited enter "Good" category.

**Employee performance analysis results**

Response respondents on questionnaire about competence presented in the table following This:

**Table 12 Recapitulation Answer Respondent on Variable Employee performance**

| No | Statement | Mark | Category |
|----|-----------|------|----------|
| 1 | I work according to the targets set * | 144 | Good |
| 2 | I work fine* | 173 | Very good |
| 3 | I finish my work on time. | 144 | Good |
| 4 | I do work according to applicable SOPs. * | 159 | Good |
| 5 | I complete the tasks given by my boss. * | 163 | Good |
| 6 | I work according to the specified hours * | 156 | Good |
| 7 | I rarely take my leave or get sick. | 153 | Good |
| 8 | I can work well with my teammates | 168 | Good |
| | **Average** | **157.5** | **Good** |

Source : Recapitulation Results Questionnaire

Based on table 12 can is known that based on questionnaire that has been distributed by researchers to respondents study evaluate Performance of *Outsourced* Employees at The Development Bank Of Singapore Limited in "Good" category .

**Test Assumptions Classic**
**Normality test**

Normality test used For test is variable free (X) and variable bound (Y) is normally distributed or No . Following is normality test results based on method normal probability plot:
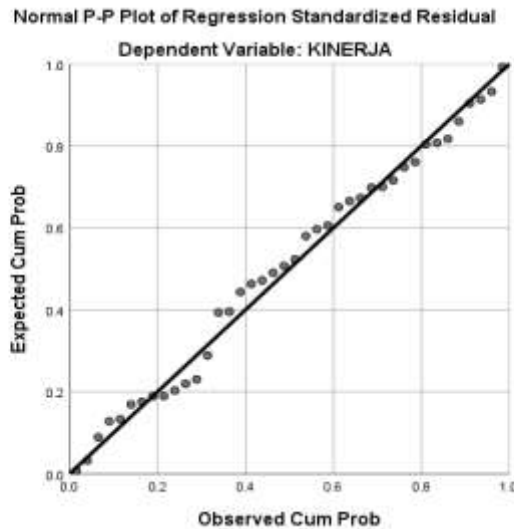
**Figure 3. Normalias Test Results**

Source : SPSS 26 Output (2022)

Based on Figure 3 We can see distribution centralized data patterns follow the diagonal line so that can  concluded that the data is normally distributed

## Heteroscedasticity Test s

For know happen heteroscedasticity can is known with see pattern on the chart , if No There is pattern specific and spread above and below y- axis, then No happen heteroscedasticity , heteroscedasticity test results can seen on the graph following This :
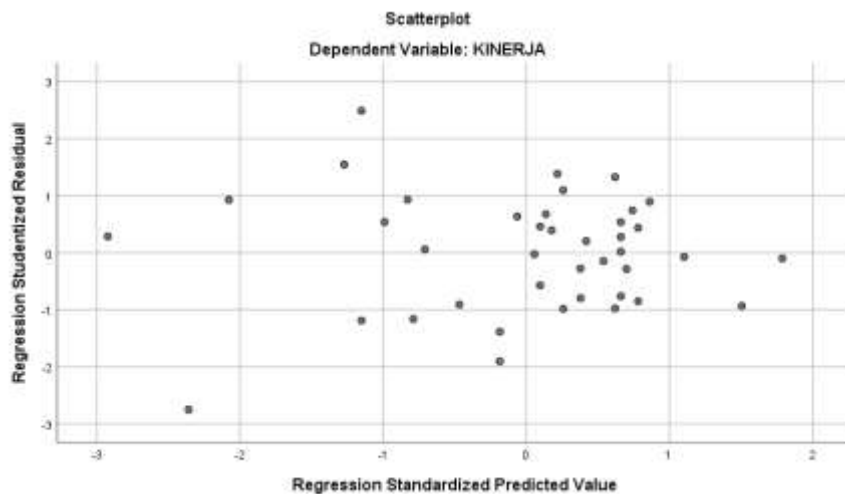


**Figure 4. Heteroscedasticity Test Results**

Source : SPSS output

Based on Figure 4 does not There is patterns formed on graphs and dots spread below and above number zero on the y- axis, then No happen heteroscedasticity in the regression model .

## Multicollinearity Test

Based on multicollinearity test results can is known that :

**Multicollinearity Test Results**

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | COMPENSATION | ,912 | 1,097 |
| | TRAINING | ,912 | 1,097 |

Source : SPSS 26 Output (2022)

Based on results data analysis in Table 13 above can is known mark *tolerance* from variable dependent on research this is > 0.10, then can concluded that no happen multicollinearity in this research.

## Analysis Multiple Linear Regression

For know influence variable X to Y ( Influence variable independent to variable dependent ) with significance P < 0.05 %.

**Table 14. Analysis Test Multiple Linear Regression**
**Coefficients <sup>a</sup>**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 16,073 | 5,813 | | 2,765 | ,009 |
| | COMPENSATION | ,858 | ,180 | ,646 | 4,772 | ,000 |
| | TRAINING | -.245 | ,202 | -.164 | -1,213 | ,233 |

Source : SPSS 26 Output (2022)

Based on Table 14 it can be obtained results equality regression as following :

Y = 16 . 073 +0.858 X1 + 0.245 X2 + e

Based on equality regression above can is known that :

a.  Coefficient regression variable compensation obtained of 0.858 with direction coefficient positive with level significance of more than 0.000 small from alpha level 0.00 5, Value $\beta_1$ amounting to 0.858 p This means that If every increase of 1 unit of compensation , then The assumption is that employee performance will increase by 0.858 units.

b.  Coefficient regression variable training obtained of 0.245 with direction coefficient negative with level significance of 0.233 which is more big from alpha level 0.00 5, Value $\beta_2$ amounting to 0.245 p This means that If every increase of 1 training unit, then The assumption is that employee performance will decrease by 0.245 units.

## Testing Hypothesis ( *T test* )

*t* test was performed For know influence variable free to variable bound in a way partial , t test results can be is known with taking decision based on comparison calculated t- value of each coefficient regression with t table values and values significance 5%

**Table 15. t test results**
**Coefficients <sup>a</sup>**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 16,073 | 5,813 | | 2,765 | ,009 |
| | COMPENSATION | ,858 | ,180 | ,646 | 4,772 | ,000 |
| | TRAINING | -.245 | ,202 | -.164 | -1,213 | ,233 |

Source : SPSS 26 Output (2022)

### a.  Variable t test Compensation for Performance

Based on Table 15, it is obtained results mark significance variable compensation of 0,000 It means < 0.05 so based on results the then H₁ is accepted and can be concluded variable compensation influential positive significant to performance employee.

### b.  Variable t test Training to performance

Based on Table 15 obtained results mark significance variable Training of 0.233 meaning > 0.05 then based on results the then H₂ rejected and can concluded variable training does not influential significant to performance employee.

**Feasibility test Model ( ƒ test )**

The goodness of fit test (model feasibility test) was carried out to measure the accuracy of the sample regression function in estimating actual values statistics. The goodness of fit model can be measured from the F statistical value which shows whether all independent and dependent variables included in the model have have meaning. The results of the model feasibility test can be seen in the following table:

**Table 16. Test Results f**
**ANOVA ᵃ**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|--|---------------|-----|-------------|-----|------|
| 1 | Regression | 361.102 | 2 | 180,551 | 11,406 | ,000 ᵇ |
| | Residual | 585,673 | 37 | 15,829 | | |
| | Total | 946,775 | 39 | | | |

Source : SPSS 26 Output (2022)

Based on the results of the f test, a significance value of 0.000 <0.05 is obtained , indicating that this model test is meaningful and suitable for use. on study.

**Analysis Coefficient of Determination (R ² )**

Coefficient test results determination (R2) can seen in the table following :

**Table 17. Determination Coefficient Test**
**Model Summary ᵇ**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|----------------------------|
| 1 | .618 ᵃ | ,381 | ,348 | 3,979 |

Source : SPSS 26 Output (2022)

Based on Table 17 it can be is known ᵗʰᵉ R2 value is 0.381 which is significant that ability variables independent that is Compensation and Training in explain variable dependent namely Employee Performance as big as 38.1 % and the remaining 62.9 % are influenced by factors that are not researched in this research.

**Discussion**

Under discussion This will analyzed the influence of each variable free that is compensation and training to variable bound namely Employee Performance *outsourcing* The Development Bank of Singapore Limited .

1. Compensation influential significant positive towards performance employees , this result is because the compensation provided by the company The Development Bank of Singapore Limited to *outsourced employees* is very good, as can be seen from the results of the questionnaire where respondents are of the opinion that the compensation provided is very good, this encourages an increase in the performance felt by employees. These results are in accordance with research conducted by Putra (2018) which states that there is a positive influence between compensation and employee performance, but different results were found by Nawastuti (2018) who stated that compensation does not have a positive influence on employee performance.

2. Training No influential on Employee Performance , these results are due to the characteristics of the respondents in this study who are contract employees from third parties ( *Outsourcing* ) who have relatively few training activities compared to permanent employees at The Development Bank of Singapore Limited, based on observations made by researchers it was found that the majority of respondents were non-administrative employees such as *security* or *office boys* who have not experienced any training activities organized by the company. This result different with research conducted by Anggereni ( 2019 ) found that training capable increase performance employee However results different

and appropriate obtained by Ratnasari, Sinaga and Hadi (2021) who found results that training No influential significant to performance employee.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on results analysis and discussion carried out in the research This so There is a number of possible conclusions taken , among others: 1). Compensation influential positive significant to performance BPO ( *Business Partner Outsourcing* ) employee at The Development Bank of Singapore Limited. 2). Training has no effect in a way significant to performance BPO ( *Business Partner Outsourcing* ) employee at The Development Bank of Singapore Limited.

### Recommendation

Based on results study This so writer can give a number of recommendations : 1). Researcher furthermore should can analyze Other factors do not researched in research This such as motivation, competence and workload , 2). For The Development Bank of Singapore Limited to remain increase compensation given and so that it can be obtained increase performance employee.

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