

**THE ANALYSIS OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AT  
PT. BANK NEGARA INDONESIA (PERSERO) TBK. MANADO**

ANALISA PELATIHAN DAN PENGEMBANGAN TERHADAP KINERJA KARYAWAN DI  
PT. BANK NEGARA INDONESIA (PERSERO) TBK. MANADO

by:

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**Abstract:** *Human resource is very important and considered as a resource that is important to all organizations. A company cannot build a good team of working professionals without good human resources. Therefore, solutions is company holds training. The quality of service in a company is reflected from the services provided by its frontliners. When the frontliners successfully apply their training at work, it enables them how to solve the problems. The objectives of this research is to know employee performance after the training and development and the success of the training and development program in PT. Bank Negara Indonesia (Persero) Tbk Manado. This research is a descriptive research. The results of this research by using the In-Depth Interview with all the informants shows that their performance are improved after training, training helps the employees to improve their skill and ability at work, and the success factors of training and development program that really help the employee to understand the material are the good instructor, materials, and facilities. The management of Bank BNI should update its training material, review the time of training, and add more types of training that can help the employees in doing their daily tasks.*

**Keywords:** *training, development, employee performance*

**Abstrak:** Sumber daya manusia sangat penting dan dianggap sebagai sumber daya yang penting bagi semua organisasi. Sebuah perusahaan tidak bisa membangun tim yang baik yang bekerja profesional tanpa sumber daya manusia yang baik. Maka, sebagai salah satu solusi perusahaan mengadakan pelatihan. Kualitas pelayanan sebuah perusahaan tercermin dari layanan yang diberikan oleh *frontliner-nya*. Ketika *frontliner* berhasil menerapkan latihan mereka di tempat kerja, mereka tahu bagaimana menyikapi masalah yang dihadapi. Tujuan penelitian ini untuk mengetahui kinerja karyawan setelah diberikan pelatihan dan pengembangan dan keberhasilan pelatihan dan program pengembangan di PT. Bank Negara Indonesia/Bank BNI (Persero) Tbk Manado. Penelitian ini adalah penelitian deskriptif. Hasil penelitian ini dengan menggunakan wawancara mendalam terhadap semua informan mengatakan bahwa kinerja mereka lebih baik setelah pelatihan, pelatihan membantu semua pegawai untuk dapat meningkatkan keterampilan mereka dan kemampuan mereka di tempat kerja, dan faktor keberhasilan dari pelatihan dan program pengembangan yang benar-benar membantu karyawan untuk memahami materi adalah instruktur yang baik, materi, dan fasilitas. Sebaiknya pimpinan Bank BNI memperbarui materi pelatihan, melakukan peninjauan kembali atas waktu pelatihan, serta memperbanyak jenis pelatihan yang dapat membantu para karyawan melakukan pekerjaan mereka sehari-hari.

**Kata kunci:** *pelatihan, pengembangan, kinerja karyawan*

## INTRODUCTION

### Research Background

Every company has goals and to accomplish it, they must treat human resources as their valuable asset. Human resources is very important for the various companies, including banks, because they support the company through their work, talent and, creativity. Therefore, the company with the serious commitment to Human Resource will pay a good attention to its Human Resources Department. The key functions of the Human Resources Management (HRM) Department include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication and, workplace safety.

In running its business, the bank has a product in the form of banking services to its customers. The client consists of different types of people who want good service. There is a good development of the banking industry in Indonesia and it is marked with the growing number of banks. Therefore, the bank must have employees who can perform a maximum service for its customers. By delivering the maximum service for the customers, the bank will be able to operate properly and can survive on the rapid competition in the banking business.

The quality of service in a company is reflected from the services provided by frontliner. When the frontliners successfully apply their training at work, it could make them know how to solve the customer problems which makes them easier to help the customers. There are many ways to improve skills and productivity for human resources such as training and development programs. Training and development refers to programs designed to help employees.

PT. Bank Negara Indonesia (Persero) Tbk Manado is an Indonesian State Bank, commonly known as Bank Negara Indonesia. This bank is very concerned with the development of human resources. The BNI's vision is to be a bank that excels in delivering services and performance. Its Missions are to provide excellent service and value added solutions to all customers as the banking partner of choice, enhance investment value for investors, provide the best environment for our employees, be the source of pride to perform and excel, improve social and environmental responsibility and be the benchmark for compliance and good corporate governance practices.

The human resource is one aspect that is very supportive to achieve the visions and missions of PT. Bank Negara Indonesia (Persero) Tbk Manado. To obtain reliable human resources, there are some programs include the training in accordance with the position, such as supervisor, customer service officer, teller and security officer. Therefore, based on the previous description, the researcher conducts the research titled *The Analysis of Training and Development on Employee Performance at PT. Bank Negara Indonesia (Persero) Tbk. Manado.*

### Research Objective

The objectives of this research process to identify:

1. Employee performance after the training and development.
2. Success factors of training and development program.

## THEORITICAL FRAMEWORK

### Human Resource Management

Dessler (2005:4) Human resource management is commonly defined as a process of acquiring, training, appraising, and compensation employees, and attending to their labor relations, health and safety, and fairness concerns. In addition, Rao (2006:3) Human resource management is a process of bringing people and organization together so that the goals of each are met. It tries to secure the best from people by winning their wholehearted cooperation. Snell and Bohlander (2010:4) Human Resource Management is the process of managing human talent to achieve an organization's objectives. Human Resource Management are the policies,

practices, and systems that influence employees' behavior, attitudes, and performance. Thus, human resource management refers to a set of programs, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness. Human Resource Management refers to the activities and people that assist the organization to meet its operational objectives by providing a motivated, well-trained workforce that understands the business and can contribute to its objectives. The main purpose of human resource management is to accomplish the organizational goals. Therefore, the resources are mobilized to achieve such goals.

### **Training and Development**

Tahir et al (2014) Training and Development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. In addition, Snell and Bohlander (2010:306) Training and Development is a process to recognize the combination of activities organizations use to increase the skill base of employees. Noe (2010:16) stated that training and development gives employees an opportunity for personal growth within the company and helps provide the company with the knowledge and skills it needs to gain a competitive advantage. It is all about improving the skills that seems to be necessary for the achievement of organizational goals.

### **Employee Performance**

Hughes, R., Ginnet, R., Curphy, G. (2006:244) defined performance is concerns those behaviors directed toward the organization's missions or goals, or the product or services resulting from those behaviors. A person's performance is a function of several factors, but perhaps it can be boiled down to three primary concerns: ability, motivation, and environment. Sultana et al (2012) The employee could be only satisfied when they feel themselves competent to perform their jobs. Employee performance is the productivity or result of the employee while doing the job. Employee performance means employee productivity and output as a result of employee development. Malik and Ghafoor (2011) defined employee performance basically depend on many factors like performance employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others. So, employee performance is important for the company to make every effort to help performers.

### **Previous Research**

Elnaga and Imran (2013), The Effect of Training on Employee Performance. The result of the research is training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. So, the research affirms the proposition that training has a positive impact on employee performance.

Tahir et al (2014), The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. The result of the research is training and development provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. So, training and development has significant relationship with Employees' Performance and Productivity.

Bhat (2013) Impact of Training on Employee Performance: A Study of Retail Banking Sector in India. Found that training has significant influence on employee's work commitment and performance, it is important to reinforce and apply training as part of organizational agendas in achieving organizational goals.

## RESEARCH METHOD

### Types of Research

In conducting this research, the researcher uses qualitative method. As what have been quoted from Sugiyono (2007:488) the reasons of using qualitative data are because the problems are not clear and need to be identified holistically; the subjects are complex, dynamic, and full of meaning so that it is quite hard to measure in quantitative approaches. Sekaran and Bougie (2009:369) also stated, qualitative data are in form of words, for examples are interview notes, transcripts or focus groups, answers to open ended questions, transcriptions of video recordings and the like.

### Time and Place of Research

The researcher chooses Manado as the location to take the information through employees at PT. Bank Negara Indonesia (Persero) Tbk Manado while the research started on May 2015 to June 2015.

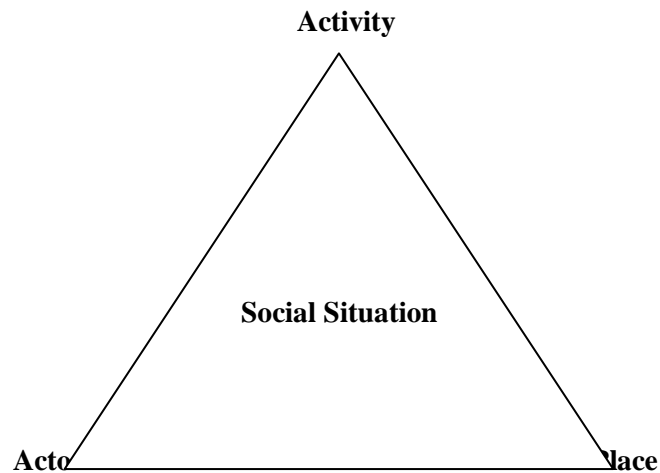
### Research Procedure

The steps of conducting this research are, as follows:

1. Studying about qualitative method and Training & Development materials from secondary data like journals, articles and books.
2. Arranging the list of questions for the interview.
3. Proposing a letter of permission to collect data from the faculty
4. Meeting the employees and scheduling the appointment for interviewing them.
5. Collecting data from PT. Bank Negara Indonesia (Persero) Tbk Manado; doing interview in PT. Bank Negara Indonesia (Persero) Tbk Manado.
6. Conducting observation while doing in-depth interview with the informants to get information.
7. Doing analysis while collecting the data.
8. Doing final observation and interviews to do data triangulation and complete the materials.
9. Re-checking all the interview and observation results.
10. Writing results.

### Population and Sample

This research uses qualitative research and the methodology used is interview and observation. In qualitative method, number is important but in the qualitative method, the research would be irrelevant if there is a limitation through determining the numbers of informant by using statistical calculation, because it is uncertain that the calculation would be able to answer the existing research problems in accordance with the actual situation. Moreover, the information from the informants from interview is more important in qualitative research and the information is the important data that is used in conducting and analyzing problems in qualitative research. Qualitative research did not use the term population, but according to Spradley (1980:22) called "social situation" which consists of three elements: place, actors, and activity that interact synergistically.



**Figure 1. Social Situation**

*Source : Sugiyono (2007)*

This research uses purposive sampling in collecting the data while the sample of this research is 10 employees from 219 employees who have already followed training and development program in PT. Bank Negara Indonesia (Persero) Tbk Manado and are willing to give the information.

#### **Data Collection Method**

This research uses two types of data, which are: (1) primary data which is collected from in-depth interview and observation. Sekaran and Bougie (2009:37) stated that whereas interview and questionnaire elicit responses from subjects, it is possible to gather data without asking questions of respondents. People can be observed in their activities and behaviors or other items of interest can be noted and recorded; and (2) secondary data taken from books, journals, and relevant literature from library and internet.

#### **Data Analysis Method**

This research uses a descriptive method with a qualitative approach. Woods (2006) defined qualitative research as the attempt to broaden and/or deepen our understanding of how things came to be the way they are in our social world. The qualitative researcher seeks to discover the meanings that participants attach to their behavior, how they interpret situations, and what their perspectives are on particular issues.

In this research, the process of data analysis is done before entering the social situation because it is done during collecting the data and after finishing the collecting data in a certain period of time. When doing analysis before entering the social situation, secondary data is used to decide the tentative limitation of the research. During the interview and observation process, the researcher analyzes the answers that were given by the informants.

#### **Techniques of Data Validity Checks**

Many qualitative researches have been doubted for their validity because of the research subjectivity, lack of control in interview questions, and incredible data resources. Therefore, data validity in qualitative research really needs to be checked through:

1. **Credibility**: means that the result of this research is reliable, trustworthy, and can be accepted. This research uses the checking tool to prove the credibility of the research result by using the triangulation method.



**Figure 2. Triangulation Method**

*Source : Sugiyono (2007)*

2. Transferability : means that the research result can be applied to other situations. The researcher responsible to provide the descriptive data clearly, systematic, and reliable in the research report. Thus, the reader will clearly understand the result of this research.
3. Confirmability : means that the research result can be verified in accordance with the collected data. This can be done by discussing with other people who do not participate in this research in order to be more objective.

## **RESULT AND DISCUSSION**

This research uses qualitative method which conduct interview and observation in data collection and all the data is analyzed to provide the result with the help of ten (10) employees in PT. Bank Negara Indonesia (Persero) Tbk. Manado that already followed training with different job position. Based on the interview on the informants, all of them agree that after following the training, they get more knowledge, can solve their problem, can improve their performance and can improve their skill and ability in the workplace. It shows that training provides the opportunity for employees to develop new skills and the ability, helps employees to understand what should do and provides the opportunity to improve employees knowledge and expertise.

### **Training and Development in Bank Negara Indonesia**

The interview, there are so many kind of trainings provided by PT. Bank Negara Indonesia (Persero) Tbk Manado that have the relation with the participants' job such as leadership training for Supervisor, and product knowledge for customer service officer, teller and, security officer as the frontliner. Training is one of important elements that is needed to improve the employee performance in order to make the customers satisfied with the provided service. Theoretically, training is defined as a process whereby people reach certain ability to assist the achievement of the purpose of the organization Mathis and Jackson (2002:5). Training provides the employees with the specific knowledge and its result can be seen when the employees perform their job. Moreover, the scope of training is the development of individual as well as focusing the ability to get new skill and knowledge for his work at the current time and the future. The results of this research found that this research and previous research has the same result that the training and development has significant impact in the employee performance.

## The Success Factor of Training

The success of training in increasing the competence of employees can be influenced by various factors such as:

1. The ability of coach, in delivering the training, and motivating the participants.
2. The accuracy of the training method used, so the training participants might experience the necessary learning process.
3. The complete facilities based on the needs of the training participants.
4. Corporate culture seen from the discipline culture, effective culture, efficient culture and creative culture.

The result regarding the success factor of training, all the informants answered instructor or coach who masters the training material and is able to present the material in interesting way, complete facilities that make them comfortable, and the good material that can be easily understood by them.

## CONCLUSION AND RECOMMENDATION

### Conclusion

This research has been conducted by using qualitative research. In order to analyze the Training and Development on Employee Performance in PT. Bank Negara Indonesia (Persero) Tbk Manado.

The results of interview show that :

1. All respondents said that after training, their performances are improved. Based on the result of the interview, most employees said that after following the training, they are able to know better about the company products, services, disciplines, responsibilities, and more. The knowledge gained from training helps them to solve problem. As example, the frontliners are able to know how to face the customers with complaints. Training really helps the employees to improve their performance during work that might lead to company development.
2. The success factors of training that really help the employee to understand the materials are the good instructor, materials, and facilities.

### Recommendation

The recommendations of this research are :

1. The bank must update its material about the training such as the new product or the new policy about service, so that the employee might know more about the new product or policy.
2. The bank must review the time range of training so it will not be too long or too short. This recommendation is made to make sure that all employees may accept all the presented materials.
3. The bank must add more types of training that can help the employees in doing their daily works.

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