EFFECT OF TRAINING AND DEVELOPMENT PROGRAM AND WORK CHARACTERISTICS TO THE EMPLOYEES PERFORMANCE IN MINISTRY OF RELIGION OFFICE IN SOUTH MINAHASA REGENCY

PENGARUH PROGRAM PELATIHAN DAN PENGEMBANGAN DAN KARAKTERISTIK PEKERJAAN TERHADAP KINERJA KARYAWAN PADA KANTOR KEMENTERIAN AGAMA DI KABUPATEN MINAHASA SELATAN

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ABSTRACT

Employees are the big asset of organization. Employee Performance has big effect to organizaional performance. The role of agencies that includes all activities undertaken are always aiming to achieve maximum results with available resources, requiring the role of human resources that exist in the institution concerned. Human resources have a very big role because human activities in these institutions so as to make the company has the ability to achieve its objectives. Agencies also need to provide guidance as well as serious attention and sincerely to humans, so there is a balance between the two and the workers will feel used his ability as a worker.

Keywords: Training, Job Characteristic, Employee Performance

ABSTRACT

Karyawan adalah asset organisasi yang besar. Kinerja Karyawan mempunyai efek besar terhadap kinerja organisasi. Peran para agen yang meliputi semua aktivitas yang dikerjakan dalam organisasi selalu diarahkan untuk mencapai hasil maksimum dengan sumber daya tersedia, menuntut peran sumber daya manusia yang ada dalam institusi. Sumber daya manusia mempunyai suatu peran sangat besar sebab aktivitas manusia didalam institusi ini agar perusahaan itu mempunyai kemampuan untuk mencapai sasarannya. Para agen juga harus menyediakan bimbingan seperti halnya perhatian serius dan dengan sungguh-sungguh terhadap sumber daya manusia, maka ada suatu keseimbangan kerja dan para pekerja akan merasakan kemampuannya sebagai pekerja.

Kata kunci: Pelatihan, Karakteristik Pekerjaan, Kinerja Karyawan

1. INTRODUCTION

Research Backgroud

Performance is basically what was done or not done so that their employees affects how much they contribute to the institution or organization including quality of service presented. It is necessary for programs that can assist in improving performance in order to improve employee performance objectives can be achieved company. Office of the Ministry of Religious Guidance Christians in South Minahasa regency as agency engaged in services in the task of coordinating the implementation of various programs and activities as well as policy formulation uses a performance-based management approach and committed to achieving success in the tasks related to services, particularly in the supply system business and written communication services, financial transactions and logistics reliable and competitive in domestic and global markets.

Office of the Ministry of Religious Guidance Christians in South Minahasa District strives to be the best agency, providing the best solution and be the first choice of domestic and global in realizing business development through partnership, which is supported by the human resources surpassed and uphold the institution. Thus it can be realization of the vision and mission performed by the Office of Religious Affairs in the South Minahasa Regency.

Thus, based on the problem background above, this research conduct a title as "The Influence of Training and Development Program and Work Characteristic on Employee Performance at Ministry of Religious Affair Office of Christian in South Minahasa Regency".

Research Objectives

1. To analyze the influence of Training on employee performance.
2. To analyze the influence of Job Characteristic on employee performance.
3. To analyze the influence of Training and Job Characteristic on employee performance simultaneously.
4. To analyze which one between the Training and Job Characteristic are the dominant influence on employee performance.

Theoritical Review

Employee Performance

Understanding performance or achievements of labour (Amin, 2013) is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. Performance by is an achievement or success of the work done by looking at the responsibilities and attitudes directed to perform his duties were.
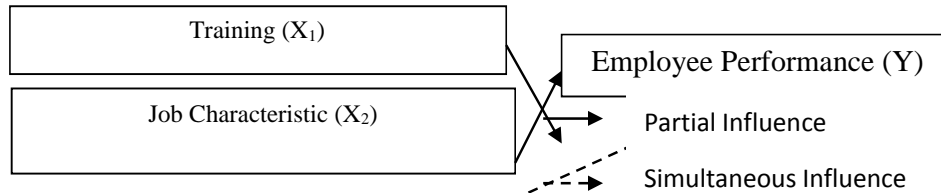
Training

Training can be seen as one of the investment. Therefore, organizations or agencies that want to expand, should pay attention to training for their employees. The use of the word training and development proposed by the experts, namely Dale Yolder use the term training for executive employees and supervisors, while development is reviewed for management employees (Amin, 2013). According Brum (2007) training is the process of improving capabilities through learning and behavioural guidelines for the results obtained in accordance with the needs in the workplace or organizational environment.

Work Characteristics

Work is a group of rather perfect position in terms of the elements of his work, duties and responsibilities are covered by the same job description (Faturochman, 1997). Characteristics of the work is the nature and duties include responsibility, target task and the level of performance obtained from the work itself. Work intrinsically gives performance will provide motivation for most people and the work is not satisfactory (Gabr and Mohamed, 2012).

Conceptual Framework

Hypothesis

H_1 : Training has significant influence on employee performance, partially.
H_2 : Job Characteristic has significant influence on employee performance, partially.
H_3 : Training and Job Characteristic have significant influence on employee performance, simultaneously.
H_4 : Dominant factor influence on employee performance.

This framework based on the multiple regressions to analyze the influence of simultaneously and partially of two elements on Employee Performance.

2. RESEARCH METHOD

Type of Research

This study evaluated from the rate of expansion, including the type of associative research. According to Sekaran (2006) associative research is research that aims to determine the relationship between two or more variables. In connection with this study to analyze the effect of training and job characteristics on employee performance.

Place and Time of Research

The study was conducted at South Minahasa Regency training time from May to early July, 2015.

Population and Sample

The population is a group of people, events, or anything that has certain characteristics according to (Sekaran, 2006). The population is not just the amount that is the object or subject being studied, but covers all the characteristics or properties all employees of the Office of Religious Affairs in South Minahasa Regency totaling 154 people. The samples were selected in this study using a sample that is required can be accurately represent the population. The number of samples that can be representative of the population depends on the size of the population. According Sekaran (2006), in determining the minimum number of samples in a descriptive study, namely twenty percent (20%) of the total population, the authors define a sample size of 30 people. Sampling

method in this study using purposive sampling method of sampling is done in taking people who are elected according to specific criteria which are owned by the sample. In this study, the criteria used were those who had attended the training and development.

Data Collection Method

Primary data is data obtained by field surveys using all the original data collection methods. And the source of the data used in this research that the data derived from the questionnaire on the Office of Religious Affairs in the South Minahasa Regency, and secondary data from the literature mainly qualitative data.

Variables Classification

Independent variables:
1. Training (X_1),
2. Job Characteristic (X_2),

The dependent variables: Employee Performance (Y).

Data Analysis Method Validity and Reliability Test

To analyse the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured.
Reliability test is established by testing for both consistency and stability of the answer of questions. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2006).

The interpretation of Alpha Cronbach (Sekaran, 2003) is:
1. < 0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable.
2. 0.7 indicates that the data is acceptable.
3. 0.8 indicates good internal consistency or consider that the data result is reliable

Multiple Linear Regressions

The formula of linear regression (multiple linear regressions) in general as follows:

$$Y = \ + \ _1X_1 + \ _2X_2 + e$$

Notes:

Y =	Employee Performance;
X_1 =	Training
X_2 =	Job Characteristic;
=	Constant
b1 & b2=	the regression coefficient of each variable;
e =	error

3. RESULT AND DISCUSSION

Validity Test

Table 1. Validity Test Table

Indicator	Pearson Correlation
$X_{1.1}$	.763**
$X_{1.2}$	.836**
$X_{1.3}$	.710**
$X_{1.4}$	.662**
$X_{2.1}$	.857**
$X_{2.2}$	.879**
$X_{2.3}$	.891**
$X_{2.4}$	.719**
$X_{2.5}$	.568**
$Y_{.1}$	.802**
$Y_{.2}$	.921**
$Y_{.3}$	.789**
$Y_{.4}$	.788**
$Y_{.5}$	.797**
$Y_{.6}$	.802**
$Y_{.7}$	.921**
$Y_{.8}$	.789**
$Y_{.9}$	.788**
$Y_{.10}$	.797**

Source: SPSS Data Analysis, 2015

From the table above shows the validity test of variable X_1 – Y and dependent variable are bigger than r value. The table shows the total number for X_1 - Y are above 0.3, means that all the indicators are valid.
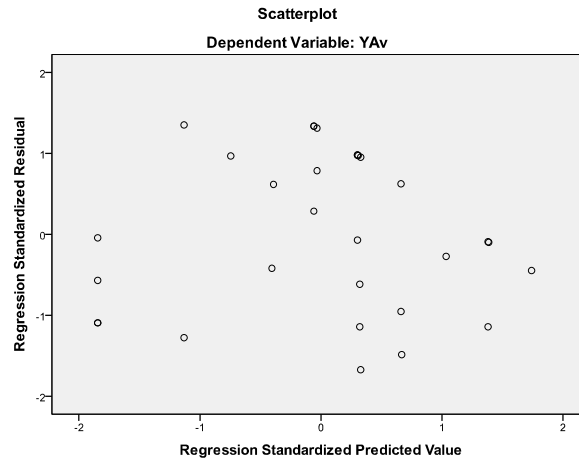
Test Reliability

Table 2. Reliability Test Table

Variable	Cronbach's Alpha
X_1	.689
X_2	.850
Y	.945

Source: SPSS Data Analysis, 2015

From the table above shows the Cronbach's Alpha > 0.6, indicated that all research instrument indicator of variable are reliable.

Heteroskesdastisity Test

Grafik 1. Heteroskesdastisity Test
Source: SPSS Data Analysis, 2015

Based on the figure above it can be seen that there is no established pattern, in other words the graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent variable X_1 and X_2 on Y are free of Heteroscesdastisity.

Multicolinearity Test

Tabel 3. Multicolinearity Test Table

Variable	VIF
X_1	1.075
X_2	1. 075

Source: SPSS Data Analysis, 2015

Autocorrelation Test

To find a free autocorrelation regression model can be tested on the following criteria:
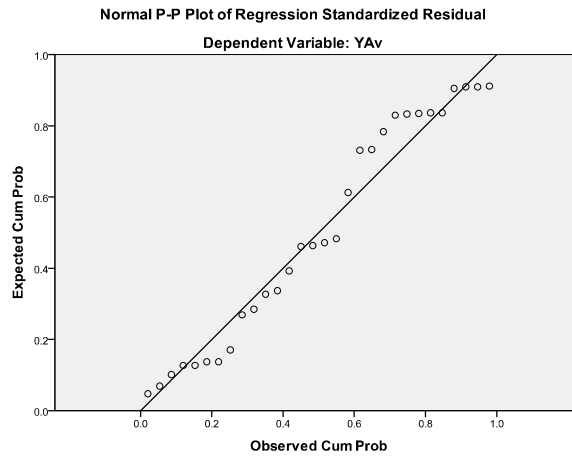1. D-W Value   dL (1.5922) = Positive Autocorrelation
2. D-W Value between dU (1.7582) until 4-dU (2.2418) = No Autocorrelation
3. D-W Value   4-dL (2.4078) = Negative Autocorrelation

Tabel 4. Autocorrelation

Model	Durbin-Watson
1	1.704

Source: SPSS Data Analysis, 2015

Normality Test

Grafik 2. Normality Test
Source: SPSS Data Analysis, 2015

Coefficient Regression

Tabel 5. Unstandardized Coefficient Beta Table

Variable	B
(Constant)	.896
X_1	.534
X_2	.680

Source: SPSS Data Analysis, 2015

Coefficient Correlation and Determination

Tabel 6. Coefficient Correlation (r) and (r^2) table

Model	R	R Square
1	.717[a]	.651

Source: SPSS Data Analysis, 2015

Based on the analysis of correlation (r) is equal to 0.717 indicating that the Correlation of The Influence of X_1 and X_2 on Y has a strong relationship.

Simultaneously Test

Tabel 7. Simultaneously Test Table (F – test)

ANOVA[b]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.139	2	2.069	14.270	.000[a]
	Residual	3.916	27	.145		
	Total	8.055	29			

a. Predictors: (Constant), X2Av, X1Av
b. Dependent Variable: YAv

Source: SPSS Data Analysis, 2015

Value of 14.270 of F_{Count} significant 0.010. Because the sig < 0.05 means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore H_0 is rejected and accepting H_a. Thus, the formulation of the hypothesis that The Influence of X_1 and X_2 on Y Simultaneously, accepted.

Partially Test

Partial Test Analysis Table (t-test)

Model	t	Sig.
X_1	2.931	.007
X_2	5.082	.000

Source: SPSS Data Analysis, 2015

Discussion

Training and development and job characteristics have a close relationship with Employee Performance in the Office of Religious Affairs in South Minahasa Regency. This is evidenced by the results of the calculation of the value of R and R2 which illustrates that the training and development and characteristics of work have a strong influence on employee performance at the Office of Religious Affairs in South Minahasa district with a value contribution Effect of Training and development and Job Characteristics on employee performance in Office Ministry of Religious Affairs in the South Minahasa District of 65.1%

This is in line with research conducted by Mumu, Victor Herman, 2007 in a research entitled Performance Achievement Motivation in the Civil Service in the Office of the National Education North Sulawesi. In his research, he found that there was a close relationship between motivation with employee performance. He explained that this happens because of a variety of other supporting factors such as the attention of the leadership that led to an employee in the office of the Department of National Education SULUT encouraged and motivated to excel. With the research conducted by Mumu can also inspire the findings in this study. It turns motivation and characteristics of the right job can boost employee performance.

Based on the above results it was found that simultaneously or together, and partially or respectively, Training and Development and Job Characteristics significant effect on employee performance at the Office of Religious Affairs in South Minahasa Regency. This is proven by the value of F is greater than F table with significant value that exceeds 95% and the level of the model calculations possibilities to make mistakes <0.05. Likewise with t_{count} greater than t_{table}. The significant influence is because specified performance targets are individually specifically, in the field of project, process, and core routines which will be the responsibility of the employee. Performance targets can be set as follows, the leader of the unit concerned with subordinates chance that the leaders of sub-units, stating that they need to accomplish goals in the period of this example is a common goal and become small goals for each part of the unit. The target performance is the performance of employees, so that accurate information about the performance, whether satisfactory or not. Units at lower levels may have become targets they set, and instead they are there at the top may be a shortfall. Achievement of labor productivity as desired company or agency must be supported by the activities of the personnel department, such as as follows (Farooq and Khan, 2010)

Anam Amin, Rashid Saeed, Mr. Rab Nawaz Lodhi, Mizna, Simra, AnamIqbal and Rida-e-Tehreem in their research about The Impact of Employees Training On the Job Performance in Education Sector of Pakistan also arguing the same thing. According to them, Training and development are continuous process in improving the caliber of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment it is a systematic

process of altering the behavior of employees in a direction to achieve the organization's goals. A training program is an effort by the employer to provide opportunities for the employees to acquire job interrelated skills, attitudes and information. In order to meet the ever-growing needs of education the sector has to become dynamic and updated in modern scenario and also to take up this sector to the heights of international excellence requires best combination of new technology and skillful and talented manpower In this research paper an attempt is made to learn that training and development exist in education sector and their impact to generate efficiency of employees to cater to the need of their customers.

4. CONCLUSION AND RECOMMENDATION

Conclusion

1. Training has significant influence on employee performance, partially.
2. Job Characteristic has significant influence on employee performance, partially.
3. Training and Job Characteristic have significant influence on employee performance, simultaneously.
4. Dominant factor influence on employee performance is job characteristic.

Recommendation

1. Manager or leader in Ministry of Religious Affair Office of Christian in South Minahasa Regency should pay attention to Training and Job Characteristic have significant influence on employee performance.
2. To improve this research, the next researcher should add more variable or intervening to make a better result for the influence on purchase intention.

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