
THE COMPARATIVE STUDY OF EMPLOYEE PERFORMANCE BEFORE AND AFTER TRAINING AT BANK RAKYAT INDONESIA, MANADO SARAPUNG BRANCH

*STUDI PERBANDINGAN TENTANG KINERJA KARYAWAN SEBELUM DAN
SESUDAH PELATIHAN DI BANK RAKYAT INDONESIA, CABANG MANADO
SARAPUNG*

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ABSTRACT

Employee performance important for the company, and the company should have training program for all employees to improve and develop the employee performance indicator that exist within them. The main purpose of this research is to analyze the significant difference in employee performance before and after training at Bank Rakyat Indonesia, Manado Sarapung branch that is measured by variable which used in this research such as: Knowledge, skill, teamwork/cooperation, communication, ability, and standards. This study is going to use Comparative means Paired Sample t-test (Dependent variable) to achieve the main purpose of this research. The number of respondents are 100 employees take from the employees at Bank Rakyat Indonesia, Manado Sarapung branch who already follow the training. The result of this study shows that employees at Bank Rakyat Indonesia, Manado Sarapung branch have a significant different of employee performance before and after training. Therefore, The management especially Human Resource Department Bank Rakyat Indonesia (Manado Sarapung Branch) should improve their training programs especially on technical knowledge, cooperation, and communication skills for self-development of the employees at Bank Rakyat Indonesia, Manado branch Sarapung.

Keywords: Employee Performance, training, Paired sample t-test

ABSTRAK

Kinerja karyawan penting bagi perusahaan, dan perusahaan harus memiliki program pelatihan untuk semua karyawan untuk meningkatkan dan mengembangkan indikator kinerja karyawan yang ada dalam diri mereka. Tujuan utama dari penelitian ini adalah untuk menganalisis perbedaan yang signifikan dalam kinerja karyawan sebelum dan sesudah pelatihan di Bank Rakyat Indonesia, cabang Manado Sarapung yang diukur dengan variabel yang digunakan dalam penelitian ini seperti: Pengetahuan, keterampilan, kerja tim / kerjasama, komunikasi, kemampuan, dan standar. Penelitian ini akan menggunakan metode uji t dua sampel berpasangan. Jumlah responden adalah 100 karyawan diambil dari karyawan di Bank Rakyat Indonesia, cabang Manado Sarapung yang sudah mengikuti pelatihan. Hasil penelitian ini menunjukkan bahwa karyawan di Bank Rakyat Indonesia, cabang Manado Sarapung memiliki perbedaan yang signifikan dari kinerja karyawan sebelum dan sesudah pelatihan. Oleh karena itu, manajemen terutama Departemen Sumber Daya Manusia Bank Rakyat Indonesia (Cabang Manado Sarapung) harus meningkatkan program pelatihan mereka terutama pada pengetahuan teknis, kerjasama, dan keterampilan komunikasi untuk pengembangan diri karyawan di Bank Rakyat Indonesia, cabang Manado Sarapung.

Kata kunci: Kinerja Karyawan, Pelatihan, Uji t Dua Sample

1. INTRODUCTION

Research Background

Nowadays, the organizations in company are forced to measure performance of the each employee and contribute to the stability of the organization in current competitive environment, including the organization in banking industry. Peoples that working in bank have so many background that should to be adapt in working environment. Differences background in ethnic, culture, education, and even age, can affect the performance of employees in companies of any industry, including the banking industry. It all must be synchronized through the management of the company, especially, Human Resource Development department.

The good management of human resource, the good employee performance will be. Employee's performance important for the company to make every effort to help low performers. Moreover, employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Human resource management activities are considered as a gift in the eyes of employees and training is one of them (Mahbuba Sultana, 2013).

Correspondingly with business expansion plans, Bank Bank Rakyat Indonesia (BRI) consistently strive to improve the human resource competency substantially accompanied by the implementation of an intensive and directed training program. Through the training program, BRI employees are directed to make human capital which has the ability to learn, willingness to change, innovate and creative for the company's progress. In 2014, more than 132 education and training curriculum are developed and implemented, followed by 468 062 participants. The total budget realization reached Rp 664,6 billion, an increase of 22.02% from 2013 (Annual report 2014 of BRI). BRI Manado Sarapung branch also always be consistence to implement a competence development program either individually or in groups at all levels of human resources, by giving priority to the importance of implementation the training gradually and structured. It is intended that the HR in BRI has the ability to recognize the potential and character of prospective customers, the competence to develop the business, providing quality services and be able to act as a business advisor for customers.

Effective training will give many benefit for the company that implemented the program, such as, it plays a vital role in building and maintaining capabilities, both on individual and organizational level, and thus participates in the process of organizational change. One of the causes of the decline in the performance of employees in an organization, is due to the mismatch between the level of capability that is owned by the employees, with the development needs and the dynamics of the problems faced by an increasingly competitive world of work. Many parties found among the factors influencing the decline in the ability of employees is lack of care institutions / organizations in providing education and training programs that are appropriate for employees.

Research Objective

The research objectives are "To find out if there any significant difference of employee performance before and after training at Bank Rakyat Indonesia, Manado Sarapung Branch".

Theoretical Review

Theories

Human Resource Management

Human resource management can in turn be defined as: 'The process of analysing and managing an organisation's human resource needs to ensure satisfaction of its strategic objectives' (Hellriegel, Jackson, Slocum and Staude, 2009) and 'The policies and practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training and appraising' (Dessler, 2007). HRM activities are considered as a gift in the eyes of employees and training is one of them (Mahbuba Sultana, 2013).

Training

Mubashar Farooq (2011) said that Training actually the ability of working in any sort of employee even nonprofessional and it build up the abilities to get to the professional level. Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005).

Colombo and Stanca (2008), Oguntimehin (2001) identified the functions of training as follow: increase productivity, improves the quality of work; improves skills, knowledge, understanding and attitude; enhance the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolescence in skills, technologies, methods, products, capital management etc. It brings incumbents to that level of performance which needs the performance for the job; enhance the implementation of new policies and regulations; prepares people for achievement, improves man-power development and ensures the survival and growth of the enterprise. Based on those theories, explained that effective training programs aimed at improving the employees' performance.

Employee Performance

Afshan et al. (2012), define performance as; "The achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. According to Hawthorne studies, and many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985).

Khawaja Fawad Latif et al (2013), said in their study on topic "association of training satisfaction with employee development aspect of job satisfaction" that training giving to employees will results in increasing the level of satisfaction of their current jobs. It underlines the needs of company to concentrate on building employee capability and development to achieve job satisfaction. The above explained literature is describing the merits of training and its positive influence on employee performance. If there is a proper planning for making the training procedures then it will be fruitful for both the employee and for the organization as well.

Muhammad Hashim cited in Tahir N (2014) journal and Amir Elnaga (2013) developed the indicator indicators as the guidelines for Employee Performance evaluation.

1. Knowledge
Knowledge is a familiarity, awareness or understanding of someone or something, such as facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning.
2. Skill
A skill is the learned ability to carry out a task with pre-determined results often within a given amount of time, energy, or both. In other words, the abilities that one possesses.
3. Teamwork/Cooperation

The process of working collaboratively with a group of people in order to achieve a goal. Teamwork in the workplace involves cooperation among workers. This cooperation is usually for the sake of a common goal that the entire team is working toward.

4. **Communication**
The act or process of using words, sounds, signs, or behaviors to express or exchange information or to express the ideas, thoughts, feelings, etc, to someone else.
5. **Ability**
An acquired or natural capacity or talent that enables an individual to perform a particular job or task successfully.
6. **Standards**
Concept, norm, or principle established by agreement, authority, or custom, and used generally as an example or model to compare or measure the quality or performance of a practice or procedure.

The Relationship between Training and Employees Performance

According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be moulded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work- life conflict. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart et al., 2005).

Previous Research

Tahir, Neelam (2014) in their research *The Impact of Training and Development on Employee Performance and Productivity (A Case Study of United Bank Limited Peshawar City, KPK, Pakistan)*, was to see whether Training and Development has an impact on Employees Performance and Productivity and the result showed that there was significant relationship between the variables. Elnaga, Amir, and Imran, Amen (2013) in their research *The Effect of Training on Employee Performance* found that 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. Hafeez, Uzma and Akbar, Waqar (2015) in their research "Impact of Training on Employees Performance" (Evidence from Pharmaceutical Companies in Karachi, Pakistan) shows a positive significant relationship between them and the results reveal that the more the employee gets training, the more efficient their level of performance would be.

2. RESEARCH METHOD

Type of Research

This research is comparative type of research where it was investigated the difference of employee performance before and after training at Bank Rakyat Indonesia, Branch Manado.

Place and Time of Research

The Location of this study was implemented in Bank Rakyat Indonesia, Branch Manado. The study was implemented from May up to July 2016.

Research Procedure

It is in the form of conceptual framework.

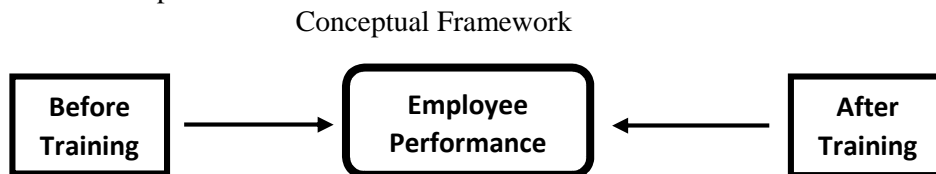


Figure 1

Source: Data Processed, 2016

The model above show that there is a differences between before and after training and it was analyzed by using Paired sample T-Test and SPSS as software/program on computer to find the significant differences before and after training on employee performance.

Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. It is the group of people, events, or things of interest for which the researcher wants to make inferences based on sample statistics (Sekaran and Bougie, 2009:262). The population in this research are the permanent employees at Bank Rakyat Indonesia, Branch Manado, who have following training program and its around 200 employees.

A sample is a subset of the population. It comprises some members selected from it. By studying the sample, researcher should be able to draw conclusion that are generalizable to the population of interest (Sekaran and Bougie, 2009:263). This research uses purposive sampling technique. Purposive sampling is a form of non-profitability sampling in which decision concerning the individuals to be included in the sample are taken by the researcher based upon a variety of criteria that can bring more accurate results. The sample of this research are 100 respondents from employees at Bank Rakyat Indonesia, Manado Branch who already follow the training program between 2010 – 2015.

Data Collection Method

Primary Data

For this research, the data obtained directly from the research object by using questionnaire to employees as the respondent. According to Sekaran (2003:236), a questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives.

Secondary Data

According to Sekaran & Bougie (2009:180), Secondary data refer to information gathered from sources that already exist. For this research, the data take from journals, text books, internet and previous research.

Operational Definition and Measurement Research Variables

This research has before and after variable that influence employee performance. Training is the before and after variable and this is the variable that measure the comparison and difference employee performance before and after training. In this research, the general explanation about six indicators of employee performance in this current research that was analyzed, are stated as follows:

1. Knowledge
Knowledge is a familiarity, awareness or understanding of someone or something, such as facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning.
2. Skill
A skill is the learned ability to carry out a task with pre-determined results often within a given amount of time, energy, or both. In other words, the abilities that one possesses.
3. Teamwork/Cooperation
The process of working collaboratively with a group of people in order to achieve a goal. Teamwork in the workplace involves cooperation among workers. This cooperation is usually for the sake of a common goal that the entire team is working toward.
4. Communication
The act or process of using words, sounds, signs, or behaviors to express or exchange information or to express the ideas, thoughts, feelings, etc. to someone else.
5. Ability
An acquired or natural capacity or talent that enables an individual to perform a particular job or task successfully.
6. Standards
Concept, norm, or principle established by agreement, authority, or custom, and used generally as an example or model to compare or measure the quality or performance of a practice or procedure.

This research uses the Likert scale to consider that the employee performance data based on the experience of the respondent that already ever follows the training. According to Malhotra (2002:284) the Likert Scale as an interval scale that specifically uses the five response categories ranging from 'strongly disagree' to 'strongly agree' which requires the respondents to indicate a degree of agreement or disagreement with a series of statements related to the stimulus.

Data Analysis Method

Validity Test

The validity test defined as the extent to which differences in observed scale scores reflect true differences in what is being measured, rather than systematic or random error. Validity of the instrument in this analysis was used table of Pearson Product Moment with the significant level is 5%.

Reliability Test

Reliability can be defined as the extent to which measures are free from random error (Malhotra and Peterson, 2006:273). In this research the reliability test uses Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

Normality Test

In paired samples T test models, the residual is assumed to be normally distributed. The normality is a way to know whether the data is distributed normal or not. This research used One Sample Kolmogorov Smirnov Test to identify the normality test. The table of one paired Kolmogorov Smirnov shows the normality of the data. If the table in the row Kolmogorov Smirnov shows the p value greater than 0.05 ($p > 0.05$) the data is normally distributed. But if the p value is less than 0.05 ($p < 0.05$) the data is not normally distributed. The data which is not normally distributed use nonparametric statistic but the data which is normally distributed use parametric statistic.

Paired Sample T-Test

This research uses analysis tool is paired sample test (dependent variable). The dependent T-test (called Paired Samples T Test in SPSS) compares the means between two related groups on the same continuous variable. Paired sample T-test is a different test two sample pairs. Paired samples are a same subject but have different treatments. T-tests compare the means of two samples. Two variables may or may not be independent. When each element of a sample is matched to its corresponding element of the other sample, two samples are paired. This paired t-test examines the mean of individual differences of paired measurements and thus is appropriate for pre-post situations. Suppose researcher want to analyze the comparative employee's performance before and after training. The Paired Sample T-Test compares the means of two variables. It computes the difference between the two variables for each case, and tests to see if the average difference is significantly different from zero. This test is used when the samples are dependent; that is, when there is only one sample that has been tested twice (repeated measures) or when there are two samples that have been matched or "paired". This is an example of a paired difference test and to estimate the standard deviation of compare means pre and post. T-test compares the means of two variables. This test is done by comparing the t-value with t-table. The level of significance is 5% ($\alpha = 0.05$). If t-value is greater than t-table hypothesis is accepted.

3. RESULT AND DISCUSSION

Result

Brief History of PT. Bank Rakyat Indonesia

BRI was founded in 1895, during the Dutch colonial period as *De Poerwokertosche Hulp en Spaarbank der Inlandsche Hoofden* (Help and Savings Bank for Purwokerto's Aristocrats) by Raden Bei Aria Wirjaatmadja in Purwokerto, Central Java. It then underwent its first (of many) name changes to *Hulp en Spaarbank der Inlandsche Bestuurs Ambtenaren* (Help and Savings Bank for Local Civil Servants). During period of 2006-2011 its assets have jumped almost 62 percent. The bank topped the list of the nation's most profitable banks for six years, recorded assets of Rp 249.56 trillion (US\$28.6 billion) in 2010, up from Rp 154.72 trillion in 2006. In April 2014, BRI contracted with Space Systems/Loral and Arianespace to respectively build and launch their first satellite, a 3,500 lb (1,600 kg) C- and Ku-band spacecraft dubbed BRIsat, set to launch in 2016 and intended to link the bank's geographically isolated branches.

Validity Test

By comparing correlation index in Pearson Product Moment with significant level of 5 %, it can be seen valid or not a research instrument. Based on Pearson Product Moment table the df for alpha of 5 %. The correlation value should be above 0.3. if the correlation is below 0.3, it means

the data not valid. The result shows that the correlation index is greater than 0.3 and below the significance level of 5 %; therefore the data is considered as valid.

Reliability Test

The reliability test in this research uses Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable. Sekaran (2009:311) defined Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another The interpretation of Alpha Cronbach 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 resulted is reliable.

Table 1. Reliability Statistic

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.947	.941	40

Source: Data Processed, 2016

In this research, it shows that Alpha Cronbach is 0.947 which is above the acceptance limit of 0.6, therefore, the research instrument is reliable.

Normality Test

To identify the normality test, the table of one sample Kolmogorov Smirnov test will show the normality of the data. One sample Kolmogorov Smirnov is one of the nonparametric test to analyze the normality distributed or not.

Table 2. One Kolmogorov-Smirnov Test

		Pretraining	Posttraining
N		100	100
Normal Parameters ^{a,b}	Mean	1.6565	4.3710
	Std. Deviation	.53697	.28907
Most Extreme Differences	Absolute	.323	.157
	Positive	.323	.090
	Negative	-.207	-.157
Test Statistic		.323	.157
Asymp. Sig. (2-tailed)		.000 ^c	.000 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data Processed, 2016

Table 5.3 shows the value of Kolmogorov-Smirnov of pre training is 0.323. the data of pre training is greater than 0.05 (p>0.05). It means that the data is normally distributed. The value of Kolmogorov Smirnov of post training is 0.157. The data of post training is greater than 0.05 (p>0.05). it means that the data is also normally distributed.

Paired Sample T-Test

Paired sample t-test is a statistical technique that is used to compare two population means in the case of two samples that are correlated, used in “before-after” studies, or when the sample are matched pairs, or the case is a control study. A paired sample t-test is also used to determine whether there is a significant difference between the average values of the same measurement made under two different conditions.

Paired Sample Statistic

Table 3 Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Posttraining	4.3710	100	.28907	.02891
	Pretraining	1.6565	100	.53697	.05370

Source: Data Processed, 2016

This table shows the test preparation course improves people’s score on test. This table shows the mean and standards deviation of before and after training. The score in pre training is 1.6565 and score in post training is 4.3475. It means that the post training mean score are higher than the pre training mean score.

Paired Sample Correlations

Table 4. Paired Sample Correlations

Pair		N	Correlation	Sig.
1	Posttraining & Pretraining	100	.596	.000

Source: Data Processed, 2016

Table 4 shows the correlation of pre training and post training is 0.596, it means that there is a strong positive correlation.

Paired Samples Test

Table 5. Paired Samples Test

		Paired Differences
		95% Confidence Interval of the Difference

Pair	Posttraining - Pretraining	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
1		2.71444	.43231	.04323	2.62867	2.80022	62.790	99	.000

Source: Data Processed, 2016

This table shows the significance of this research 0.000. if the significance value is less than 0.05 (<0.05), there is a significant difference. And if the significance value is greater than 0.05 (>0.05), there is no significant difference. In this research, the value is less than 0.05 (<0.05), it means that reject H0 and accept H1. In other words, there is a significant difference on employee performance before and after training at Bank Rakyat Indonesia, Manado Sarapung Branch. The Mean column in paired-sample t test table displays the average difference of training measurements pre and post with value 2.71444. The std. Error Mean column provides an index of the variability one can expect in repeat random samples of 100 respondents similar to the ones in this research which is 0.04323. The 95% Confidence Interval of the Difference provides an estimate of the boundaries between which the true mean difference lies in 99.5% of all possible random samples of 100 respondents similar to the ones participating in this research which is the lower value is 2.62867 and upper 2.80022. In t column the t value is greater than t table with 5 % significant which is 62.790.

Discussion

Many companies have to implemented tools for measuring their performance in order to stay in business and survive with tough competition, and the qualified human resource are very needed to build a successful company. Every companies must face not only to more demanding conditions but in the current period to the world financial crisis as well. Due to these reasons, the organizations in company are forced to measure performance of the each employee and contribute to the stability of the organization in today’s competitive environment.

The good management of human resource, the good quality of employee performance will be. Employee’s performance important for the company to make every effort to help low performers, and to develop the good quality of employee performance, the company should have programs for all employees to improve and develop the employee performance indicator that exist within them. One of that programs is a training program.

The result of Paired Sample Test shows that there is a significant difference of employee performance before and after training. In other words, employee performance before and after training is different. Before training, employees at Bank Rakyat Indonesia, Manado Sarapung branch, feels lacking the time, personnel, or supplies to complete a task, he or she cannot be able to complete it, no matter how much he or she wants to. They are difficult to manage their stress. They also have poor performance in teamwork/cooperation as one of employee performance indicator. For example, they have lack of clarity about accountability, means that lack of accountability results when there is no clarity amongst the employees regarding their roles and responsibilities and their relationship with team members. This leads to a situation wherein when something goes right, everyone would like to take credit for it and when something goes wrong, no one comes forward to accept responsibility. The company needs to ensure that the employee has a reasonable opportunity to improve his or her performance – this includes giving enough time to improve and providing appropriate support and assistance, including any relevant training.

After training, Bank Rakyat Indonesia have availability and quality of staff to improve the performance in effort to achieve a company's goals. Paired sample t test method that used in this research shows that training programs can improve the quality of employee in work especially it can develop employees' performance at Bank Rakyat Indonesia, Manado Sarapung branch.

4. CONCLUSION AND RECOMMENDATION

Conclusions

1. Employees at Bank Rakyat Indonesia, Manado Sarapung branch have a significant different of employee performance before and after training that proved by Paired Sample test table. Before training, employees have poor performance often result when employees don't know exactly what they are supposed to do, how to do their job effectively and efficiently because they have not following the training program. After training, employees have been able to perform their job better, because they have followed the training program that can help them to solve these performance problem by explaining the detail of the job.
2. The result in Paired Sample Ttest shows that the significance difference of employee performance before and after training. It can be seen from test of Paired Sample shows that T_{value} is 62.790 and T_{table} ($\alpha = 0.05$, df) is 1.984. Basic of decision making is hypothesis accepted if $T_{value} > T_{table}$. Based from these data found the T_{value} for Training $T_{value} = 62.790$ and $T_{table} = 1.984$ which $T_{value} > T_{table} = 62.790 > 1.984$.
3. The result of Paired Sample Test shows hypothesis (H_1) is accepted and rejected in null hypothesis (H_0), which means there is a significant difference of employee performance before and after training. In other words, employee performance before and after training is different.

Recommendations

After observing all the specified discussion that had been obtained at this current research, there are some recommendations that can be stated and implemented, as follows:

1. Bank Rakyat Indonesia (Manado Sarapung Branch) should improve their training programs on technical knowledge, cooperation, and communication skills for self-development of the employees at Bank Rakyat Indonesia, Manado branch Sarapung.
2. Bank Rakyat Indonesia can provide training program that held in the company, without having to go to the other places (official training place) which can spend more cost.
3. Bank Rakyat Indonesia should properly evaluate their training program by seeing that their company objectives and missions are achieved or not and training cannot only change the ability of workforce not only concerning performing their current job but also aid them in the fulfillment of future expected task.
4. Based on the indicators that is use in this research, companies can see the indicators that have a significant influence on employee performance, and use it as an evaluation material of existing training programs that held by Bank Rakyat Indonesia.

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