

THE COMPARATIVE ANALYSIS OF EMPLOYEE PERFORMANCE BEFORE AND AFTER TRAINING AT BANK INDONESIA IN MANADO

ANALISA PERBANDINGAN KINERJA KARYAWAN SEBELUM DAN SESUDAH PELATIHAN DI BANK INDONESIA MANADO

by:

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Abstract: *Training is a systematic process, which helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance. The object of case study from this research is Bank Indonesia in Manado. Research objective is to analyse the differences in employee performance before and after training. Variables which have been used in this research are: quality/ quantity of work, planning/ organizing, initiative/ commitment, teamwork/ cooperation and communication. This study applies with comparative method using paired sample t-test to verify and to prove the research hypothesis. The numbers of respondent are 40 employees who already follow the training. The result shows that quality/ quantity of work, planning/ organizing, initiative/ commitment, teamwork/ cooperation and communication giving a significant difference in employee performance before and after training at Bank Indonesia in Manado. The training program is one of the valuable systems as a way to improve employee performance. Therefore, management of Bank Indonesia also needs to increase the effectiveness of training and enhance the variety of the material and module that would be given in the training program.*

Keywords: *training, employee performance*

Abstrak: *Pelatihan adalah proses yang sistematis yang membantu para pegawai untuk belajar menjadi lebih efektif di tempat kerja dengan memodifikasi pengetahuan, keterampilan atau sikap melalui pengalaman belajar untuk mencapai kinerja yang efektif. Penelitian ini dilakukan di Bank Indonesia Manado. Tujuan penelitian adalah untuk menganalisis perbedaan kinerja karyawan sebelum dan sesudah pelatihan. Variabel yang digunakan dalam penelitian ini adalah: kualitas/ kuantitas kerja, perencanaan/ pengorganisasian, inisiatif/ komitmen, kerja sama dan komunikasi. Penelitian ini akan menggunakan metode uji t dua sampel berpasangan untuk membuktikan hipotesis penelitian. Jumlah responden sebanyak 40 karyawan yang sudah mengikuti pelatihan. Hasil penelitian menunjukkan bahwa kualitas/ kuantitas kerja, perencanaan/ pengorganisasian, inisiatif/ komitmen, kerja sama dan komunikasi memberikan pengaruh yang signifikan bagi kinerja karyawan sebelum dan sesudah pelatihan di Bank Indonesia Manado. Program pelatihan adalah salah satu sistem untuk meningkatkan kinerja karyawan. Oleh sebab itu, pimpinan Bank Indonesia sebaiknya meningkatkan efektivitas pelatihan dan memperbanyak keberagaman materi dan modul pelatihan yang akan diberikan.*

Kata kunci: *pelatihan, kinerja karyawan*

INTRODUCTION

Research Background

Human resource development is very important and not only in strategic matter, but it also complicated effort. The basic philosophy of human resource development in Indonesia is life-long learning, it means employee can develop their own capability through-out their live by utilizing all of the available education and training resources in the country. Human Resources Development (HRD) is one of priority concern of the Indonesian's Government. Indonesia has projected to gain demographic dividend that will boost the productivity and economic growth.

One sector that has a great contribute to Indonesia's economic growth is banking industry. Knowledgeable and well equipped employees are essential to operate the business. The banking industry has a significant role in the Indonesian financial system. Banking sector in Indonesia is experiencing rapid growth, which makes this sector as one of the most developed and promising industry in Indonesia.

The quality of the human resource of an organization is essential for its success. Thus, every organization must seek to improve the quality of its workforce. One way for achieving this method is through training system. The importance of training can only be appreciated with a clear understanding of its direct impact on employee performance. An improvement in employee performance also leads to an improvement in the company's performance. When employee recognizes their organization interest in them through offering training programs, they apply their best efforts to achieve organizational goals, and show high performance on job.

Employee training refers to programs that provide workers with information, new skills, or professional development opportunities and perceived organizational performance. Training has always been an important issue within organisations. However well a company carries out its recruitment activities, it will usually be necessary to equip individual employees with the skills necessary to be able to function fully within the organisation. Moreover, if a company invests in new technology method, it needs to train existing employees. As companies change, individuals have to be trained and developed in order that they can continue to function efficiently.

In Indonesia especially in banking industry, Bank Indonesia as an Independent State Institution also as a Legal Entity. Therefore, it requires Bank Indonesia to prepare the qualified personnel. As companies change, individuals have to be trained and developed in order that they can continue to function efficiently. Thus, in order to prepare their workers to do their job as desired, Bank Indonesia provides training to optimize their employee's performance. Bank Indonesia conducts some training called *PMK (Peningkatan Mutu dan Kompetensi)* enhance the knowledge, skills and attitude of employees. The majority of the training programmes presented to employees within the financial sector revolve around topics like sales training, anti-money laundering, budget management and cash-flow management. Managerial training topics may involve more supervisory skills training, including communication skills and conflict resolution.

Research Objectives

The main objective of this research is to analyse the significant difference of employee performance before and after training at Bank Indonesia in Manado.

THEORITICAL FRAMEWORK

Theories

Human Resource Management

Human resources management is the main asset in every company. They are an important factor that can make the company success, and the qualified human resources are very needed to build a successful of company. Human resource is primarily concerned with the management of people within organization, focusing on policies and systems.

Flippo (2006:9) defined human resource management is about the planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goal. Human resources of an organization are composed of all human beings working in that organization. Human resources are animate ones while material resources are inanimate. Therefore it may be asserted that without human beings, there would be no material resources available at all. 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 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 (Rao, 2006:3). 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

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. In addition to the basic training required the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. Most of managers give training to their employees for three main purposes (Belcourt, Wright and Saks, 2000:372), which are:

1. To increase productivity or the performance of employees
2. To achieve organizational goals
3. To invest in employees to succeed in the unpredictable and turbulent business environment.

Effective training and development programs aimed at improving the employees' performance. Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Training refers to a planned intervention aimed at enhancing the elements of individual job performance (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals.

Employee Performance

Elnaga and Imran (2013) stated employee performance is everything about the performance of employees in a firm or a company or an organization. It involves all aspects which directly or indirectly affect and relate to the work of the employees. Employee performance is important for the company to make every effort to help low performers. The employee could be only satisfied when they feel themselves competent to perform their jobs. Afshan, et al (2012) defined performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Islam and Rasad (2006) defined the indicators to measure employee performance are:

1. Quality/Quantity of Work
This criterion includes completion of tasks in a through, accurate and timely manner that achieve expected results.
2. Planning/Organizing
Planning for usage of organization's limited resources and organizing himself/herself to carry-out the activities are deemed important.
3. Initiative/Commitment
Evaluates individual responsibility when performing duties and demonstrate an ability to offer assistance to others, to support the goals and objectives of the company.
4. Teamwork/Cooperation
Maintaining harmonious and effective work relationships with co-workers.
5. Communication
Concerned about how effectively the employee conveys information and ideas both orally and in writing.

Impact of Training on Employee Performance

Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Appiah, 2010). It is obvious that training plays an important role in the development of organization. Khanfar (2011) stated regarding employee performance that is provided by training. However, the managers have the responsibility of identifying the factors that hinders training program effectiveness.

Previous Research

Islam and Rasad (2006) in their article Employee Performance Evaluation by AHP: A Case Study. They found a simple and effective appraisal system that emphasizes continuous professional development enhances a firm's overall performance. Nassazi (2013) in his article Effect of Training on Employee Performance found the results obtained indicate that training have a clear effect on the performance of employees. Iqbal et al (2014) in their article Impact of Training on Employee Performance found that the result showed positive relationships between training, salary and job involvement with employee performance.

Conceptual Framework

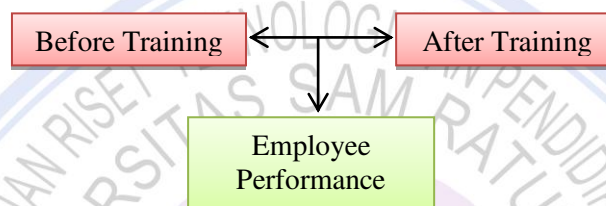


Figure 1. Conceptual Framework

Source: Data Processed, 2015

Research Hypothesis

H₀: There is no significant difference of employee performance before and after training in Bank Indonesia.

H₁: There is any significant difference of employee performance before and after training in Bank Indonesia.

RESEARCH METHOD

Type of Research

This research is a comparative research that generally aggregate data analysis. It will investigate using a quantitative data analysis which concerned with finding evidence to either support or contradict an hypothesis about the difference of employee performance before and after training at Bank Indonesia in Manado.

Place and Time of Research

The study conducted in Manado, North Sulawesi. More specifically the downtown area of the city where the Bank Indonesia located. This study was conducted on May until July 2015.

Population and Sample

Sekaran and Bougie (2009:262) defined population refers to the entire group of people, events or things of interest that the researcher wishes to investigate and sample is a part of population. The population in this research are the employees at Bank Indonesia in Manado. The sampling technique of this research is purposive sampling technique that is determine the sample based on the research choice. Therefore, 40 respondents are choose from employees at Bank Indonesia Manado who already follow the training.

Data Collection Method

Sekaran and Bougie (2009:180) defined there are two types of data that are used to make an appropriate result, which are: (1) Primary data refers to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study. For this research, the data obtained directly from the research

object by using questionnaire. (2) Secondary data refers 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. Researcher found that there are five variables that can measured the employee performance, which are:

1. Quality/Quantity of Work (X_1)

Concern for the goals and needs of employee in Bank Indonesia and handles multiple responsibilities in an effective manner to get the best quality of work.

2. Planning/Organization (X_2)

Employee's planning of usage of limited resources and organizing to carry-out the activities and concern to employee who seek guidance whenever the goals and priorities are unclear in Bank Indonesia.

3. Initiative/Commitment (X_3)

Evaluates employee responsibility when performing duties and an ability to perform with minimal supervision and meets expectations of Bank Indonesia.

4. Teamwork/Cooperation (X_4)

Concerned about how effectively the employee conveys information and ideas in Bank Indonesia.

5. Communication (X_5)

Maintaining harmonious and effective work relationships with co-workers in Bank Indonesia.

Data Analysis Method

Validity Test

Validity test is to analyse the validity of questionnaire. Validity of the instrument in this analysis will be using table of Pearson Product Moment with the significant level is 5%.

Reliability Test

Reliability test is established by testing for both consistency and stability of the answer of questions. The reliability test in this research uses Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2009:311).

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 Compare means 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 analyse 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.

RESULT AND DISCUSSION

Result

Brief History of Bank Indonesia

Bank Indonesia is an Indonesian government policy that was formulated with Bank Indonesia in the crisis period and executed by Bank Indonesia to rescue the monetary and banking system as well as the economy as a whole. Bank Indonesia was founded on 1 July 1953 from the nationalization of De Javasche Bank, three years after the recognition of Indonesia's independence. For the next 15 years, the Bank of Indonesia carried on commercial activities as well as acting as the nation's national bank and is in charge in issuing Rupiah currency. Bank Indonesia as an Independent State Institution such unique status and position are necessary so that Bank Indonesia can implement its role and function as monetary authority more effectively and efficiently, also Bank Indonesia as a Legal Entity which is means the position of Bank Indonesia is regulated by the statutes. As an independent state institution, Bank Indonesia has the duty to refuse or disregard any attempt of interference in any form by any party. Such unique status and position are necessary so that Bank Indonesia can implement its role and function as monetary authority more effectively and efficiently. Bank Indonesia as a legal entity, the position of Bank Indonesia is regulated by the statutes. As a public legal entity, Bank Indonesia has the authority to issue policy rules and regulations, which are binding to the public at large.

Validity Test

By comparing correlation index in Pearson Product Moment with significance 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 is not valid. From the testing, it can be seen that the correlation index is greater than 0.3 and 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 Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	n of Items
.864	.867	5

Source: Data Processed, 2015

In this research, it shows that Alpha Cronbach is 0.864 which is above the acceptance limit of 0.6. Therefore, the research is reliable.

Normality Test

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

Table 2. One Kolmogorov-Smirnov Test

	Kolmogorov-Smirnov		
	Statistic	df	Sig.
PreTraining	.093	40	.200*
PostTraining	.110	40	.200*

* This is a lower bound of the true significance.

Source: Data Processed, 2015

Result shows the value of Kolmogorov Smirnov of Pre Training is 0.200. 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 0.200. 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. Paired sample t-test is used in 'before-after' studies, or when the samples are the matched pairs. 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 Sample Statistics

		Mean	n	Std.	Std. Error
				Deviation	Mean
Pair 1	PostTraining	67.8750	40	2.72865	.43144
	PreTraining	29.1500	40	3.89312	.61556

Source: Data Processed, 2015

The mean test scores before and after the subjects completed a test preparation course are being compared in order to find the difference or correlation. This table shows the mean and standard deviation. The score in pre training is 29.1500 and score in post training is 67.8750. It means that the post training mean score are higher than the pre training.

Paired Sample Correlations

Table 4. Paired Sample Correlations

		n	Correlation	Sig.
		Pair 1	PostTraining & PreTraining	40

Source: Data Processed, 2015

The table shows the correlation of pre training and post training is 0.217 which means there is a strong positive correlation among all variables.

Paired Samples Test**Table 5. Paired Samples Test**

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
PostTraining - PreTraining	38.7250	4.24257	.67081	37.3681	40.0818	57.729	39	.000

Source: Data Processed, 2015

Table 5 shows the significance of this research 0.000. If the significance value is less than 0.05 (<0.05), there is a significance difference and if it is greater than 0.05 (>0.05), there is no significance difference. In this research the value is less than 0.05 (<0.05), it means that reject H_0 and accept H_1 . In other words, there is significance difference in employee performance before and after training. The Mean column displays the average difference of training measurement pre and post with value 38.7250. The Std. Deviation shows value 4.24257. The Std. Error Mean column provides an index of the variability one can expect in repeated random samples of 40 respondents similar to the ones in this research which is 0.6708. The 95% Confidence Interval of the Difference provides an estimate of the boundaries between which the true mean difference lies in 95% of all possible random samples of 40 respondents similar to the ones participating in this research which is the lower value is 37.3681 and upper 40.0818. In t column the t_{value} is greater than t_{table} with level 5% of significant which is 57.729. Therefore, hypothesis (H_1) is accepted and rejected in null hypothesis (H_0) which means there is a significant difference in employee performance measured by training.

Discussion

Human resources management is the main asset in every company. They are an important factor that can make the company success, and the qualified human resources are very needed to build a successful of company. There are various ways that can do to improve the quality of the existing human resources. In every company also conducted a variety of ways to improve the quality of employees, especially in the development of skills that exist within each of them. Human resources development is an important thing that aims to achieve success, like every company do. To develop performance of employees, the company make a one manner that believed capable to create a human resources that reliable, have skilled and able to work well also have a goal to achieve corporate success. The company took one of the programs that are believed to improve the quality of employees and develop the performance that exist within them. The program is a training program.

In general, training is refer to a planned effort facilitate the learning of job-knowledge, performance and behaviour by employee. Training is a learning process that involves the acquisition of knowledge, train or sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees. Training is also viewed as a development of capabilities and improvement of profitability. By looking to this issue, researcher aimed to conducting a research regarding the comparison analysis in employee performance before and after training. In this research, data was collected from 40 respondents that were categorized by gender, age, education level and length of work from Bank Indonesia in Manado.

Before training, employees rely on the existing capabilities within them in doing their jobs. Along with changes also required potential employees, who are able to work with all the changes that are company facing today. Employee cannot do their job well that is because employees have not been able to adjust with the work especially with the quality and quantity of work, how to planning and organizing, how to make a commitment and show the initiative, how to work with the other employees and also how to communicate with each other in the workplace in this case at Bank Indonesia Manado. The company entered training program to develop the performance in employees that aims to improve employees' performance and achieve a desired success by the company.

The result of paired sample test shows that there is a significant difference in before and after training of employee performance. It means that the employee performance before and after training is different. Before training employee cannot do their job with the time limit that given by the manager. Based on the explanation above, Bank Indonesia make training programs called *PMK (Peningkatan Mutu dan Kompetensi)* for employees. Thus, employees are more capable to do their job and can develop their ability in order to reach the company success. These results are supported by the previous researcher, Nassazi (2013) and Iqbal et al (2014) that training has a positive impact for employee performance in order to achieve the company goals.

After training, employee of Bank Indonesia in Manado has been able to work well. Employee can manage their works, employee can survive to the pressures of work and able to be responsible to the company success. Paired sample t-test method shows that training programs can improve the performance of employee in Bank Indonesia Manado. Training programs are useful for companies in adding qualified employees and increase their performance. In this era globalization that full of advance the progress and performance enhancement of employees is also of course being good for the company to reach the goal.

CONCLUSION AND RECOMMENDATION

Conclusions

After carefully examining all the given result that can be obtained at this current research there are several important conclusion that can be stated. The conclusions of this research are:

1. Before training, employee at Bank Indonesia in Manado has been unable to perform their job duties properly due to not following the training program that provided by the company to give more knowledge about job and develop the performance especially increases ability of employees.
2. After training, employees are more easy to do their job because employee have followed the training program that has been tested enhance performance of employee in Bank Indonesia Manado. This is proved by the paired sample t-test table shows the significant difference in employee performance before and after training.

Recommendations

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

1. Bank Indonesia can consider training program to improve employees performance because training program is a one manner that have been proven as a strategy to improve employee performance.
2. Training method is one of the valuable systems as a way to improve employee performance, company also have to increase the effectiveness of training and reproduce again the list of what should be trained in training program to improve employee performance.
3. Management in Bank Indonesia must maintain the employee needs especially to improve their performance to do their job by providing benefit programs to build and develop performance like training.

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