

The effect of job training, work motivation, and health and work safety on employee performance at PT. Bank Negara Indonesia

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Abstract: *In the management of human resources required management is able to manage resources systematically, planned, and efficiently. Research shows that motivation is a very important thing to look for the management and all members of the organization/company in order to create a safe, controlled work environment and increased work productivity. The research purpose is to see the effect of training and work motivation on employee performance PT. Bank Negara Indonesia. This research uses descriptive and causal methods with quantitative approaches. Data analysis techniques in this study using multiple linear regression analysis techniques using the SPSS 22 program. The results of this research demonstrate that training, work motivation, and occupational health and safety have positive and significant effects on employee performance both simultaneously and partially.*

Keywords: *Job Training, Work Motivation, Occupational Health And Safety, Employee Performance.*

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I. Introduction

PT. Bank Negara Indonesia (Persero) Tbk or BNI as one of the largest BUMN in Indonesia demanded to continue to develop employee competencies in order to always be able to adapt to quicker business change. Therefore BNI management is committed to making BNICorporate University an institutional development agency for employees with world-class standards.

Some of the advantages of BNICorporate University are the success of shifting the thinking pattern of learning from learning at the learning center to be a learner as the center of learning, meaning every BNI employee can learn anytime, anywhere, supported by digitizing technology that facilitates access to learning without having to come to the learning center.

An educational entity is a strategic tool designed to assist parent organizations in achieving organizational goals through activities that foster learning, knowledge & wisdom for individuals and organizations. (Allen, 2002).

BNICorporate University is one of the strategic engine organizations that integrate all "learning resources, processes & people" in companies, to improve performance through increasing knowledge, skills & attitude/beliefs every individual in the "business eco-system".

BNICorporate University framework is a BNI-CU framework consisting of bases and pillars that are interrelated with each other. The base consists of learning strategy governance and learning focus must be there to support the pillars above such as knowledge management, school/academy, culture transformation center, new talent supply center, assessment center, organizational research center, supplier/customer development center, alliance & partnership and learning infrastructure. In the end these pillars support the learning solution architecture and learning solution delivery system.



Bni Corpu's Vision &Mission.

Vision:

Become a center for the professional development of world-class financial services. (to become a world-class financial services professional development center).

Mission:

- Creating a professional development system in world-class financial services, in international banking, credit, risk management, and operations.
- Accelerate BNI business leader cadre preparation to answer future business needs.
- Building alliances with strategic and potential partners (universities, centers for leadership development, and centers for business studies, associations, other industry players).
- Building world-class financial services applications that are applicative and business impact.
- Building a reliable assessment center to support the development process.

Corporate University (CU) is an educational institution/agency which is a strategic part to help parent companies achieve targets through the implementation of activities that encourage learning and knowledge of individuals or organizations. Thus, CU can be any educational institution, but its main purpose is to help parent companies, and not for public/public. (Lentera Kecil, 2018).

II. Literature Review

Work training.

According to pp. 31 of 2006 concerning the national job training system, job training or what we are now familiar with the term training is all activities to give, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethics at the level specific skills and skills following the levels and qualifications of position or job. In short, job training is a process of teaching knowledge and developing vocational skills and attitudes so that employees are more skilled and able to carry out their responsibilities following standards.

Training is a process in which people achieve certain skills to help achieve organizational goals. Therefore, this process is bound with various organizational objectives, training can be seen as narrow or broad. Limited, training provides employees with specific and identifiable knowledge and skills used in their current work. Sometimes there are limits drawn between training and development, with a development that is broader in scope and focus on individuals to achieve new abilities that are useful both for their current and future work. (Mathis, 2002).

Training is defined by Ivancevich as "an effort to improve employee performance in his current work or in other jobs that will be immediately served". Furthermore, in connection with the definition, ivancevich

(2008) suggests many important points outlined below: training is "a systematic process to change the work behavior of a person/group of employees to improve organizational performance". Training related to the skills and abilities needed for the work now done. Training is oriented to the present and helps employees to master specific skills and abilities (competencies) to succeed at work.

Training according to Gary Dessler (2009) is the process of teaching new or current employees, the basic skills they need to carry out their work ". Training is one effort to improve the quality of human resources in the world of work. Employees, both new and already working need to follow training because there are job demands that can change due to changes in the work environment, strategies, and so forth.

Training strategies targeting broad skills; and a decentralized compensation system that appreciates risk-taking and performance, (Luis Gomez-Mejia, David Balkin, Robert Cardy, 2010).

Training objectives

The general objectives of the training are as follows:

- to develop expertise, so that work can be completed faster and more effectively.
- to develop knowledge, so that work can be completed rationally.
- to develop attitudes, resulting in collaborative willingness with friends of employees and with management (leaders).

While the training components as explained by Mangkunegara (2005) consist of:

- The aims and targets of training and development must be clear and measurable
- Trainers (trainer) must be adequately qualified experts (professional)
- Training and development materials must be adjusted with the objectives to be achieved
- Training and development participants (trainees) must meet specified requirements.

Mangkunegara (2005) explains that the stages of training and development include:

- Identifying training needs/need assessment;
- Setting training objectives and objectives;
- Establish success criteria with measurement tools;
- Establish training methods;
- Holding trials (tryouts) and revisions;
- Implement and evaluate.

Robbins and Judge (2007) define motivation as a process that explains the intensity, direction, and perseverance of efforts to achieve a goal.

Samsudin (2005) provides understanding motivation as a process of influencing or encouraging from outside against someone or a working group so that they want to implement something that has been determined. Motivation can also be defined as a driving force intended as a natural urge to satisfy and sustain life.

Work motivation is the willingness of employees that arises because of the encouragement of the employee's personality as a result of overall integration instead of personal needs, the effect of the physical environment and the influence of the social environment where its strength depends on the integration process (Pandji Anoraga, 2003).

Motivation is a potential power that exists in a man, which can be developed by himself or developed by many existing outside power, the point is around the rewards of material and non-material rewards, which can affect their performance results positively or negatively, which depends on the situation and the conditions faced with people concerned (Winardi, 2001).

Motivation derived from the Latin word *move* which means it is encouraging or moving. Motivation addressed only to the management of human resources in general and subordinates in particular. Motivation asked how strength and potential directing subordinates to work together productively and successfully achieve the intended purpose.

Employee performance.

Performance is the result or overall success of a person during a specific period in carrying out tasks compared to various possibilities, such as standard work results, targets, or targets or criteria that have been determined firstly has been mutually agreed upon (Rivai And Dasri, 2005: 50). Performance is a work result from behavior (Armstrong, 1999: 15). Understanding this performance link between work results with behavior. As a behavior, performance is a human activity aimed at implementing organizational tasks that are charged to it.

The importance of employee quality in improving company performance, especially in banking services, encourages management to always provide coaching and development of human resources in the company through training and work motivation to all employees which are the main variables in improving performance quality.

Tough and dedicated human resources (HR) holding the key role to achieve the vision and mission that has been proclaimed by banks, organizations, and companies. Many organizations include education, training, and development as part of the main strategy of the organization (Kaswan, 2013: 01).

Employee performance indicator

Indicators to measure employee performance individually there are six indicators, namely (Robbins, 2006: 260):

1. Quality.
2. Quantity.
3. Timeliness.
4. Effectiveness.
5. Independence.

Occupational health and safety.

According to government regulation number 50 of 2012, understanding occupational safety and health or K3 are all activities to ensure and protect worker safety and health through efforts to prevent work accidents and occupational diseases.

Occupational health and safety (K3) is one effort to create a workplace that is safe, healthy, free of environmental pollution, to reduce and or be free of work accidents and occupational diseases which finally can increase work efficiency and productivity. (Endang, Dr. 2020}

Resource management strategies to form a work safety culture that increases employee productivity as a competitive advantage

For companies (Setyo R, 2020).

Multidimensional human resource management practices are believed to influence the form of workplace safety culture in companies (Chuang, 2013). Work safety culture which is a perception of various aspects of safety in the work environment can only function if human resource management practices are carried out following company strategies that are highly committed to work safety (Rui Et Al., 2017; Handoko Et Al., 2015; Setyo R Et Al., 2020)

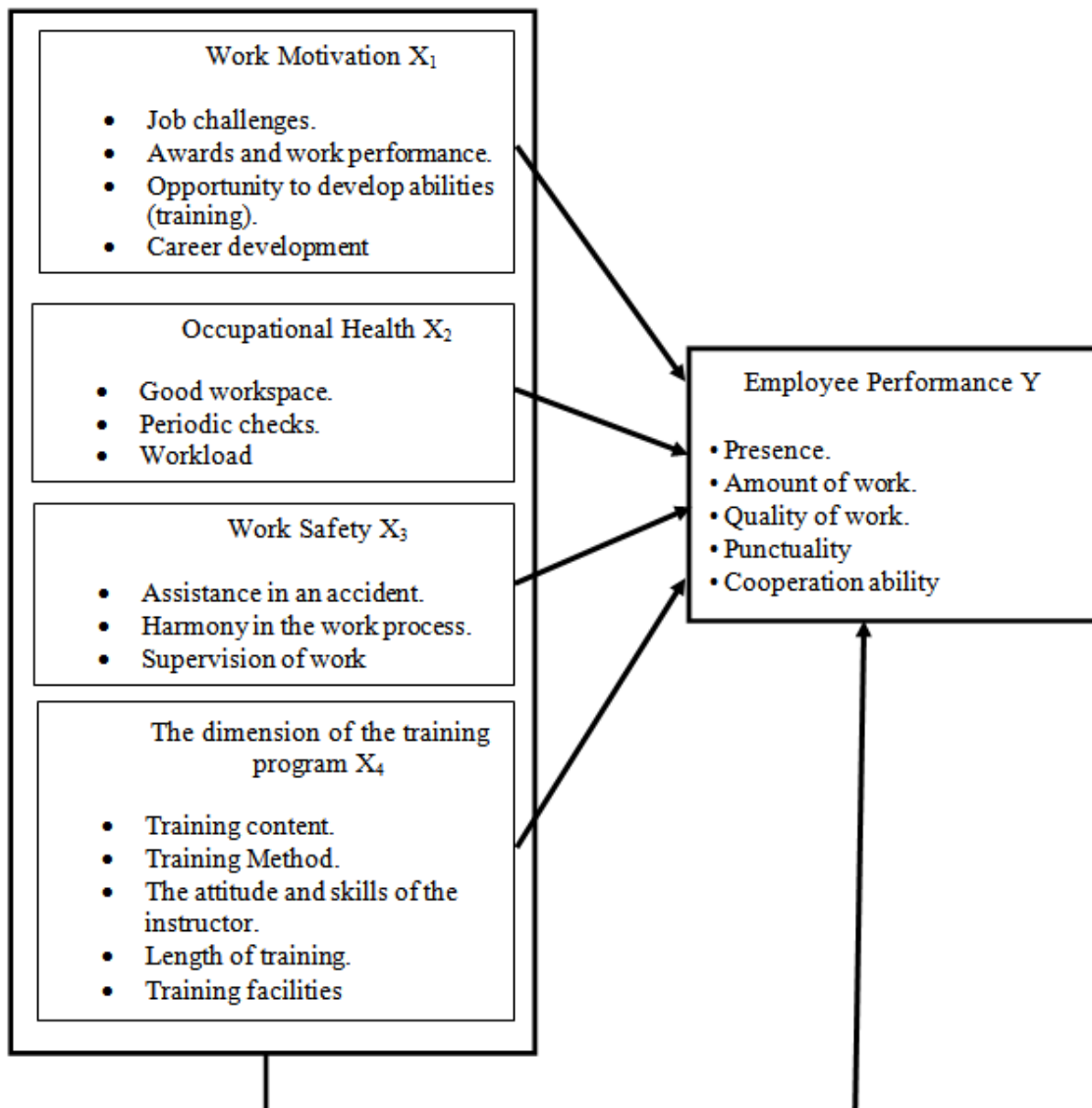
The occupational safety and health (K3) program are implemented because of three important factors as following (Moekijat, 2004):

- Based on humanity. First of all managers will organize work accident prevention based on true humanity. They do it to reduce as much pain from work as suffering from wounds as well as family.
- Under the law. There are also reasons for having an occupational safety and health program based on federal laws, state laws and municipal laws regarding occupational safety and health and some of them violating them will be sentenced to a fine.
- Based on the economy. Economic reasons to be aware of safety because accident costs are a very big impact on the company.

The aspects of occupational safety and health (K3) that must be considered by companies include the following (Anoraga, 2005):

- a. Work environment
- b. Working tools and materials
- c. How to do the job

Table 1. Framework for thinking



III. Research Methods

This research uses descriptive and causal methods with quantitative approaches. Data analysis techniques in this research using multiple linear regression analysis techniques using the SPSS 22 program. Researchers using saturated sampling that makes the entire population employees staff PT. Bank Negara Indonesia number of 100 people with sales positions and branch/marketing leaders as research objects. The measurement scale used is the ordinal scale and the Likert scale used in measuring instrument statement in this research.

Table 2. Description of objective research based on a position level

Description	Amount
Sales / Marketing	2.872
Branch/marketing leader	451

Descriptive analysis is done using a score percentage which indicates the respondent's perception level of statements that are loaded in the questionnaire. This study uses the ordinal scale from 1-5, where the scale shows attitudes from very disagree to very agree based on the results of respondents' responses that have been processed, then obtained descriptive results as follows:

Analysis to describe or describe variable conditions for work motivation (X_1), occupational health (X_2), occupational safety (X_3), training program dimensions (X_4) impacting performance (Y) using range scale.

Table 3. Scale range analysis

Scale	Scale range	Criteria
1	10,0 – 18,0	Strongly disagree
2	18,1 – 26,0	Disagree
3	26,1 – 34,0	Quite agree
4	34,1 – 42,0	Agree
5	42,1 – 50,0	Strongly agree

Table 4. Respondent results

No	Respondent	Amount	Percentage	
1	Sales/marketing	Men	45	45%
		Women	55	55%
		100		
2	Branch/marketing leader	Men	72	72%
		Women	28	28%
		100		

Table 5. Percentage score respondent response results

No	Variable	Percentage score	Category
1	Work training	78,9 %	Very good
2	Work motivation	76,5 %	Very good
3	Healthy safety work	75,0 %	Good
4	Employee performance	75,4 %	Good

Based on table 5 explains that training, work motivation, occupational health & safety, and employee performance of the staff of the state bank of Indonesia are included in the good and very good categories. That is, the implementation of training is following the employment needs of employees, while the work motivation owned by employees is very good to achieve satisfaction in himself, as well as occupational health & safety, and the resultant performance has reached the target set by the company.

To perform the data distribution normality test, data used a Kolmogorov-Smirnov test from the spss program. The normality of data distribution is calculated by comparing asymptotics significance values obtained by values $\alpha = 0.05$. If $\text{asymp.sig} > 0.05$, then it can be declared normal (Santoso, 2004).

Multiple linear regression is an analysis tool forecasting the value of the effect of two variables or more on bound variables to prove the existence of function or causal relationship between two or more independent variables (x_1, x_2, \dots, x_n). The equation of multiple regression is formulated as follows:

$$Y = a + b_1x_1 + a + b_2x_2 + a + b_3x_3 + e$$

Where :

Y = employee performance

A = constant

B1, b2, b3 = regression coefficient of the independent variable

X1 = motivation

X2 = occupational health

X3 = safety

X4 = job training

E = error level

The multiple regression model uses the spss program to test or see the effects of motivational, occupational health, work safety, and training variables on employee performance.

IV. Conclusion

Pt Bank Negara Indonesia (Persero) Tbk (BNI) develops a world-standard corporate university. This institution is aimed at developing the competence of BNI employees to be able to adapt to facing rapid business change. Management commitment to make Bni corporate university world-class proven by achieving corporate learning improvement process (clip) accreditation from the European foundation for management development (efmd), some things that become bni corporate university excellence are success in shifting the mindset of learning from learning at the learning center to a learner as the center of learning. That means every bni employee can learn anytime, anywhere, supported by digitizing technology that facilitates access to learning without having to come to the learning center. With the employee development program, it is expected to have a positive impact on the company's performance. So that employees not only qualified in making a profit, but also developing a sustainable business. "in this digital era which is increasing certainly, bni has a digital tagline answering digital learning challenges by making a bni smarter (integrated learning system) which is a one-stop

learning platform, where every employee can access learning materials, contact experts, seek public training, conduct coaching-mentoring, and forth through each device to enhance their competence, "(endang h, 2019)

PT. Bank Negara Indonesia in developing employee performance must have to create a good work environment, develop employee competencies in order to always be able to adapt to faster business changes. Therefore bni management is committed to making bni corporate university as an institutional development agency for employees with world-class standards.

Some of the advantages of bni corporate university are the success of shifting the learning mindset of learning at the learning center becoming a learner as the center of learning, meaning every bni employee can learn anytime, anywhere, supported by digitizing technology that facilitates access to learning without having to come to the learning center. Bni management to always care about the health of every worker because without a healthy physicality, a person will not be able to perform activities and work so that there will be no sustainability for the company.

In efforts to improve employee performance, the company should always remind about good work guidelines and following sop.

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