ANALYSIS OF TRAINING AND DEVELOPMENT ON THE PERFORMANCE OF NON-MEDICAL EMPLOYEES AT H. ADAM MALIK HOSPITAL MEDAN

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Abstract

The aim of this research is to see the effect of training and development on the performance of non-medical employees at H. Adam Malik Hospital. The method used in this research is a quantitative method. The population in this study was all administrative employees (non-medical) at H. Adam Malik General Hospital, totaling 488 people. Meanwhile, for the sample, researchers used Random Samples Based on Area or Region (Cluster Random Sampling). Based on the results of data analysis, it can be concluded that from the research results it can be concluded that there is a positive influence between training on employee performance, there is a positive influence between development on employee performance, there is a positive and significant influence between training and development on the performance of non-medical employees at H. Adam General Hospital. Malik Medan and the coefficient of determination (R square) is 0.595, which means that 59.5% of the training and development variables can explain the high performance of employees

Keywords: Training, HR Development, Employee Performance

INTRODUCTION

Human resources are an important part in the running of an agency. In an organization there is a need for human resource management, where resource and human management includes issues related to the development, maintenance, use and protection of human resources to achieve the goals set by an organization. So that the potential of human resources can be used optimally, good management is needed, including management policies, standard operating procedures, training and systems that are implemented and confirmed by the agency leadership. Mondy, R. Wayne, Robert M. Noe, and Shane R. Premeaux. (1993), human resource development is a planned and sustainable effort carried out by an organization to improve employee competency and organizational performance through training, education and development programs. Therefore, HR development is all activities carried out by an organization to facilitate employees to have the knowledge, skills and/or attitudes needed to handle current or future work. The activities in question are not only educational and training aspects, but also involve career and organizational development aspects.

The role of Human Resources is very necessary to adopt all changes that occur. Human resources in hospitals must always be developed continuously in order to improve capabilities to suit needs. One way to improve employee abilities and expertise is through education and training. H Adam Malik Hospital has also implemented an employee training and development system. The training provided aims to improve employee performance. This training is given because employees are not yet perfect in carrying out their duties. Therefore, it requires clarity of targets or planning and accuracy of the system for providing training to these employees, so that the training material provided is as expected. Thus, training and development aims to produce better employee performance.

Identification of problems

Based on this background, there are several identified problems in this research, namely:
1. There are still employees who lack discipline in carrying out their duties
2. There are several employees who still need training to improve their performance.
3. There are several employees who experience a decrease in motivation and enthusiasm for work

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4. There are several employees whose skills remain stagnant and there is no increase in performance

Formulation of the problem

Based on the description of the background of the problem, the author can formulate the research as follows:

1. How does training influence the performance of non-medical employees at H. Adam Malik General Hospital, Medan?
2. What is the influence of development on the performance of non-medical employees at H. Adam Malik Hospital Medan?
3. What is the influence of training and development on the performance of non-medical employees at H. Adam Malik General Hospital, Medan?

LITERATUR RIVIEW

Training

Training is a short-term educational process using systematic and organized procedures. (Hasibuan (2017, p. 70). The indicators used in the training system in this research include clarity of targets/planning, system accuracy, and training system materials.

1. Goals or System Planning According to Fatimah (2013: 4), one thing that must be considered to achieve a training program is having clear targets and using benchmarks for the results achieved. Furthermore, Jogiyanto (2010:3) states that a system must have a goal or target, if it does not have a target then the system operation is useless. The goals of the system really determine the input the system needs and the output the system will produce. A system is succesful if reach it target or their purpose.
2. System Accuracy The right system will influence the performance of the system itself. Fatimah (2013:4) states that, apart from targets or system planning, what also needs to be considered to achieve a training program is the method of assessing the extent to which the training program targets can be achieved, as well as using appropriate methods, so that the system used is appropriate and appropriate. with the intention of.
3. Training system material in a training, of course the material is very related to the training. Without material, a training system will not work. According to Fatimah (2013:4), one of the achievements of the training program is that the material is presented in depth so that it is able to change attitudes and improve employee performance. Apart from that, the material is appropriate to the technical background, problems and understanding of the participants.

Thus, it can be concluded that training is an activity carried out to produce the desired output through a program or method that has been designed according to the intended target.

Development

Development is a process where employees acquire skills and experience to be successful in their current job and future tasks (Kaswan, 2013). Training and development itself is very important because both are methods used to maintain, improve and maintain public employees in the organization and at the same time improve the skills of employees so they can then increase their productivity. According to Edi Sutrisno (2011: 70) Human resource development can actually be seen from two aspects, namely quantity and quality. The definition of quantity concerns the amount of human resources. Quantity of human resources without good quality of human resources will be a burden on the company. In the context of human resources, development is seen as improving the quality of human resources through training and education programs.

Performance

Employee performance is often interpreted as the achievement of tasks, where employees at work must comply with the organization's work program. Shows the level of organizational performance in achieving the organization's vision, mission and goals. According to Kartono (1996: 123), the definition of performance is the ability to carry out tasks and achieve standards of success

that have been determined by the agency for employees in accordance with the job given to each employee.

Meanwhile, according to Sedarmayanti (2014: 259) performance comes from the word performance, which is a noun where one of the meanings is 'thing done' (something that has been done). Performance translation of performance means:

1. Actions, implementation, work, work performance, effective work implementation
2. The results of the work of a worker, a management process or an organization as a whole, where the results of the work must be able to be shown in concrete and measurable evidence (compared to predetermined standards).

Previous research

Based on the research results of Muh Taufik (2018), training has a fairly strong relationship with employee performance. This can be seen from the results of calculating the correlation coefficient using correlation analysis. From the results of these calculations, a positive correlation coefficient value was obtained, namely 0.496. Meanwhile, from the results of calculating the coefficient of determination, a value of 20.9% was obtained, which shows that the level of training has an effect of 20.9% on employee performance at the Makassar City Religious Education and Training Center.

According to Dzatmiati Sari (2016), research results show that motivation, training and development partially have a significant influence on the performance of employees of the Budget Directorate II - Directorate General of Budget, Ministry of Finance. Meanwhile, simultaneously motivation, training and development have a significant influence on the performance of employees of the Budget Directorate II - Directorate General of Budget, Ministry of Finance. The variable with the most dominant influence is training and development.
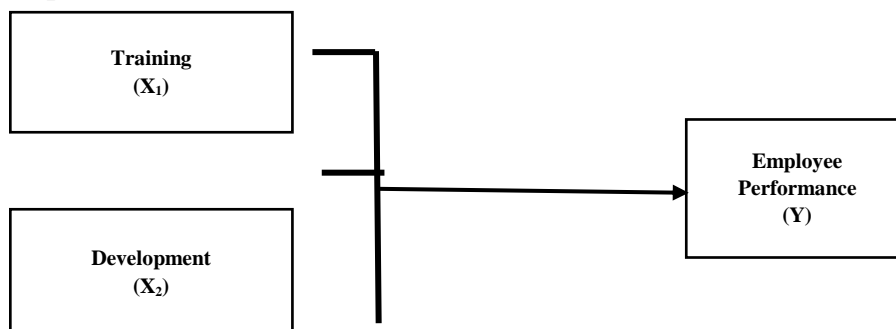
Conceptual framework

Figure 2.1. conceptual framework

Hypothesis

Based on the framework of thought, the following research hypothesis can be proposed:

1. Training influences the performance of non-medical employees at H. Adam Malik General Hospital, Medan.
2. Development influences the performance of non-medical employees at H. Adam Malik General Hospital, Medan.
3. Training and development influences the performance of non-medical employees at H. Adam Malik General Hospital, Medan.

Research Approach

The method used in this study is a quantitative method. According to Sugiyono (2017) Quantitative research is a "research method based on the philosophy of positivism, used to examine in a particular population or sample, data collection is a research instrument, data analysis is quantitative or statistics with the aim of testing the predetermined hypotheses".

Research Place

This research was conducted at the Central H. Adam Malik Central Hospital which is located at Jl. Bunga Lau No.17, Farmers Victory, Kec. Medan Tuntung, Medan City, North Sumatra.

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Population and sample/type and source of data

According to Sugiyono (2018: 117) the population is an explanation area contained in a phenomenon or topic that has the capacity and specific characteristics specified for the reviewer for studying and then the conclusion is drawn. The population in this study were all administrative staff (non -medical) at H. Adam Malik Hospital as many as 488 people. As for the sample researcher uses random samples based on the area or region (cluster random sampling). As the name implies the sampling model determines the sample based on a group or area of a particular population.

RESULTS AND DISCUSSION

Normality test

One of the conditions that must be met in regression analysis is that the data and regression model must be normally distributed. The normality of the data can be seen from the Kolmogorov-Smirnov normality test for each research variable. Data were analyzed with the help of SPSS 21. The basis for decision making was based on significance. If sig > 0.05 then the research data from each variable is normally distributed. Complete normality test results can be seen in the following table:

Table 4.1
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.11268071
Most Extreme Differences	Absolute	.081
	Positive	.060
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.106

a. Test distribution is Normal.
b. Calculated from data.

As can be seen from the table in the One-Sample Kolmogorov-Smirnov Test, it is known that the asymp.Sig (2 tailed) value is 0.106. As explained above, if sig > 0.05 then the research data is normally distributed. Thus it can be concluded that sig 0.106 > 0.05, so this data is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. Based on the test results with SPSS 21, the following results were obtained:

Table 4.2
Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	25.206	1.570		10.278	.000		
Pelatihan	.405	.065	.605	4.083	.000	.621	1.610
Pengembangan	.145	.059	.249	2.264	.011	.621	1.610

a. Dependent Variable: Pelatihan, Pengembangan

The VIF value for the training and development variables (X1, X2) is 1.610 < 10, while the tolerance value for training and development (X1, So it can be concluded that the independent variables are not multicollinearity.

Partial Test (t Test)

Partial hypothesis testing (t test) was carried out to partially determine the influence of training (X1) and development (X2) on employee performance (Y). With the criteria, if tcount > ttable with a significance level of 0.05 then the hypothesis is accepted, and conversely, if t count < t table with a significance level of 0.05 then the hypothesis is rejected. Test results using the SPSS 21 program, obtained the following results:

Table 4.3
T Test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	25.206	1.570		10.278	.000
Pelatihan	.405	.065	.605	4.083	.000
Pengembangan	.145	.059	.249	2.264	.011

a. Dependent Variable: Pelatihan, Pengembangan

Based on the results obtained above, the training and development t-values (X1, Meanwhile, the ttable value with degrees of freedom (dk) = N (50) is 1.676 at a significance level of 0.05. So for variable and for variable Thus, there is a positive influence between training on employee performance and there is a positive influence between development on employee performance.

Simultaneous Test (F Test)

Simultaneous hypothesis testing (F Test) was carried out to determine the effect of training (X1) and development (X2) on employee performance (Y) simultaneously. With the help of SPSS 21 the test results are:

Tabel 4.4
F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	167.811	1	167.811	17.145	.000[b]
Residual	959.189	98	9.788		
Total	1127.000	99			

a. Dependent Variable: Kinerja Pegawai
b. Predictors: (Constant), Pelatihan, pengembangan

From the results of the calculations above, an fcount of 0.05 is obtained, then this value is compared with the ftable at a significance level of 95% or $\alpha = 0.05$ and df1 = 2-1 = 1, df2 = 50-2 = 48, obtaining a ftable of 3.09. So fcount > ftable or 17.145 > 4.04. So it can be concluded that there is a positive and significant influence between training and development on the performance of Non-Medical Employees at H. Adam Malik Hospital Medan.

Coefficient of Determination (R2)

The coefficient of determination test was carried out to determine how much the training (X1) and development (X2) variables contribute to the performance of non-medical employees at H. Adam Malik General Hospital, Medan. From the results of SPSS 21 calculations, the coefficient of determination value is obtained as follows:

Table 4.5
Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771[a]	.595	.578	2.95450

a. Predictors: (Constant), Pengembangan, Pelatihan
b. Dependent Variable: Kinerja

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From the table data above, the coefficient of determination (R square) value is 0.595, which means that 59.5% of the training and development variables can explain the high performance of employees and the remaining 40.5% is explained by other variables not studied in this research.

DISCUSSION

The Effect of Training on Employee Performance

There is a positive influence between training on employee performance at RSUP H. Adam Malik Medan. This can be known through hypothesis testing with the training t-count value (X1) of 4.083 with a significance value of 0.000. Meanwhile, the ttable value with degrees of freedom (dk) = N (50 – 2 =48) is 1.676 at a significance level of 0.05. So for variable. Training plays an important role in improving employee performance, because training can improve skills and expertise related to their work so that performance is more optimal at RSUP H. Adam Malik Medan. According to research results (Dusauw, 2016; Edy Kumara & Utama, 2016) training has a significant effect on employee performance.

The Effect of Development on Employee Performance

There is a positive influence between development on employee performance. This can be known through hypothesis testing with the development t-count value (X2) of 2.264 with a significance value of 0.000. Meanwhile, the ttable value with degrees of freedom (dk) = N (50 – 2 =48) is 1.676 at a significance level of 0.05. and for variable. Career development is one of the factors that influences employee performance (Dewi & Utama, 2016) because optimizing employee performance in a company can be achieved by paying attention to career development factors. H. Adam Malik Hospital Medan will get human resources that suit future needs by carrying out a good career development process. The results of this research are in line with (Sari, 2016; Suryadani, 2016) which states that career development has a significant effect on employee performance.

The Effect of Training and Development on Employee Performance

There is a positive and significant influence between training and development on the performance of Non-Medical Employees at H. Adam Malik Hospital Medan. This can be seen through hypothesis testing to obtain an fcount of then this value is compared with the ftable at a significance level of 95% or α = 0.05 and df1 = 2-1 = 1, df2 = 50-2 = 48, obtaining a ftable of 3.09 . So fcount > ftable or 17.145 > 4.04. Thus, the analysis results show that training and development have a significant effect on employee performance. This can be interpreted as meaning that if training and development increases, employee performance will also increase. On the other hand, if there is no training and child development decreases, employee performance will also decrease.

CONCLUSIONS

This research supports theories which state that training and development are important factors in improving individual performance. These findings also provide empirical evidence regarding the effectiveness of training in the context of health institutions such as RSUP H. Adam Malik Medan. From a managerial perspective, the results of this study suggest the need to develop more integrated training strategies, including both online and face-to-face training. In addition, it is important to carry out regular evaluations of the effectiveness of the training programs that have been implemented. It is hoped that further research can examine other variables that influence employee performance outside of the variables that have been studied by the author.

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