

Online Vs Classroom-Type Training for Human Resources Impact toward the Development of Banking Institution in Indonesia

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ABSTRACT:

A bank needs talented human resources to survive in a pandemic caused by COVID-19. Continuous improvement of employees through training and education is essential to overcome the challenge of economic problems. This study has a purpose to observe if the training has sort of impact on the profit of Mandiri Bank. The samples are reports from 2015-2020 collected from the Mandiri Bank website. The samples were divided into two, training and income. The report using the regression technique. The data are analyzed using SPSS. Classroom training has more effect on premium income than online training, shown by R square score 0,65 than an online one, 0,2. However, neither classroom nor online has a significant impact on net profit. Another result is non-permanent employees has higher R square score than permanent one toward premium income. The reason because non-permanent employees are involved in a project outside the daily routine of the bank. Employees feel more responsible toward their job by involving them with high salary projects and decision-making.

1. Introduction

Human resources are the key to managing the company and institution. The sustainability of the company itself depends on its human resources in operating the daily activities to seek profit (Ma et al. 2017). The role of human resources is important to determine the production process of goods and services, planning the company's strategy, as well as in expanding the market business. These three aspects will be difficult to be executed well if there are no qualified and adequate human resources. Both the quantity as well as the quality

of human resources must be balanced to create sustainability of the company's development (Cumberland et al. 2016).

Attention to human resources or human capital as a factor of the main production line for most companies is often underestimated. One of the reasons because the owner of small and medium companies emphasize too much on profit due to the purely business perspective (Purwanto, Asbari, and budi Santoso 2019). Another reason because the common belief of incompetent business leaders that human resources is abundant and can be replaced



anytime for the sake of business sustainability. Lack of valuing human resources in prolonged time can disrupt the stability of the national economy (Pearse 2017).

Banking is one of the institutions that serve the client in depositing, borrowing, and exchanging money (Nahar, Faza, and Azizurrohman 2020). A bank must have precision in accounting money and financial report. One mistake could make a loss in millions or even billion led to bankruptcy. To maintain such precision, the human resources of a bank must have a sense of loyalty as well as fully adjust to the environmental work of the institution to avoid any future mistake (Eliyana and Istyarini 2017). To achieve near-perfect precision of work in human resources of the bank, the leader of the branch and central office must empower them and nurture them (Rahi and Ghani 2019).

In Indonesia, most of the large banks are owned by the government as a state-owned enterprises. State-owned enterprises get the capital from the government through the Indonesian bank as Central Bank. The capital from the government comes from taxes paid by people to the government so that state-owned enterprises have to make sure that not have to get the financial problem (Daryanto 2018). Mandiri Bank is one of the state-owned enterprises that must have a long development program to ensure the sustainability of the bank. If Mandiri bank gets a financial problem or fails to meet liquidity, more money is required by the government to sustain the bank itself, which means that more money from society is wasted (Yasin 2014).

To be able to survive and win the increasingly tight and fierce competition because of globalization, Mandiri banks are required to have a competitive advantage (Umboh et al. 2018). One of the factors is to create competitive advantage is by the advantages of qualified Human Resources (HR) who can provide a big contribution. Continuous improvement through training and education is required to maintain the skill and capability of HR (Eliyana and Istyarini 2017).

Thus, continuous improvement of their employees through training and education is essential to overcome the challenge of the economic problem caused by the COVID-19 pandemic (Hossain 2021). As a result of the COVID-19 pandemic, especially in Indonesia, all of the banks face the fear of economic turmoil as a result of the decreasing economic activities (Koumpouras and

Helfgott 2020). Thus HR of the Mandiri Bank is expected to maintain the management of banks to avoid excessive loss during pandemics (Djufri et al. 2021). This study has a purpose to observe if the training has a sort of impact on the profit of Mandiri Bank.

2. Literature Review

Training for Maintaining Human Resources' Ability

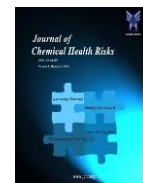
Companies need competent personnel in their fields to create better products and services for the customer. To do so, a company needs to scout talented human resources to fill the position that the company needs (Cumberland et al. 2016). It often causes a talent hunt for many big companies, because more talented human resources, more innovation can be created. Even SMEs need talented human resources to reach the break-even point before can getting profit (Sirén, Thorgren, and Järlström 2018).

The more innovation created by human resources, the more opportunity for a company to increase their sales result, along with expanding market size (Almaududi 2020). Indeed, finding the appropriate human resources for a certain role is not easy for a company. The company often hires a fresh graduate with little working experience in each field just to fill the role. As a result, continuous training for employees is an important thing to reshape employees into what the company wants. Through training, employees as part of human resources can also learn the company's environment and work rhythm, so that they will not be left behind and can synergize with the current employees (Ghasemi et al. 2017).

3. Method

This study uses secondary data collected from the website bankmandiri.co.id as the personal website of the Mandiri Bank. The data collected the samples from 2015-to 2020. The samples are divided into two categories the number of participants who attended training and income. For training categories, it is also divided into two, which are online and classroom training. The income categories are also divided into two namely premium income in million rupiahs, and net profit in trillion rupiahs (Maulanaa and Rusmitab, n.d.).

The data first are tabulated into the table to see if there is a change during 6 years period, especially during 2020



when COVID-19 started to become massive in Indonesia. Then the data is analyzed using the regression method to show the R square/ R^2 score (Fouladi and Navimipour 2017). The R square score is used to determine whether the independent variable influences the movement of the dependent variable. The independent variables are types of training, while dependent variables are types of income (Wardhana 2020).

The score point criteria of R square are categorized into four types. If the R squared score is less than 0.3, it is considered as no effect or so weak in effect size. Then if the R squared score is 0.3 to 0.5, it is recognized as weak or low in effect size. If the R squared score is about 0.5 to 0.7, it is considered moderate in effect size. Last if the

R squared score is more than 0.7, then this effect size is considered strong. The data is analyzed using SPSS software (Cumberland et al. 2016).

The result of the analysis then is observed using the theory of entrepreneurial leadership by Roebuck (2004) to explain the phenomena behind the result. It is also to explain the management of Mandiri bank toward the employees' development through training. Since Mandiri Bank is considered as one of the state-owned enterprises which need good entrepreneurial management, this study will use the theory of entrepreneurship to explain the discourse behind the management of training and its effect on income (Roebuck 2014).

4. Result And Discussion

Table 1 Statistic of staff development program (SDP) in Mandiri Bank during 2015-2020

	Number of participants (employees)		Premium Income (Million Rupiahs)	Net Profit (Trillion Rupiahs)
Year	Online Training	Face to face Training		
2015	152.531	50.501	9.546.893	20,33
2016	121.827	46.023	9.377.741	13,81
2017	42.207	42.207	10.325.187	20,64
2018	203.562	51.899	10.342.487	25,02
2019	191.038	51.791	11.113.650	28,46
2020	455.599	13.622	12.890.360	17,65

Source: bankmandiri.co.id

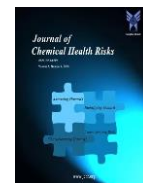
The table above shows that there significant increase in online training participants during 2020. Due to the restriction to decrease physical activity in society's life implemented by the Indonesian government supervised by President Jokowi in 2020, society is suggested to move to an online system in conducting daily activities related to work and education. The table above shows that the premium income of Mandiri bank in 2020 is the highest than the previous years. However, net profit seems to decreased significantly from being highest in 2019, to second-lowest in 2020.

Premium income can be the highest in 2020 since many people need insurance from banks to protect their funds since premium income is received by selling protection of risk to a customer (Susilawati, Falefi, and Purwoko 2020). Since the stock market is also not in a good position during the COVID-19 pandemic, the option contract led by the banks is also demanded highly by the

customers or buyers of shares. It is riskier to buy the stock of the bank without an option contract during this pandemic (Kesler and Bash 2021).

The sudden increase in death rate or positive case of COVID-19 can lead the government to implement lockdown. This will lead to a down period of economic growth that will also affect the value of stock in the stock market. Moreover, if the period of lockdown is prolonged, it will cause an economic recession which also led to the beaten-down value of the stock (Nag and Puniani 2021). The closure of the Branch Company, the sudden drop of demand for the product, along with the rise of unemployment also factors of economic recession which is dangerous for the investors (Caraka et al. 2020).

For the net profit, it is understandable that it dropped significantly in 2020, where it increased significantly in 2019. The regulation to work from home for society reduces the daily expenses of the Mandiri Bank. But the



demand for financing credit for an asset of small and medium enterprises (SMEs) was also greatly reduced too (Muzakki 2020). Moreover, since the partial lockdown issued by the government affect the purchasing power of society, the return from financing credit also greatly reduced, resulting in increasing non-performing loan (NPL) (Susilawati, Falefi, and Purwoko 2020).

Table 2 Employees composition based on the recruitment status

Year	Permanent employees	Non-permanent employees	Trainee
2015	25.099	7.284	354
2016	30.024	8.694	222
2017	30.464	7.704	136
2018	32.233	7.073	503
2019	33.308	5.503	254
2020	33.727	4330	190

Source: bankmandiri.co.id

Table 2 shows that permanent employees keep increasing every year, while the number of non-permanent and trainee constantly changing. In 2020, non-permanent employees are the least than the previous year, while trainees are the second least after the year 2017. Mandiri Bank emphasizes more in adding more permanent employees rather than non-permanent or trainees (Wiseto, Hubeis, and Sukandar 2016).

Permanent employees can have more loyalty toward the institution because they do not worry about the future of their careers. Different from on permanent and trainee who still need to prepare for the future path after their contract expired. Permanent employees also can be developed faster because they have no worries of losing their job (Pearse 2017). Because they are permanent, the institution can shape them continuously to suit what the institution's intended to achieve a greater result (Paramita, Lumbanraja, and Absah 2018).

Table 2 also shows that only permanent employees rose, while non-permanent and trainee decreased in 2020. Even though in 2020 COVID-19 throw Indonesia economy into despair, but Mandiri Bank hire more permanent employees rather than non-permanent and trainees. States in his study that permanent employees are guaranteed to stay with the institution for a long time. As a result, an institution can develop its skill through training, which is one of the ways to create quality human

resources with company goals and objectives. The training aims to improve employee performance in achieving work results set. Training is an effort related to improving the abilities or skills of employees who have already occupy a certain job or task (Vyas 2019).

If employees are switching jobs or resigned, training is just wasting time and the institution's resources. As a result, institutions focus on giving training only for the permanent workers. Trained workers which are resigned from institutions can also become potential threats if they are hired by workers of competitor's institutions.

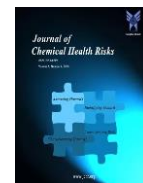
Table 3 Score of R Square of training to premium income

<i>Regression Statistics</i>		
	Types of training	
	Classroom	Online
Multiple R	0.81	0.42
R Square	0.65	0.18
Standard Error	9709	82726.7
Observations	6	6

It can be seen from Table 3 that the score of classroom training is moderate, which means that classroom training is not always affecting the increase of premium income. But indeed, classroom training can affect the productivity of human resources, so that it can also increase the premium income. Different from classroom training which has moderate R Square, online training seems to not affect classroom training. It is shown in table 3 that the R square score of online training is really weak, which means that there is no significant effect of the online classroom toward premium income.

States in their study that Indonesian people have a culture to gather and discuss something which becomes part of their daily life. Moreover, the culture of Indonesia which is accustomed to being taught in the classroom makes them harder to adjust to online learning (Galanou and Farrag 2015). By sitting together in a classroom in learning something new, they can start in discussing the material s and share their experience of their own life which are related to the topic they are learned at that time (Rosadi and Kristyan 2017).

Moreover, there is also a barrier of technological understanding in the older and even millennial generation which makes online learning more difficult.



Not all of the human resources working in the state-owned enterprise bank fully understand technological advances in communication, especially in the learning process (Eliyana and Istyarini 2017). Since the premium net is the total income of a company earned from insurance paid by a customer or client, it needs constant marketing and promotion from eligible human resources to maintain the insurance (Brynjolfsson et al. 2018).

Classroom training can create an atmosphere which is the potential for human resources to grow. It is one of the aspects of entrepreneurial leadership, which is creating a conducive atmosphere for an employee to grow. Since Indonesian people are accustomed to learning through face-to-face communication, classroom training is the right atmosphere than online learning to discuss what topic is being learned too difficult to understand, so that they can discuss and work together (Mukminin et al. 2017).

Table 4 Score of R square of training toward net income

<i>Regression Statistics</i>		
	Types of training	
	Classroom	Online
Multiple R	0.45	0.21
R Square	0.20	0.04
Standard Error	14688.95	89312.7
Observations	6	6

Table 5 also shows that the score is less than 0.3, which means that there is no significant effect of online training on net income. Similar to classroom training, online also does not have a significant effect. Net income is quite different from premium income, which is total income minus all of the expenses. Net income can be affected by many things which are categorized as expenses, especially training expenses.

Table 5 Score of R square of employees based on status toward premium income and net profit

Status of employees	Premium income	Net profit
Permanent	0.73	0.26
Non- permanent	0.92	0.12
Trainee	0.038	0.20

Table 5 shows that permanent employees get to score more than 0.7, which means that the number of

permanent employees also affects premium income. But surprisingly, the score of non-permanent employees is higher than a permanent one, more than 0.9. It can be said that non-permanent employees affect more in premium income than a permanent one. As for the trainee, no significant effect on both income, because trainees are still on the beginner level in understanding the job responsibilities of Mandiri Bank so that there will be any mistake that they will do in handling the job. For net profit, all types of employees show no significant effect on net profit. Their R square score is lower than 0.3.

One of the reasons why non-permanent employees affect more toward premium income is because they tend to have more innovation than permanent employees. Permanent can be relieved because they don't need to think about what to do after their contract expired. However, non-permanent one needs to be more and more creative, so that institution will see them as "worthy" and will get accepted as a permanent one.

Moreover, non-permanent employees in most state-owned enterprise banks in Indonesia tend to be more creative to apprehend the opportunity of business that they can work on their own. Many vendors are owned by the non-permanent employees not only in Mandiri bank, but also in other Indonesian state-owned enterprises to finish the specific big project (Paramita, Lumbanraja, and Absah 2018). This is the atmosphere created by the culture of the unofficial workforce that can lead to the sudden rise in income of institutions better than through their official department (Liñán, Paul, and Fayolle 2019).

Involving employees to take part in the big project by leaders is one of the criteria of entrepreneurial leadership. The employees will also understand their role better and also be more responsive to their job because they are directly involved in the project and the profit will be shared with them equally. Moreover, the success of the big project depends on the innovation of the employees themselves. The more they being creative the bigger income they will get (Koryak et al. 2015).

An entrepreneurial leader also has a sense of necessity in creating learning environments that encourage others to increase their knowledge (Pihie, Asumiran, and Bagheri 2014). For example leaders of the Mandiri Bank create an environment for non-permanent employees to learn more about how to deal with the big project (Djufri et al. 2021). Leaders of Mandiri Bank create the environment,



so that the employees want to expand their experience, and overcome challenges in clearing the big project so that both Mandiri Bank along with the employees get the big sum of money from the project outside the routine work (Marcellina and Imam 2018).

Table 1 shows that net profit as the net grossing profit which is clear from any expenses significantly decreased in 2020 as a result of COVID-19. Therefore, the leaders of Mandiri Bank need to be flexible to find a new solution that is different from the normal situation. Based on Roebuck on his study, entrepreneurial leaders need to be aware of their surroundings, especially toward the condition of their own companies. They need to find out the opportunity behind the difficult situation (Roebuck 2014). The opportunity needs to involve every employee without pay attention to the leader's superiority to perish the barriers between leader and employees (Pearse 2017).

When the employees are willing to involve in any project that can lead to the stability of the company, leaders need to trust that they are responsible for their job. Leaders need to direct the employees to create their self-awareness of their job responsibilities (Purwanto, Asbari, and budi Santoso 2019). When they are successful in finish the project, leaders should share the profit based on the mutual agreement along with the rewards, so that they are motivated to finish more projects next. By keep continuing this cycle, the company or institution will survive in the uncertain situation as a result of the economic recession caused by COVID-19 (Bolman and Deal 2015).

The uncertainty caused by COVID-19 makes the business sector adapt quickly based on the market trends. Entrepreneur leadership emphasizes how leaders can lead their employees as part of the human resources to make them feel comfortable at the workplace just like at their own home (Johansen and Euchner 2013). Leaders also need to make sure that their employees are happy with their rhythm and work environment (Marbun 2013).

Entrepreneur leadership has a distinction from other leadership styles in that it allows the employees to create their work schedule to adjust their work rhythm. Employees are emphasized to fill the role based on their specialization to create an accurate work result. Employees are also responsible for their work so that work can run without supervision. This is the main goal

of a business entity so that it can maximize young ages and talented people to maximize their potential without coercion (Koryak et al. 2015). By offering the project to their employees, Mandiri Bank can maximize the potential of non-permanent employees along with receiving more income by sharing profit with non-permanent employees in finishing the project (Yasin 2014). Employees will feel happy and increase the chance to stay with the Mandiri Bank for working on the next project (Pihie, Asuimiran, and Bagheri 2014).

5. Conclusion

Based on the result above, it can be concluded that only classroom-type of training toward employees affects premium income. Moreover, the result also shows that both the number of permanent and non-permanent employees have a significant effect on premium income. The score of the R square of non-permanent employees is higher than permanent toward premium income. The involvement of non-permanent employees toward the project owned by Mandiri Bank is the reason why non-permanent employees have a higher score.

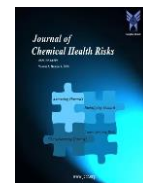
The number of the premium income also increased sharply during 2020, which was the year of COVID-19. The reason because customers need protection toward the stock. However, net profit is sharply decreased during 2020. There is also no effect of neither classroom nor online training toward net profit. The number of employees also has no impact on the increase of net profit.

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This study is free from conflict of interest related to the financial nor research process. This study has also free from plagiarism.

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