

CHAPTER I

INTRODUCTION

1.1 Overview of Research Object

Review of research object that a writer does is PT. Simpatindo Multimedia, West Bandung, West Java.

PT. Simpatindo Multimedia (PT. SMM) is a subsidiary of Sarindo Group, which was established on October 29, 2002, incorporated as a Limited Liability Company. Currently PT. SMM is Telkomsel's Authorized Dealer for Jabodetabek, West Java, East Java, Balinese, Southern Sumatra, and Borneo.

PT. SMM, as an authorized Dealer at 6 Regional, only focuses on the distribution of Telkomsel and Telkom Flexi products with the target market to the downstream market directly to the sub-district area in a Regional. In addition as part of Sarindo Group which is the owner of the D-One mobile phone brand, distributor of Huawei mobile phones, Motorola mobile phone distributor, Sarindo Service Center, iPhone Distributor, BlackBerry Distributor, and Huawei modem distributor greatly assist PT. SMM in expanding its market because it can do bundling and certain programs such as Jack phone which is a bundling of D-One mobile phone programs and Simpati special cards for Jackmania (Persija Supporters Community), Huawei modems for Telkomsel Flash programs, bundling Huawei mobile phones with the first Simpati Max, iPhone bundling and BlackBerry bundling.

In terms of financial management, PT. SMM always tries to make DOA payments immediately in accordance with Telkomsel regulations. To support cash flow turnover, PT. The SMM makes a policy to quickly distribute the products that have been obtained from Telkomsel and pay attention to the accuracy of payment from the Partners of RS, SD, KiosHALO as well as OBIN.

The distribution of goods is not carried out to just a few large agents but distributes to small network networks in large areas so that the payment/flow of money is not fixed on certain people. To widen the market, currently PT. SMM works with third parties such as Indomaret, in providing all electrical pulse needs

sold on the networks of Indomaret, Indogrosir, and Superindo. The Indomaret network has reached more than 6,400 outlets, the Indogrosir network has 300 OMI (Indogrosir Partner Outlets) and more than 2,500 red members and the Superindo network also has more than 65 Outlets.

For International trade, PT. SMM has collaborated with Fixed & Mobile in marketing Telkomsel products in all Fixed & Mobile marketing networks in Singapore, Malaysia, Hong Kong, Kuwait, and Saudi Arabia to top up all regions of Indonesia. The collaboration includes cooperation in transaction systems, the supply of goods and system maintenance. PT. Simpatindo Multi Media provides a special internet path to serve the demand for electric pulses for the sale of Fixed and Mobile. Requests for Telkomsel top-up to enter the system will automatically be divided into each region according to the existing HLR. If there is a request but the HLR is outside the regional area owned by PT Simpatindo Multi Media (for example in the Sulawesi area) then the system will conduct random shooting from the regional stock currently available.

Besides that, PT. SMM is developing partnerships with several minimarkets, restaurants, cooperatives, and pharmacies that use the computer's cash register at the time of the transaction. The program developed is that customers can make transactions directly at the cashier to purchase electrical pulses. PT. Simpatindo Multi Media is supported by a solid IT team that continues to grow in accordance with the development of IT and the development of work programs.

IT at PT. Simpatindo Multi Media is centralized and decentralized where IT in each region/outlet has different developments and specifications but still centers on an integrated system semi on a line with the center.

A. Vision and Mision

Vision

Develop and grow the market with Telkomsel.

Mission

Expanding the business thru vast channel supported by strong financial, professional management and commitment to excellence.

B. Simpatindo Multi Media West Bandung Cluster Organizational Structure

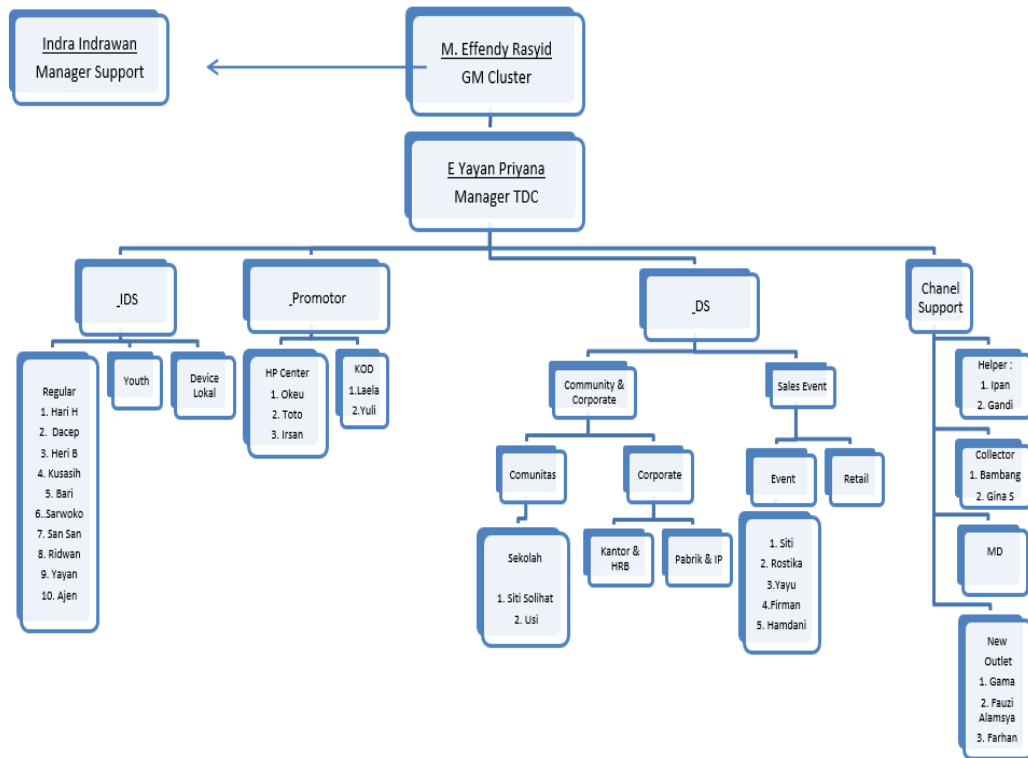


Figure 1.1
Simpatindo Multi Media West Bandung Cluster Organizational Structure

C. PT. Simpatindo Multi Media Logo



Figure 1.2
Simpatindo Multi Media Logo

1.2 Research Background

Competitive advantage is important for every company to face increasing competition among companies. In Human Resource Management, the main role of Human Resource Management is to provide employees who can work in accordance with the company's strategic plan (Widyasari, et.al. 2015).

Companies that have high competitiveness use training practices to improve the ability of workers to carry out the company's business strategy. Basically, the training is arranged in accordance with the needs of the company's business strategy, this is so that the training carried out can provide benefits for the company and provide benefits to employees, namely to be able to carry out the work in accordance with the work standards determined by the company. Employees who carry out work in accordance with the company's work standards will increase the effectiveness of their work, which in turn has an impact on the achievement of the company's business strategy (Widyasari, et.al. 2015).

Training leads to the method used to provide skills to new employees and old employees related to the skills they need to carry out their work. In general, the implementation of training in companies has several components, including training methods, training instructors and training materials (Mangkunegara (2013:44).

Human resource management is the process of obtaining, training, assessing, and compensating employees, and paying attention to their work relationships, health and safety, and justice issues. Human resource management is very important for all managers because it can avoid personnel errors and increasing profit and performance (Simamora, 2014:14).

In this era of globalization, every company is required to compete with other companies. Changes that have changed the way companies run their businesses, therefore every company must have a competitive advantage in order to win the competition with competitors.

Simpatindo Multimedia is a company engaged in telecommunication trading as Telkomsel and Flexi dealers, Simpatindo has various distribution networks through

Geraihalo, Branch Office and Office which are spread in Jabotabek, West Java, East Java, Balinese, Kalimantan, and South & Central Sumatra. One of the Simpatindo located in the West Java region is the Simpatindo West Bandung cluster, which is located in the Lembang region with the number of employees of the Simpatindo West Bandung cluster in 2018 as many as 45 people (www.simpatindo.com).

In every job, in order to obtain maximum results in performance, the company needs to provide training to its employees, the reason for the implementation of training for employees is that newly recruited employees often do not understand correctly how to do the work, changes in the work environment and workforce, increasing the company's competitiveness and improving employee productivity, employees adjust to the existing regulations. Therefore, it means that in the performance management process in the company, training is a very important factor (Hariandja, 2002:169).

Training is needed by companies in order to improve the quality of human resources in improving the performance and advancing the company, and is one of the factors that are very important for competition both outside and inside the country, the development of circumstances, science and technology very quickly in an institution need to be balanced with efforts to develop human resources that function in running the agency. The following data obtained by researchers regarding training at Simpatindo Multimedia West Bandung are as follows:

Table 1.1
Simpatindo Employee Training Data 2013-2017 Period

No	Training Dimensions	Standard Weight %	Year (%)				
			2013	2014	2015	2016	2017
1.	Instructor	100	66.67	76.87	79.81	81.98	90.00
2.	Training participants	100	63.33	67.65	62.56	63.40	63.10
3.	Material	100	76.67	75.81	63.89	67.87	73.00
4.	Method	100	66.67	65.34	66.78	67.81	68.00
5.	Training Objectives	100	81.56	84.87	85.98	86.75	87.98

Source: PT. Simpatindo Multimedia West Bandung Internal Data

Based on the table above can be seen the condition of the training conducted at Simpatindo West Bandung 2013-2017 Period, it can be seen that the results of the training have not shown the maximum conditions, this is because there are still some training items that are still lacking, especially in the number of attendees training method used. In the training instructor items from year to year, the company tries to present instructors who are of high quality in the field of telecommunication trading that can help the training members. It can be seen that the instructional value increases, but this has not been matched by the awareness and enthusiasm of the training participants namely the employees of Simpatindo West Bandung for the importance of participating in training, this can be seen that the trainees from 2013-2017 fluctuations tend to increase significantly in 2014, but there has been a decreasing in 2015 and 2017.

For the material presented in this training activity, getting good grades, it can be seen that the assessment of material from 2013-2017 results are increasing every year, this happens due to the skills of the training instructor, then in the aspect of the results method obtained tends to fluctuate, there is a decreasing in 2014, and in the aspect of training objectives, this value increases year by year because of the clear objectives of the company, with training for employees to improve the performance of employees.

Based on the results of the training, the results were concluded that the training held by Simpatindo West Bandung for a period of 5 years was not optimal, because of from Training Participants and Method there are still decreasing in the last 5 years. Elnaga et al. (2013) stated that without proper training employees do not receive information and skills development to the maximum potential used to complete the given task. Based on the description the results of the training that are less than the maximum can affect the results of employee performance in the company.

The need for improving employee performance is a business strategy need that needs to be considered in a training plan within a company. In general, companies have compiled work that has been adjusted to the company's business strategy. Training is an integrated process used by employers to ensure that employees can

work to achieve goals, namely the objectives of the company's business strategy. The training held by the company aims to reduce the gap between employee performance and the work standards set by the company. This means that currently training also plays an important role in the process of managing a company's performance.

Good employee performance is important for the company. Employee performance is the ability and competence of employees based on the level of knowledge and disciplines to carry out their work in accordance with work standards that have been determined by the company and universal work standards (Mangkunegara, 2013). Based on this explanation means that in addition to training, the ability of employees also determines the extent to which employee performance can be achieved. One of the company's efforts to improve employee capabilities is through the implementation of training as well.

Performance is the most important element to achieve the goals of Simpatindo West Bandung Cluster, performance refers to work performance resulting from the implementation plan to achieve organizational goals. Employee performance is a very important thing in the company's efforts to achieve goals. With the high performance of employees, it is expected that the desired company goals can be achieved (Yusnita and Fadhil, 2015: 2). Performance is the result of one's work in carrying out the duties and responsibilities that are burdened to him. Employee performance assessment is carried out by the managers concerned in the company (Yulianti, 2015: 901). Good performance is a determining factor for an industry capable of facing global competition, especially in Indonesia.

The work performance appraisal at the Simpatindo West Bandung uses KPI (Key Performance Indicator) based on two indicators, namely the first work result which consists of the number of jobs and the quality of work, both individual performances consist of the initiative, responsibility, cooperation, and achievement motivation. The workload assessment is 60%, while the weight of the individual performance is 40%. Following is the KPI (Key Performance Indicator) report of Simpatindo West Bandung employees during 2015-2017.

Table 1.2
KPI (Key Performance Indicator) Employees at Simpatindo West Bandung
Cluster in 2015-2017

DESCRIPTION		WEIGHT		
		2015	2016	2017
Work Results		44%	43%	40%
1	Work Order	19%	19%	17%
	Achieving the level of completion of work is adjusted to the predetermined target in a certain period			
2	Work Quality	19%	19%	18%
	Achievement of the level of quality of work adjusted to the predetermined target in a certain period.			
Performance Individual		32%	28%	25%
1	Initiative	9%	9%	7%
	The individual's ability to convey a number of ideas or thoughts in working based on science and logic or reason that can be generally accepted and can be implemented according to the needs of the team or company.			
2	Responsibility	8%	8%	7%
	The ability of individuals to account for the results of their work and respond to each input is positive and always useful work result.			
3	Team Work	8%	7%	5%
	The ability to be able to work effectively with other people inside and outside the organization to achieve goals, and to recognize and solve problems together).			
4	Achievement motivation	9%	9%	6%
	The desire to always be high achievers and not quickly satisfied with what is produced at work.			

Source: PT. Simpatindo Multimedia West Bandung Internal Data

Based on the table above, the performance evaluation of Simpatindo West Bandung Cluster employees during 2015-2017 using KPI (Key Performance Indicator) has decreased and is still below the target set by the company. The assessment of workload weights only reached 44% in 2015, again decreasing to 43% in 2016, and in 2017 to 40%, where the achievement of the level of completion of work adjusted to the predetermined target in a given period only received a 19%

rating during in 2015-2016 and again declined in 2017 at 17%. Achieving the level of quality of work adjusted to the predetermined target in a given period received an assessment of 18% in 2017, wherein 2015-2016 it was 19%. Then, evaluating individual performance by 25% in 2017, decreasing compared to 2015 which was 32% and in 2016 at 28%. Details of weights assess the ability of individuals to convey a number of ideas or thoughts in working based on science and logic or reason that can be generally accepted and can be supplemented according to the needs of a team or company of 7% in 2017 compared to 2015 and 2016 at 9%. The ability of individuals to account for their work and respond to each input is a positive and always useful work outcome of 7% in 2017 compared to 2015 and 2016 at 8%. The ability to be able to work effectively with others inside and outside the organization to achieve goals, and to recognize and solve problems together) by 5% in 2017, while in 2015 at 8% and in 2016 at 7%. The desire to always be high achievers and not quickly satisfied with what is produced in work by 6% in 2017 decreased compared to 2015 and 2016 which was 9%.

As the Human Capital Manager Mr. Indrawan has received many reports about shortcomings in PT. Simpatindo Multimedia West Bandung during the training process. The training executor strives to continually correct any errors that occur so that technician employees can carry out training properly so that they can improve employee performance and be able to achieve company goals.

There are many factors that influence employee performance that determine whether a business is successful or not. One of the factors that influence it is by holding training programs for employees. Training According to Caple in Priansa (2014: 175) states that Training is a systematic and planned effort to change or develop knowledge / skills / attitudes through learning experiences in order to improve the effectiveness of the performance of activities or various activities while according to Widodo (2015: 82), training is a series of individual activities in improving skills and knowledge systematically so that they are able to have professional performance in their fields.

Hasibuan (2014: 69) argues that "Training is an effort to improve the technical, theoretical, conceptual and moral capabilities of employees in accordance with

work or position through education and training". This shows that there is a relationship between training and employee performance, where with training, an employee has reached the target, goals, and plans that will affect good performance, in an organization or training company is the provision of knowledge and skills to employees to improve employee performance where employees in doing work will experience very satisfying changes with little in making mistakes so that employee performance continues to increase in carrying out the tasks that have been charged to him.

Previous research was conducted by Harahap and Silvianita (2016), where the results of the study showed that training had an influence on employee performance.

Based on the description of the background of the above problems, the results showed that there were decreases in the aspects of job training of Simpatindo West Bandung employees, this was very contrary to the previous theory which states that the training process can improve employee performance. Thus the researcher wants to find out more and put it forward in a study entitled "**The Influence of Training on Employee Performance at PT. Simpatindo Multimedia West Bandung**".

1.3 Problem Statements

The existence of human resources as a workforce has a very important role in the organization, therefore, organizations/agencies must have employee performance in accordance with the criteria of the organization/agency to improve the expected organizational goals.

Employee performance is a systematic description or individual or employee of a group to recognize their achievements in doing work at a certain time and their potential for career development. Low levels of performance can increase the potential for errors and lack of quantity and quality of work. Performance is not only related to individual employees, but more than that performance reflects the process of the totality of employee desires to progress, the desire of the group to be able to work together and achieve to achieve maximum work results and bring the organization to a better direction.

The performance appraisal of employees at the Simpatindo West Bandung during 2015-2017 showed results that were not optimal, therefore there was a need for efforts to improve the performance of employees. The desire of individuals and groups to progress and excel can be manifested by means of providing or providing opportunities for employees to attend the training which in turn will lead to improved performance.

1.4 Research Questions

Based on the background described before, the researcher formulated the problem as follows:

1. How is the Simpatindo West Bandung Cluster employee training program?
2. How is the performance of Simpatindo West Bandung Cluster employees?
3. How is the influence of training on the performance of employees of Simpatindo West Bandung Cluster?

1.5 Research Purpose

In accordance with the problems that have been formulated, the objectives to be achieved in this study are as follows:

1. To find out how the Simpatindo Employee training program in West Bandung Cluster.
2. To find out how the employees performance of Simpatindo West Bandung Cluster.
3. To find out how the influence of training on employee performance Simpatindo West Bandung Cluster.

1.6 Research Aims

This research is expected to provide a useful contribution to those who need it. The uses of this research include:

1. Theoretical Use

Providing benefits to other parties who want to use the results of this research as material for consideration or reference in research activities or other scientific work.

2. Practical Uses

- a. Get better knowledge, both theory and practice regarding employee training programs at Simpatindo West Bandung Cluster.
- b. Provide an overview of the impact of the training program on employee performance at Simpatindo West Bandung Cluster.
- c. Providing useful advice or input for the benefit of Simpatindo West Bandung Cluster.

1.7 Writing Systematics

Systematics of writing is made to provide an overview of the results of research and research conducted, following the writing sequence:

1. CHAPTER I INTRODUCTION

This chapter contains a brief description of the general description of the company, the background of the problem, the formulation of the problem, the purpose of the study, the usefulness of the research, and systematic writing.

2. CHAPTER II LITERATURE REVIEWS AND SCOPE

This chapter contains a general description of the theory used and the literature related to research as a comparison of references in the problems that occur so that a fairly clear picture and frame of mind will be obtained.

3. CHAPTER III RESEARCH METHODS

This chapter explains research methods, research variables, operational variables, data collection techniques, sampling techniques, and data analysis techniques.

4. CHAPTER IV RESEARCH RESULTS AND DISCUSSION

This chapter will explain in detail about the discussions and analyses carried out so that the description of the problems that occur will become clear and alternative solutions can be obtained in dealing with problems.

5. CHAPTER V CONCLUSIONS AND SUGGESTIONS

This chapter will explain the conclusions from the results of the discussion accompanied by suggestions or recommendations for the companies studied, users of the results of the research, and for researchers interested in conducting further research.