

Evaluasi efektivitas pelatihan Outbound : studi kasus di Training Centre sebuah bank swasta = Outbound training effectivity evaluation: case study at a bank's training centre

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Abstrak

Salah satu tindakan (treatment) bagi staf/karyawan yang masih dapat diharapkan untuk memiliki kompetensi dan dapat beradaptasi terhadap perubahan perusahaan (organisasi) adalah program pelatihan yang tepat. Dewasa ini telah banyak diterapkan program pelatihan untuk meningkatkan kemampuan managerial (managerial skill) dengan menggunakan metoda pelatihan di alam terbuka (outbound). Muncul suatu pertanyaan (masalah utama dalam tesis ini), yaitu: "Sejauh mana tingkat efektivitas pelatihan outbound yang dilaksanakan tersebut, bagi pengembangan kemampuan staf/karyawan pada suatu perusahaan?"

Penelitian ini adalah untuk melakukan evaluasi terhadap pelaksanaan pelatihan outbound bagi karyawan/staf pada sebuah perusahaan, dengan studi kasus pada pelaksanaan pelatihan outbound di BCA Training Center. Adapun tujuan dilakukannya penelitian ini adalah: (a) Untuk mengetahui "tingkat efektivitas" pelatihan outbound ditinjau dari aspek; reaksi (reaction), hasil pengetahuan (knowledge), dan perubahan perilaku (behavior) peserta (karyawan/staf), dan (b) untuk mengetahui apakah terdapat keterkaitan "hubungan / korelasi" antara aspek reaksi (reaction), hasil pengetahuan (knowledge) dan perubahan perubahan perilaku (behavior) pada peserta pelatihan (staf) dalam pelatihan outbound.

Guna mencapai tujuan "pertama" penelitian ini akan digunakan pendekatan analisis "tingkat efektivitas pelatihan", dan guna mencapai tujuan "kedua" dalam penelitian ini akan digunakan pendekatan analisis "korelasi product moment Pearson". Unit analisis dalam penelitian ini adalah "individu", yaitu "individu-individu" (karyawan/staf) yang pernah mengikuti (alumni) pelatihan managerial skill dengan metode outbound.

Berdasarkan hasil penelitian yang dilakukan dapat diketahui, bahwa pelatihan outbound memiliki tingkat efektivitas yang tercatat "tinggi" ditinjau dari aspek reaksi (reaction) bagi peserta (staf/karyawan) yang mengikuti pelatihan tersebut, memiliki tingkat efektivitas yang tercatat "tinggi" ditinjau dari aspek pengetahuan (knowledge) bagi peserta (staf/karyawan) yang mengikuti pelatihan tersebut, dan memiliki tingkat efektivitas yang tercatat "tinggi" ditinjau dari aspek perubahan perilaku (behavior) bagi peserta (staf/karyawan) yang mengikuti pelatihan outbound tersebut.

Dapat diketahui juga dari hasil penelitian bahwa, aspek reaksi (reaction) peserta (staf) pelatihan outbound, tercatat memiliki hubungan dan/atau korelasi yang "tidak signifikan (un-significant)" dengan aspek pengetahuan (knowledge) peserta (staf/karyawan) pelatihan outbound tersebut. Aspek pengetahuan (knowledge) peserta (staf) pelatihan outbound, tercatat memiliki hubungan dan/atau korelasi yang "signifikan (significant)" dengan aspek perubahan perilaku (behavior) peserta (staf/karyawan) pelatihan outbound tersebut. Akan tetapi "derajat hubungan/korelasi" antara kedua aspek tersebut, tercatat pada

katagori "lemah".

Aspek reaksi (reaction) peserta (staf/karyawan) pelatihan outbound, tercatat memiliki hubungan dan/atau korelasi yang "signifikan (significant)" dengan aspek perubahan perilaku (behavior) peserta (staf/karyawan) pelatihan outbound tersebut. Demikian pula tercatat "derajat hubungan? antara kedua ini berada pada kategori yang "sangat kuat".

Berdasarkan pada temuan-temuan hasil penelitian tersebut dapat disarankan, bagi perusahaan atau organisasi atau instansi yang hendak mengembangkan SDM (stafnya), dengan tujuan untuk merubah kebiasaan kerja dari pekerjaan yang sangat individual menjadi kerja tim (tim work), dan/atau hendak merubah strukturnya menjadi struktur yang berdasarkan tim kerja (team based organization), metode petatihan outbound cukup efektif apabila dipergunakan sebagai pendekatan pelatihan stafnya (sumber daya manusia) guna mencapai tujuan tersebut. Kerena pelatihan outbound dapat dirasakan mampu menjembatani tumbuhnya "penebalan" dan/atau ?wahana baru" kepada para peserta (staf) pelatihan mengenai; (a) Motivasi, (b) Kerja sama tim, dan (c) Keberanian mengambil resiko.

Kemudian juga dapat disarankan, guna dapat mencapai keterkaitan hubungan/korelasi yang "signifikan" dengan "derajat hubungan/korelasi" yang "kuat", antar aspek, pada khususnya antara aspek reaksi (reaction) dengan pengetahuan (knowledge) pada peserta pelatihan outbound, serta antara aspek pengetahuan (knowledge) dengan perubahan perilaku (behavior) pada peserta pelatihan outbound tersebut, hendaknya "penyelenggara pelatihan outbound", memberikan porsi ?penekanan yang proporsional" pada setiap level belajar dalam taxonomy Bloom, yaitu level; knowledge, comprehension, application, analysis, synthesis maupun evaluation.

Outbound Training Effectivity Evaluation (Case Study At A Bank's Training Center) One of the action/treatment for staff/employee, which wished, has competency and could adapt to the company's change is correct training program. Now a days, there are a lot of training program that implemented to increase the managerial skill by using outbound training method. A question appeared (main problem in this thesis), which is : " How far is the outbound training effectivity level which had implemented, for the development of staff/employee's ability at one company?"

This research is to make an evaluation to the implementation of outbound training for staff/employee of a company with outbound training implementation at a Bank' Training Center case study. It so happens, the purpose of this research are: (a) To find out outbound training "Effectivity Level" observed from aspect : staff/ employee's Reaction, Knowledge, and Behavior Change, and (b) To find out whether there is a connection "relation/ con-elation" between reaction aspect, knowledge and behavior change on the training staff in outbound training.

In order to achieve the "first" purpose of this research, The Researcher will use "Training Effectivity Level" analysis approach and in order to achieve the second purpose of this research, The Researcher use Pearson's Product Moment Correlation " analysis approach. Analysis unit in this research is "individual". Individuals (staff) whom ever joined (alumnus) the managerial skill training with Outbound Method.

Based on research's result which had done, The Researcher can find out that outbound training has "High" effectivity level, observed from reaction aspect for the staff/employee whom joined that training, has "High" effectivity level observed from knowledge aspect for the staff/employee whom joined that training and also has "High" effectivity level observed from behavior change aspect for the staff/ employee whom joined that outbound training.

From research's result, The Researcher can also find out that outbound training staff/employee's reaction aspect has "Insignificant" relation or correlation with that outbound training staff/employee's knowledge aspect. Outbound training staff/employee's knowledge aspect has "Significant" relation or correlation with that outbound training staff/employee's behavior change aspect. But relation/correlation degree between that two aspects is in "Weak" category.

Outbound training staff/employee's aspect reaction has "Significant" relation or correlation with that outbound training staff/employee's behavior change aspect. So with the relation degree between both of this, is in "Very Strong" category.

Based on this research's result finding, The Researcher could suggest to company or organization or institution which would develop the human resource management of its staff, with purpose to change work habit, from very individual work into team work and or to change the structure into team work based structure. Outbound training method is effective enough if it is used as staff/employee's training approach (Human Resource) in order to achieve the purpose, because outbound training could act as bridge for the growth of °strengthening° and or °new vehicle° to the training staff/ employee about: (a) Motivation (b) Team Work and (c) Risk Take Courage.

Then, it also could suggested, in order to reach the significant relation/correlation connection with strong relation/correlation degree between aspect, especially between reaction aspect with knowledge on the outbound training staff/ employee and between knowledge with behavior change on that outbound training staff/ employee, wished that "outbound training organizer" gives "proportional pressure" portion at each learning level in Taxonomy Bloom, which is (level): Knowledge, Comprehension, Application, Analysis, Synthesis and as well as Evaluation.