

RINGKASAN

PENGARUH PENGEMBANGAN PEGAWAI DALAM KONTEKS IMPLEMENTASI ONLINE SYSTEM TERHADAP KEPUASAN KERJA, KOMITMEN DAN KINERJA PEGAWAI PT. BANK JATIM DI SURABAYA

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Pelaku industri perbankan dituntut menyesuaikan teknologi informasi yang digunakan, antara lain dengan melakukan inovasi sistem informasi berbasis komputer yang baru, agar tetap kompetitif. Mulai tahun 2003, PT. Bank Jatim mengimplementasikan online system, sebagai bentuk otomatisasi operasional Bank Jatim, yang memfasilitasi fungsi operasi, akuntansi dan komunikasi data. Keberhasilan implementasi suatu inovasi, termasuk implementasi teknologi informasi online system di Bank Jatim sangat ditentukan oleh ketersediaan sumber daya manusia yang mau menerima perubahan dan mampu menggunakan inovasi sesuai tujuan organisasi. Untuk itu diperlukan program pelatihan teknologi informasi online system sebagai bentuk pengembangan pegawai untuk memperbaharui pengetahuan dan keterampilan pegawai sesuai tuntutan tugas. Peningkatan kemampuan pegawai sesuai peralatan kerja dan tuntutan tugas pekerjaan. Pelatihan teknologi informasi pada pegawai yang bertujuan memperbaharui kemampuannya dalam menggunakan teknologi informasi online system, diharapkan dapat membangun sikap dan perilaku positif pegawai terhadap pekerjaan dan perusahaan, yaitu dalam bentuk kepuasan kerja, komitmen pegawai pada perusahaan dan kinerja.

Penelitian ini bertujuan mengkaji pengaruh pelatihan pegawai dalam konteks implementasi *online system* di PT. Bank Jatim terhadap kepuasan kerja, komitmen, dan kinerja dengan menempatkan kemampuan pegawai sebagai variabel antara. Kepuasan kerja dan komitmen pegawai sebagai dampak pelatihan teknologi informasi online system, juga dihipotesiskan berpengaruh terhadap kinerja, sehingga secara keseluruhan terdapat tiga variabel antara dalam penelitian ini. Pelatihan pegawai dalam konteks implementasi online system dihipotesiskan baik secara langsung maupun tidak langsung berpengaruh terhadap kepuasan kerja, komitmen pegawai pada perusahaan dan kinerja pegawai, melalui kemampuan pegawai, sehingga ada 9 jalur dalam model yang diuji. Masing-masing variabel diukur secara multi item. Jumlah item keseluruhan adalah 67, dan alternatif jawaban dibobot pada skala Likert 4 interval. Sampel ditarik secara random dari 3 kantor cabang Bank Jatim di Surabaya. Hipotesis penelitian diuji dengan teknik analisis model persamaan struktural (SEM) pada sampel 126 pegawai operasional yang menjadi pemakai online system. Untuk memenuhi kriteria kecukupan jumlah sampel dalam SEM, digunakan pendekatan skor komposit dimensi yang diperoleh dari analisis faktor eksploratoris pada setiap konstruk. Uji measurement model dengan skor komposit dimensi sebagai indikator, disimpulkan model pengukuran diterima, kecuali untuk konstruk kepuasan kerja, karena model tidak dapat diidentifikasi (*unidentified*). Oleh

karena itu, digunakan *correlational method* untuk membentuk skor komposit pada konstruk kepuasan kerja, dan hasil pengujian measurement model dapat diterima.

Berdasarkan analisis data disimpulkan bahwa 7 dari 9 jalur terbukti berpengaruh positif signifikan pada alpha 5%. Pengembangan pegawai melalui pelatihan dalam konteks implementasi *online system* di PT. Bank Jatim terbukti secara tidak langsung berpengaruh terhadap kepuasan kerja dan komitmen pegawai melalui kemampuan pegawai. Pengembangan pegawai melalui pelatihan dalam konteks implementasi *online system* di PT. Bank Jatim terbukti secara tidak langsung berpengaruh terhadap kinerja pegawai melalui kemampuan pegawai dan kepuasan kerja. Pegawai melalui pelatihan dalam konteks implementasi *online system* di PT. Bank Jatim secara tidak langsung tidak terbukti berpengaruh terhadap kinerja pegawai melalui komitmen pegawai. Berdasarkan tes mediasi disimpulkan bahwa kemampuan pegawai dan kepuasan kerja terbukti mampu menjadi mediasi secara penuh (*fully mediated*) pengaruh pelatihan terhadap kinerja pegawai. Sebaliknya komitmen pegawai tidak terbukti menjadi variabel antara pengaruh pelatihan terhadap kinerja pegawai. Akhirnya, berdasarkan temuan tersebut dapat diperoleh pemahaman menyeluruh bahwa untuk mendukung keberhasilan implementasi teknologi informasi, kemampuan pegawai merupakan variabel kunci, yang hanya akan terbentuk jika perusahaan memberikan pelatihan yang sesuai dengan tuntutan teknologi dan tuntutan tugas pekerjaan.



SUMMARY

THE INFLUENCE OF EMPLOYEE DEVELOPMENT IN THE CONTEXT OF ONLINE SYSTEM IMPLEMENTATION TOWARD JOB SATISFACTION, EMPLOYEE COMMITMENT AND PERFORMANCE AT PT. BANK JATIM IN SURABAYA

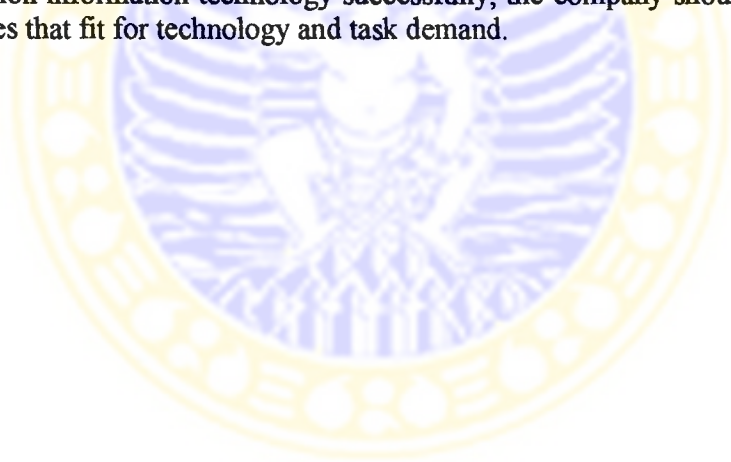
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The player in banking industry, claimed to adjust information technology they are using, by conducting innovation in information system based on new computer, to stay competitive. Since 2003, PT. Bank Jatim has been implementing online system, as a form of Bank Jatim's operational automatization, that facilitates operation function, accounting, dan data communication. The successful of implementation of an innovation, including implementation of information technology online system at Bank Jatim is very determined by the availability of manpower who want to accept changes and capable to use innovations that fit with organization's goal. So that, training program for information technology online system is needed as an employee development form to renew their skills and knowledges that suits with job demands. The increasing of employee's ability appropriates with work instruments and job demands. Information technology training to employees aimed at renewing their capabilities in using information technology online system, expected could build positive behavior and attitude of an employees toward their job and company, are in a job satisfaction form, employee's commitment to company and performance.

This research is aimed at examining the influence of employee training in the context of online system implementation at PT. Bank Jatim in surabaya toward job satisfaction, commitment, and performance, by placing employees' ability as a mediator variable. The job satisfaction and employees' commitment, also is hypothesized influence to job performance, so there are three mediator variables in this study. Employee training in the context of online system implementation are hypothesized of having an influence, both directly and indirectly, toward job satisfaction, employees' commitment to the company via employees' ability, so there are nine paths in model which is tested. Each variables are measured in multiply item. Sum of all items are 67, and alternative answers are measured at Likert scale 4 intervals. Samples are drawn randomly from 3 branch offices of Bank Jatim in Surabaya. Hypothesis of research are tested, by using structural equation model (SEM) analysis technique at 126 samples of operational employees who are being online system users. To meet the complete criteria of all samples in SEM, dimension composit score approach is used, that obtained from explanatory factor analysis in every constructs. Measurement model test with dimension composite score as an indicator, concluded that measurement model can be accepted, except for job satisfaction construct, because this model is unidentified. Hence, correlation method is used to

formulate composite score to job satisfaction construct, and the result of measurement model examination can be accepted.

Based on data analysis, concluded that seven of nine paths which are tested, are positive and significant at alpha 5%. Employee development through training in the context of online system implementation at PT Bank Jatim, indirectly have significant influence toward job satisfaction and employees' commitment through employees' ability. Employee development through training in the context of online system implementation at PT Bank Jatim, indirectly have significant influence toward job performance through employees' ability. Employee development through training in the context of online system implementation at PT Bank Jatim, indirectly have not significant influence toward job performance through employees' commitment. Employee' ability, indirectly have significant influence toward job performance through job satisfaction. Employee' ability, indirectly have not significant influence toward job performance through employees' commitment. Moreover, based on mediation test, can be concluded that employees' ability and job satisfaction, have fully mediated the influence of employees' training in the context of online system implementation at PT Bank Jatim toward job performance. Otherwise, employees' commitment can not mediate the influence of employees' training in the context of online system implementation at PT Bank Jatim toward job performance. Finally, based on the finding of this study, can be impressed that to support implementation information technology successfully, the company should trained his employees that fit for technology and task demand.



ABSTRACT

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Keywords

Keywords: information technology implementation, training, employees' ability, job satisfaction, employees' commitment, job performance.

