

The Development of Learning Transfer Model of Trainee Alumni of Procurement of Government Goods And Services In Sidoarjo Regency

Dini Asmasuci Malinda

*Study Program of Human Resource Development Postgraduate
Corresponding Author: Dini Asmasuci Malinda*

Abstract:Resources of the government apparatus in a regional organization is a very important part to support the success of organization in achieving its goals. The organization of regional apparatus engaged in the procurement of government goods and services really require a resource of apparatus that is capable and competent in the field of procurement of government goods and services, so that service to the community is not neglected. This research aims to see the extent to the process of learning transfer of training, procurement of government goods and services implemented by Regional Civil Service Board of Sidoarjo regency can be run well. In addition, researcher also look at whether the training process has an effect on the implementation in the workplace for trainees who have attended the training. The method used by researcher for this research is using qualitative research with a deductive approach and active participation. After carrying out data collection, data processing and analysis of research the results of research can be concluded that the input aspects of learning transfer process is not maximized because the trainees' understanding of procurement process of goods and services is still theoretical. Viewed from the process aspect of this training is the activity of teaching-learning process that still uses the lecture training model so that the trainees only receive the material in theory. While from the output aspect that the giving opportunity of trainees alumni in implementing the materials received during the training but still must be accompanied by an experienced procurement committee. Based on the fact that the learning transfer from the training of procurement of government goods and services implemented by the government has not been maximized. The author provides the input by modifying the ongoing training model by adding the practice model and on the job training so that the trainees perform the internship and learn directly the process according to the flow.

Keywords: *training, learning transfer*

Date of Submission: 16-02-2018

Date of acceptance: 03-03-2018

I. INTRODUCTION

The steps often carried out by an organization in improving and developing human resources to maximize competence, namely through education and training. The briefing was carried out during the training related to the duties and responsibilities of each including knowledge, skills and attitudes. The attention given by the government agencies will give a sense of morale and motivation for employees to contribute more to the organization. The government is implementing education and training activities to prepare employees in the face of any changes that exist for better performance.

Training provided by every employee in an organization would require a considerable cost. Hopefully, feedback of a training plan will be obtained by employees who are able to apply the knowledge gained during the workplace training. However, expectation is far from the desired expectation. Like Theresia's opinion in his research journal entitled a Descriptive Study about "learning transfer" for trainees alumni of education and training of public service by the Education and Training Agency of East Java at Coordinating Board of Malang, that human resource development programs implemented in the form of training tend to be not done with right. So it is important for the development of employees especially to achieve the effectiveness and efficiency of the implementation of training applied in workplace. This issue is a homework for government agency providing training, which training provided should be well planned and adjusted to existing work. Therefore, the evaluation step is very important to be done by government agency that provide training, because to know the success and effectiveness of training in the application in the workplace.

The Regional Personnel Agency of Sidoarjo regency conducts education and training activities for the procurement of government goods and services for civil servants in the Sidoarjo region. Procurement training activities and services are needed because most of the activities of government officials are related to the

procurement process of goods and services. So the government of Sidoarjo regency needs cadres from the apparatus in the government of Sidoarjo regency who are competent in the procurement of goods and services.

The training implementation of procurement of goods and services by Regional Civil Service Board of Sidoarjo still have weaknesses even though from year to year has been often implemented. The weakness among others learning method, learning process of participants, materials, trainees, as well as facilities and infrastructure training. Learning method used from year to year does not change so that the process and results of learning obtained by trainees are not in in the maximum.

II. THEORETICAL BASIS

Training

Training has a very big role in developing the existing human resources in an organization. Meanwhile, according to Mond & Noe (1996) training is an activity undertaken to improve skills, knowledge and attitudes in order to improve performance of the current and the future. Training is able to contribute for human resources to carry out their work with knowledge, skills and attitudes. With the availability of qualified human resources it will support the organization to implement the program activities well. Training is conducted by the organization to human resources to improve the ability and performance of work, to prepare employees to work with a professional so as to achieve the goals of organization and can follow changes both in the internal and external environment of the organization.

Learning Transfer

Baldwin and Ford (1988: 63) defined transfer of training as follows:

“transfer of training can be defined as the degree to which trainees effectively apply the knowledge, skills an attitude gained in a training context to the job”

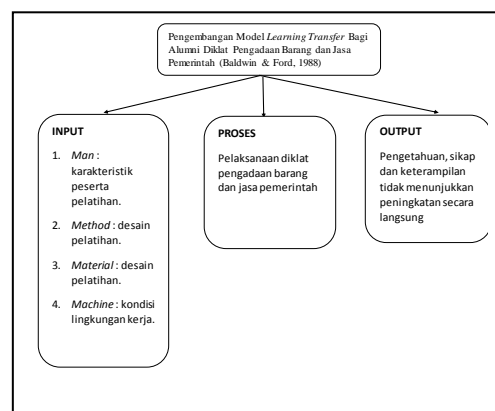
Transfer of training is a measure of *trainees* in implementing knowledge, skills and attitudes gained in training on the job.

Wexley and Latham in Yenny & Wisangeni (2011) defined transfer of training is the degree to which what they has been learned during training used in the work. The definition of transfer of training stated by Noe (2010:187), namely

“transfer of training refers to trainees effectively and continually applying what they learned in training (knowledge, skills, behaviors, cognitive strategies) to their job”.

This means that transfer of training is the use of knowledge, skills, and behaviors learned in training at workplace. From some definition about transfer of training it can be concluded that transfer of training is an effort to develop competence of trainees starting from knowledge, skill and attitude continuously to be applied in daily work and in the future. A transfer of training occurs when the trainee is able to apply (generalization) and maintain ongoing (maintenance) training results in the workplace. Based on several theories the author uses the theory of transfer learning from Baldwin and Ford as the basis for development of this research. The following is a the research framework prepared by the author as a guide in this research:

Research Framework



III. RESEARCH METHODS

The type of research that an author takes is an explorative method with an inductive approach that generally describes something that becomes the research object. According to Nasution (2012: 24) "exploratory

research is exploring something that has not been known or only little known". While Mardalis (2010:25) "Explorative method is research aims to explore new relationships that exist on a broad and complex problems. This research also aims to collect data as much as possible".

The author uses explorative method by using inductive approach which is used to find data deeply so that it can provide complete information, facts and actual on the object of research that is happening, so the conclusion can be drawn.

IV. RESULTS AND DISCUSSION

Input of training procurement of goods and services

a. Knowledge of trainees on procurement of government goods and services

Based on the data it is found that there are some trainees who have already handled procurement activities of government goods and services during their work. This is related to the perception of trainees in the implementation of the ongoing training. Trainees who have been involved in procurement of goods and services will more easily accept material presented. Contrary to trainees who have never been involved in procurement activities of goods and services they tend to be more difficult. As stated by Eka Yulia:

"Because this is a new thing for them, so they are still difficulty in receiving the material presented by coach although the one presented is very sequential"

Based on the research, there is a difference in perception between trainees who have been involved in procurement of goods and services and trainees who have not yet handled the procurement activities of government goods and services. Learning activities should be added to the method of procurement practices of goods and services in accordance with the rules so it will be more easily understood and applied if they already work in the the workplace.

b. Skills that must be owned by the trainees alumni of procurement of government goods and services.

The head of PSU is responsible for human resources available in Work Unit of PSU. This means that skill of each member of the working group needs to be considered. So the Head of PSU has the authority to organize the member of working group to conduct the auction activities by generalizing knowledge and skill of senior member with new member of working group. As for the steps taken by the Head of PSU to improve skill and knowledge of new working group members in order to carry out the procurement of goods and services of government well.

" Finally with a tactics in a team of working group we insert a new member of working group. One team of working group consists of three people, namely the chairman, secretary and members, miss. Usually the chairman and secretary that we choose are senior members in procurement of goods and services and then one more member who are from graduates of new training. So those senior can help new friends in order to know what the auction process is like. So it's not just theory. "

c. Attitudes owned by trainees alumni of procurement of government goods and services

In the procurement of government goods and services the attitude or personality that must be owned by trainees alumni is to have high integrity and maintain good reputation as civil servants. Response from Eka Yulia about the attitude that must be owned by trainees alumni for procurement of goods and services, namely :

" they should be brave. I mean, although the auction now uses the system, it does not deny that the auction can be set. So the candidates of working group should be courageous mental. If indeed there is a right rule must be implemented in accordance with the rule if you want to survive. In addition to having a brave mental, as civil servants are also to maintain good reputation and dignity of theirselves by working as well as possible without prioritizing the ego to get personal gain. "

Based on the results of research that the attitude that must be owned by a member of working group in conducting the task as procurement committee, namely besides they must have knowledge and high skill, they also must have mental and responsibility in carrying duty well as possible.

Procurement Training process of government goods and services

Training method with lecture model has been done by several government agencies when implementing technical training. So the training process with lecture model tends to be more boring and trainees are not maximal in receiving the material in class. This was conveyed also by Darsono:

"In my opinion, training in anywhere is the same, it just like that Miss. but if I think personally the time for training is less because material is a lot. And the lack of training is absence of practice material."

Based on the findings in the field that thing needed by the trainees of procurement of goods and services is a material in implementing the procurement process of government goods and services by using electronic procurement service system. They hope that the provision of materials in practice will make it easier for trainees to understand every step of procurement process and the use of terms in procurement practice. based

on the method that has been used in the training is not fully maximal with the application of theoretical material only. by adding practical materials will complement the learning process during training and science that can be got easily remembered by the trainees.

a. Training Sequence of Procurement of government goods and services

In the aspect of process there are several sequences in the implementation of training which is related to the hours of entry, hours of rest and hours ended the lesson. In implementation of procurement training of government and programs implemented by civil servants of Sidoarjo Regency Government the research results in the field are different in accordance with the spirit of each trainees. There are some trainees who carry out the orderly training activities are discipline in accordance with the rules and some are not.

Based on the results of interview that the schedule of teaching activities is less effective when many trainees are in and out of the room so that it can disturb the mental trainees of other trainees in receiving lessons in the classroom. As for other interruption, namely by compressing the subject matter, then the concentration of trainees does not focus on the subject matter, instead they will focus on the lesson to finish quickly. As for the lack of the training that the supervisory committee is standby in each class to supervise the trainees.

b. The Content of Procurement Training material of Government Goods and Services

Step of the training process for procurement of government goods and services of the contents of training materials is already in accordance with the training curriculum of procurement of government goods and services. Based on the results of research that training material of procurement of government goods and services is adjusted with Presidential Regulation No. 54 of 2010 and its amendments. This regulation is already standard issued by the central government so that committee and trainer devise training modules in accordance with applicable regulations. But alumni of trainees have opinion that training material delivered is not in accordance with the needs at the time of implementation in the field.

Based on the results of interviews with alumni of trainees that the performance of trainers in teaching is good. Trainers have competence in accordance with the training conducted by training committee. The shortcomings presented by the alumni of trainees is the method of teaching of trainer that still uses the old method, namely lectures. So the atmosphere in the classroom is formal and tense. Expectations desired by trainees in teaching and learning activities can be carried out with relaxed but the material can be understood optimally by trainees. Regarding the content of training materials related to material curriculum presented by trainer to trainees. Based on the result of research that, training curriculum of procurement of goods and services refers to Presidential Regulation Number 54 of 2010 and its Changes on Procurement of Government goods and Services. BKD of Sidoarjo Regency as the organizer institution of this training in cooperation with DPD IAPI East Java in preparing training materials and trainers in this activity. Presidential Regulation no. 54 of 2010 on procurement of government goods and services is a basic material in procurement of government goods and services. This regulation is a mandatory regulation that must be memorized by the organizer of procurement of government goods and services anywhere.

The material presented by trainers to trainees is in accordance with the applicable regulations. However, alumni of trainees stated that the material is not fully maximized if it is not balanced with the implementation practice of procurement process of goods and services during the training process. The development of material theory delivered by trainer through direct practice will facilitate the alumni of trainees to remember and understand material well and not just memorize it.

Training model used the previous is already good enough but it needs to be developed to be more useful to the long term by adding practice materials. Because some learning methods that should be used are not implemented by trainer. So the material presented less than the maximum. Here is a figure of the training development model:

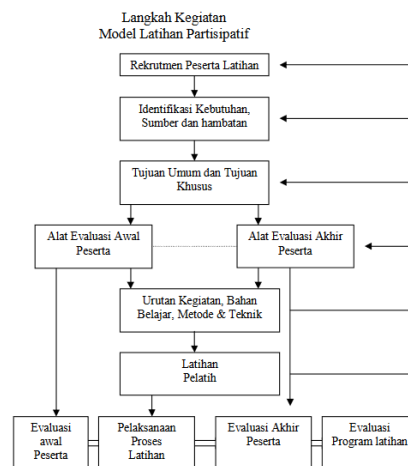


Figure 5.2 Training Development Model

c. Facilities and infrastructure on the training of Procurement of Government Goods and Services

Facilities and infrastructure provided by training committee is complete but there is no supervision from training committee at the time the trainees learn in classroom. Supervision of training committee during learning process in the classroom is useful to supervise the orderliness of the implementation of the training progresses.

Facilities and infrastructure used for training activities of procurement of government goods and services provided by BKD Sidoarjo is complete. Related to the needs of trainees for development of procurement materials of government goods and services so it is necessary for practical materials in implementing the procurement process of government goods and services through electronic procurement-based service system, then by adding computer facilities for each trainees is very necessary. The usefulness of computer as access to trainees in learning how the procurement process of goods and services is implemented properly in accordance with applicable rules.

The Output/Result of Training Implementation of Procurement of Government Goods and Services by Trainees

a. Support of Leaders and Colleagues

Direct supervisors and co-workers have great influence to encourage staff/co-workers who are included in training. This means that the command from the direct supervisor to implement the training is a mandate and trust to the staff that he is able to carry out the tasks ordered.

Direct supervisory support to staff with task assignments in accordance with the result of the training is not only to complete the work, but with a discussion to solve a problem is also a form of support and trust to his staff. All alumni of trainees are given support by the leader and co-workers in following the procurement training activities of government goods and services. most of trainees joined the training on the recommendation of their respective leaders because the number of human resources who have duties in the field of procurement of goods and services is very minimal. The existence of procurement training of government goods and services held by BKD is very helpful to provide the development of knowledge to civil servants in government environment of Sidoarjo regency. Reflecting on the human resources needs and potential interest of each civil servants in Sidoarjo Regency, it would be nice to participate in training activities adjusted to the interests of each civil servant so there is no compulsion from the leader.

b. Work Environment

The opportunity of trainees alumni in implementing the knowledge gained during the training does not escape from the help and support of leaders and colleagues in an organization. Most of trainees alumni who have passed the certification exam of procurement of governments goods and services will be drawn into members of PSU working group. In this case the Head of PSU and all members of senior working group have a role in helping facilitate the work of alumni of new trainees to learn directly to practice the procurement of goods and services.

V. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of observations conducted by the author that procurement training activities of government goods and services implemented by BKD Sidoarjo to recruit cadres who potentially become procurement officers and PSU working group. Given the importance of this activity, BKD is trying to attract human resources to put the competent state apparatus to work in procurement of government goods and services.

The results of observations conducted by the authors of training implementation that aims to recruit competent human resources in the field of procurement of goods and services is not accompanied by adequate material giving during training activities ongoing. The author found the opinions of trainees alumni who stated that material presented has not been sufficient coverage of the procurement process of goods and services as a whole. Many stages of a procurement process of goods and services require the member of working group to understand well the procurement process in addition to understanding the regulations on procurement of goods and services.

Based on the research results of author that procurement training activities of goods and services still use the same method with the previous year and only text book material that is not maximal when compared with the implementation in a real work. Also found that most alumni of trainees when implementing procurement process of goods and services have to study again with senior procurement officials so that no procedural errors. Learning transfer process will be successfully applied if the learning method of training is changed by adding practice materials. So that the trainee receives material not only memorize but can give a description through the practicum given.

The obstacle that inhibits the learning transfer of trainees alumni of procurement of goods and services is the orderly atmosphere of teaching and learning during in the class. There is no oversight from the training organizing committee so that trainees are free to go in and out of the classroom room but not for necessity of training. This causes the concentration of trainees is interrupted in receiving the material. Then trainer in delivering the material is not balanced with ice breaking so the atmosphere becomes tense and saturated.

As for the other factors which also be determinant of the success of training trainees in applying their knowledge after returning to work that support from leaders/co-workers and opportunity to apply the knowledge gained. Like the fact on statement in the previous paragraph that the alumni of trainees have not been able to implement the procurement process of goods and services so should be assisted by the procurement committee that has been senior.

VI. SUGGESTION

Based on the results of observations the author found that learning transfer can not be applied by the trainees because during receiving the material in class, trainees just come to listen to the material in general. As for the practical activities of implementation of procurement of goods and services as supporting the development of material theory obtained at the time of training is not given.

Suggestions that can be conveyed by the author is to change the training implementation model of procurement of goods and services. Model of procurement training activities of goods and services can be changed by adding the material practice of procurement process of government goods and services. Organizing committees should be more observant in choosing a trainer, it is expected that the trainer is communicative and can be flexible in teaching so that communication happens two directions between the trainer and trainees. In addition to practice materials, supporting facilities of trainees also need to be improved in accordance with real conditions in the field. Simulation of the practice of procurement activities of goods and services certainly intersect with facilities of sophisticated information technology. So the organizing committee needs to adjust the use of existing facilities.

After changing the model of training implementation of procurement of goods and services, organizing committee needs to standby during the learning process in the classroom. It has a purpose to supervise the course of training to be conducted in an orderly manner. So that the trainees are full concentration on the training materials presented by trainer.

In accordance with some pokja members' opinions when the author of the interview is for the future they hope that they can obtain the advanced technical training. They want it because they have been late in obtaining information related to procurement of government goods and services, either information about the latest regulations or information systems that change.

The desire of this advanced training as upgrades of knowledge and competencies so that they are not late using the regulation. The more up to date in receiving new knowledge about procurement then the risk of human error at the time of procurement process will be smaller. Other expectation of them is more competent of human resources in PSU, it will increase the degree of ability PSU of Sidoarjo Regency to be able to stand alone into apparatus organization of the region.

BIBLIOGRAPHY

- [1]. Baldwin & Ford. 1988. *Training and Development of International Staff, International Human Resources management*. London, Sage
- [2]. Mardalis. 2010. *Metode Penelitian Suatu Pendekatan Proposal*. Jakarta : Bumi Akasara.
- [3]. Nasution. 2012. *Metode Research*. Jakarta : Bumi Aksara.
- [4]. Noe R.A., & Mondy. 1996. *Human Resources Management, 6 ed.* NewYork: Prentice Hall.
- [5]. Theresia Martina Hastari. 2013. *Studi Deskriptif tentang “learning transfer” Bagi Alumni Peserta Pendidikan dan Pelatihan Pelayanan Publik oleh Badan Pendidikan dan Pelatihan Jawa Timur di Badan Koordinasi Wilayah Malang*. Jurnal Kebijakan dan Manajemen Publik, Vol.1 No.1.
- [6]. <https://yennywisang.wordpress.com/2011/03/05/transfer-of-training/>

IOSR Journal Of Humanities And Social Science (IOSR-JHSS) is UGC approved Journal with SI. No. 5070, Journal no. 49323.

Dini Asmasuci Malinda. Et al. “The Development of Learning Transfer Model of Trainee Alumni of Procurement of Government Goods And Services In Sidoarjo Regency.” IOSR Journal Of Humanities And Social Science (IOSR-JHSS). vol. 23 no. 2, 2018, pp. 33-39.