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## Designing an Optimal Education and Training Model for Relationship Manager

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### Abstract

The rapid advancement of digital technology and shifts in consumer behavior have driven the banking industry, including Bank Rakyat Indonesia (BRI), to adapt by enhancing the capabilities of its Human Resources (HR). In this context, it is crucial to develop an effective education and training framework for BRI employees, particularly Relationship Manager (RM) Briguna, to remain competitive in the digital era. This study focuses on assessing the education and training requirements of RM Briguna employees in the digital age and creating a tailored model that meets the specific needs of workers, especially those in western Indonesia. Using a qualitative methodology, the research incorporates a literature review analyzing various training models utilized in the banking sector and examines best practices in HR development. The findings highlight that effective training approaches include competency-based programs, on-the-job training, e-learning, blended learning, and gamification. Each model presents distinct benefits and limitations, which must be carefully evaluated during the design process. An analysis of existing training initiatives reveals a need for updates in curricula and methods to align with industry demands and emerging technological trends. The ideal education and training framework should prioritize flexibility, innovation, and alignment with employees' unique needs. Strategic investment in HR development and collaboration with educational institutions will play a vital role in equipping BRI to tackle digital-era challenges. By implementing an optimized training model, BRI can cultivate a skilled and adaptable workforce—particularly RM Briguna in western Indonesia—capable of driving the company's growth and success.

### Keywords

Education Training, Education Model, Human Resources, Relationship Manager

## 1. Introduction

Bank Rakyat Indonesia (BRI) stands as one of Indonesia's leading state-owned financial institutions, renowned for its commitment to empowering communities and fostering the growth of MSMEs. Established in 1895 in Purwokerto, BRI initially served as a savings and loan provider aimed at improving financial access for rural populations, especially farmers. Over the years, BRI has grown into a key player in delivering inclusive banking services across diverse societal segments, including those in remote areas that traditional financial institutions often overlook. BRI has earned widespread recognition for its pivotal role in advancing Indonesia's MSME sector, which is a cornerstone of the nation's economy. Through its extensive branch network, even in hard-to-reach regions, BRI has become the go-to bank for rural communities and small business owners, offering essential financial products like business loans, savings accounts, and tailored banking services. The bank's specialized offerings are designed to empower small entrepreneurs to expand and succeed in their ventures. In the era of digital transformation, BRI continues to innovate by embracing financial technology (fintech) and enhancing its digital services. Solutions such as BRIMo (a mobile banking app), BRILink (an agent-based banking network), and other digital platforms enable BRI to deliver efficient, accessible banking solutions nationwide. These innovations not only improve service delivery but also support financial inclusion by reaching previously underserved areas, driving economic growth, and optimizing operational performance (Khasanah & Sasana, 2022).

Studies indicate that well-designed education and training programs play a vital role not only in enhancing employees' technical competencies but also in fostering their adaptability and innovative thinking to navigate dynamic work environments (Agustin et al., 2023). For BRI, effective training initiatives must encompass digital proficiency, data analysis capabilities, and essential soft skills such as communication and time management. These competencies are crucial for delivering superior customer service and aligning with modern banking standards (Halensi et al., 2023). By strengthening these areas, BRI's employees will be better equipped to compete with digital banks and other technology-driven financial institutions. Sustained education and training initiatives are also instrumental in fostering a learning-oriented culture within BRI. This culture is critical for enhancing employee adaptability to technological advancements and shifting market demands, thereby enabling the organization to respond effectively to industry trends. Chasanah (2008) and Amirudin et al. (2024) emphasizes that companies that consistently nurture a learning culture tend to experience higher job satisfaction among employees, which translates into increased productivity and loyalty. For BRI, this approach supports its mission of developing a highly skilled and dedicated workforce committed to advancing the company's growth and providing exceptional service to customers across Indonesia (Keong, 2020; Efdison et al., 2023; Kurniadi et al., 2024).

The importance of this research lies in its focus on strengthening BRI's competitiveness by cultivating a workforce that is both competent and adaptive. By designing an effective education and training framework, the study aims to offer practical strategies for equipping BRI employees to tackle the challenges of digital transformation in the banking sector. Additionally, the findings have the potential to contribute significantly to the broader Indonesian banking industry by showcasing how technology-driven training can enhance operational efficiency and expand service accessibility in diverse regions. Furthermore, this research provides a valuable reference for other financial institutions navigating similar challenges, highlighting the importance of implementing adaptive training models that prioritize digital proficiency and innovation to support industry growth.

## **2. Literature Review**

Workplace-based training is one of the most utilized methods in the banking sector. This approach enables employees to learn directly within their job environment under the guidance of an experienced mentor or coach. In the banking industry, this training model allows employees to immediately put their newly acquired knowledge and skills into practice (Lubis et al., 2022; Abdillah et al., 2024). For instance, a customer service representative can develop effective customer interaction techniques by observing and receiving feedback from seasoned colleagues. The primary advantage of this method is that it helps employees seamlessly adapt to the bank's operational systems in real time, making the learning process more efficient and closely aligned with their daily responsibilities. Research by Kartika et al. (2021) highlights that workplace-based training enhances individual performance by enabling employees to directly implement theoretical concepts in practical scenarios. Similarly, Jambak et al. (2023) found that employees undergoing this type of training tend to adjust more quickly to evolving tasks and responsibilities.

However, a drawback of this approach is its limited flexibility in scheduling and its inability to fully support the development of new skills that extend beyond job-specific coaching. Gunawan (2020) and Ali (2021) underscores this limitation, noting that relying solely on workplace experience can restrict employees from being exposed to diverse methods and best practices often covered in formal training programs. The study stresses the importance of combining workplace-based training with other structured learning approaches to provide a more well-rounded and comprehensive skill development framework. Considering these findings, banking institutions should adopt a blended training strategy that integrates multiple methods to optimize their human resource development efforts. The banking industry not only relies on on-the-job training but also extensively incorporates technology-driven learning approaches like e-learning. This method empowers employees to independently access digital platforms offering training materials, video tutorials, and self-assessments. One significant advantage of e-learning is its flexibility, allowing employees to choose when and where to learn without disrupting their primary responsibilities. This flexibility is particularly beneficial for banks with widespread branches and staff managing demanding workloads. According to Permatasari & Hardiyani (2018), e-learning enhances employee engagement by giving them greater control over their learning journey. Similarly, Rahman et al. (2020) highlighted that the adaptable nature of e-learning motivates employees to actively participate in training.

Additionally, e-learning enables training managers to swiftly update content, aligning it with emerging trends in the banking industry, such as advancements in digital financial products or regulatory changes. Assalmani (2021) and Syahputra et al. (2024) emphasized that the real-time adaptability of e-learning materials is a key strength, allowing institutions to stay responsive to the dynamic market landscape. However, a notable limitation of e-learning is the reduced direct interaction between employees and trainers, which can impact the development of practical skills and problem-solving abilities. Hadisi & Muna (2015) noted that the absence of face-to-face interaction in e-learning can hinder effective learning in areas requiring detailed discussions or immediate feedback, leaving employees less confident in applying their knowledge to real-world challenges. To overcome this limitation, banks are encouraged to complement e-learning with face-to-face sessions or interactive discussion forums to optimize training outcomes. Blended learning is an emerging training model gaining traction in the banking industry. It integrates traditional face-to-face sessions with digital learning methods, leveraging the advantages of both approaches. In the banking sector, blended learning typically involves hands-on, in-person sessions to develop practical skills, while theoretical concepts are

delivered through online platforms. According to Sangadji et al. (2022), this approach enhances learner engagement and outcomes by catering to diverse learning preferences. It is particularly effective for programs that require a mix of conceptual understanding and practical application, such as credit risk analysis or mastering complex banking products. For instance, an employee studying investment portfolio management might use digital tools to grasp foundational concepts and participate in live sessions to discuss real-world strategies with a trainer. Idris (2018) also supports this approach, emphasizing that the blend of self-directed online learning and in-person training fosters deeper comprehension and better application in practice.

### 3. Methods

The research methodology used to develop an optimal education and training model for Bank Rakyat Indonesia (BRI) employees is based on a qualitative approach with a primary emphasis on conducting a literature review. This approach is chosen to explore various concepts, theories, and proven models of education and training that are relevant to the banking sector and human resource development. By adopting a qualitative method, the study seeks to gather comprehensive insights from different sources to gain a deeper understanding of effective training strategies that can be applied within BRI. The literature review involves analyzing information from a wide range of sources, including academic journals, reports from financial institutions, textbooks, and previous research articles. These sources provide valuable insights into best practices, frameworks, and successful implementations of education and training programs in similar industries. By examining existing models, the research aims to identify key elements that can enhance employee performance, improve adaptability to technological changes, and strengthen organizational capabilities. This method allows researchers to evaluate the strengths and weaknesses of current training programs and explore innovative strategies to address evolving challenges in the banking industry. The qualitative approach also ensures that the research captures context-specific factors, such as BRI's organizational structure, employee characteristics, and industry demands. Ultimately, the qualitative research and literature review process help shape a more relevant and impactful education and training model that aligns with BRI's goals of improving workforce competencies and maintaining competitiveness in the rapidly evolving financial sector.

### 4. Results

In the banking sector, different training models offer unique benefits and limitations. Selecting the appropriate approach requires careful consideration of the specific goals, workforce characteristics, and training requirements of the institution. Given the diverse backgrounds of employees, banks must prioritize flexibility and accessibility in their training programs. Understanding employee profiles — including their education levels, professional experience, and learning preferences — is critical to optimizing training effectiveness. For instance, if the goal is to enhance digital literacy, technology-driven solutions such as e-learning platforms or simulation-based exercises are likely to be more effective. E-learning provides employees with the convenience to learn at their own pace, while simulation-based training offers hands-on practice in a risk-free environment.

Conversely, for banks focusing on improving customer service skills, approaches such as on-the-job training and gamification may be more suitable. On-the-job training allows employees to gain practical experience through real-world interactions, whereas gamification can help boost their enthusiasm and motivation to learn through interactive and rewarding experiences. Based on a survey of RM

Briguna in the West Indonesia region conducted by the Corporate University Division of Bank BRI in 2024 involving 238 RM Briguna in the area.

Training methods used in the West Indonesia region. Competency-based training is the most dominant method, contributing 65% of the total training. This type of training focuses on developing specific skills required to support job performance. Following that, On-the-job training ranks second with a percentage of 22%, indicating that direct workplace training remains one of the most popular methods. This method provides employees with the opportunity to learn and develop their skills directly while working. In addition, the Gamification method contributes 6%. This type of training utilizes game elements to increase participants' engagement and motivation during the learning process. Meanwhile, E-learning accounts for 4% of the total training. This method allows participants to access training materials online, which is highly relevant to current technological developments. However, its adoption rate remains relatively low compared to traditional methods. Lastly, Blended learning, which combines online and face-to-face learning methods, contributes the smallest percentage at 3%.

Moreover, training managers in the banking industry must prioritize ongoing assessment and enhancement of their training programs to keep pace with rapid advancements in technology and evolving banking regulations. This process involves not only evaluating the effectiveness of training through learning outcomes but also identifying necessary improvements and updating content to maintain relevance. As a result, training programs should be designed to adapt quickly to shifts within the banking sector and address emerging market demands. Implementing a variety of training methods can also foster a culture of continuous learning within the organization. By cultivating an atmosphere that encourages employees to pursue ongoing education and skill development, banks can enhance their workforce's capabilities while promoting innovation and maintaining a competitive edge. Consequently, well-planned and strategically tailored training initiatives are essential for developing competent human resources who are equipped to tackle future challenges in the banking sector.

## **5. Discussion**

The result showed that competency-based training is one of the effective training models. The banking sector adopts competency-based training programs, which are tailored to meet specific competency standards relevant to various roles and job functions within the organization. This method ensures that employees acquire the skills and knowledge necessary to fulfill their responsibilities effectively. According to Boahin & Hofman (2014), competency-based training enhances the impact of training by concentrating on practical skills that employees can directly apply in their daily tasks. The curriculum for this model is structured around a competency map that outlines technical, cognitive, and interpersonal skills required at different levels, from operational staff to management. For instance, employees in risk management roles are trained in areas such as risk analysis, credit risk management, and compliance with financial regulations. Research by Shet et al. (2019) indicates that this approach improves employee performance by establishing clear and measurable standards, which also simplifies performance evaluation for managers.

One of the key strengths of competency-based training is its precision in designing relevant and measurable content aligned with job-specific requirements. However, a significant challenge lies in the complexity of developing and updating competency maps, which must evolve alongside changes in the banking industry and regulatory environment. Bhutto et al. (2023) highlight the dynamic nature of competency needs in the banking sector, often shaped by external factors such as technological advancements and regulatory updates. As a result, banks must adopt flexible systems for designing training curricula and continuously revising

competency maps to stay aligned with industry demands. Collaboration with educational institutions and professional organizations offers a practical solution to ensure that competency-based training remains current and effective in addressing market requirements. The digital revolution has created new opportunities for the banking sector to embrace simulation-based training. This approach enables employees to hone their skills in a virtual environment that closely mirrors real-world work scenarios. In the banking field, simulation-based training is commonly integrated into programs focusing on customer service, risk management, and market analysis. Research by Aggarwal et al. (2010) highlights that incorporating simulations into employee training not only enhances technical capabilities but also strengthens interpersonal skills, which are essential for effective customer interactions. Through these simulations, employees can engage in realistic scenarios, such as addressing customer complaints or making investment decisions based on dynamic market conditions.

One of the key benefits of simulation-based training is its interactive and hands-on nature, which proves highly effective in enhancing problem-solving and decision-making abilities. A study by Steadman et al. (2006) revealed that employees who participated in simulation training demonstrated significant improvements in decision-making compared to those who underwent conventional training methods. Additionally, this immersive experience boosts employee confidence in managing complex situations, as it allows them to practice in settings that closely replicate their professional environment. Nevertheless, adopting this model demands significant investments in technology and the creation of intricate, context-specific simulation scenarios. According to research by Elendu et al. (2024), the primary obstacles in implementing simulation-based training include substantial upfront costs and the necessity for a robust technological framework. Therefore, banks need to carefully evaluate their resources and the expected return on investment before introducing such training initiatives. Moreover, designing realistic simulation scenarios requires collaboration between industry practitioners and training specialists to ensure that the simulations accurately reflect real-world banking challenges. Hence, while simulation-based training offers numerous advantages, its implementation must be well-structured to maximize its impact on employee development within the banking sector.

Moreover, one key benefit of blended learning is its flexibility, allowing employees to learn at their own pace while still accessing direct support when needed. Wahyuningsih (2020) highlights that this adaptability not only boosts employee satisfaction but can also improve productivity, as learners can fit training around their work schedules. However, the success of blended learning relies heavily on robust technological infrastructure, including reliable internet and user-friendly platforms. This can pose challenges for banks in remote areas or those with limited budgets. Yuliana et al. (2024) argue that such limitations can hinder the effectiveness of training, especially if employees cannot fully utilize the digital components. Therefore, to maximize the potential of blended learning, banking institutions must invest in technology and provide technical support to ensure employees can effectively engage with the platform. Another emerging trend in banking education and training is game-based learning, also known as gamification. This approach incorporates game mechanics—such as points, levels, and rewards—to boost employee engagement and motivation throughout the learning process. In banking, gamification is particularly suited for training focused on product knowledge, regulatory compliance, or customer service enhancement. Research conducted by Pereira et al. (2018) highlights that gamification fosters intrinsic motivation, resulting in more effective learning outcomes. Employees involved in gamified training programs report a greater sense of engagement and enjoyment, leading to more positive learning experiences.

By integrating game elements, employees can acquire knowledge through enjoyable and interactive experiences, promoting better knowledge retention and faster learning. A study by Putz et al. (2020) revealed that participants in game-based training significantly outperformed their counterparts in product comprehension when compared to those who underwent traditional training methods. Additionally, the competitive aspect of gamification encourages collaborative learning, allowing employees to share knowledge and insights in a more informal and relaxed environment. The implementation of gamification in training programs must be carefully crafted to align with the intended learning outcomes, ensuring that the core objectives of the training remain the primary focus. According to research by Aldemir et al. (2018), it is essential to incorporate content that directly supports learning goals while avoiding game elements that may divert attention. The success of gamified learning initiatives depends greatly on the quality of the game design and the relevance of the material. If these aspects are neglected, gamification risks diluting the core purpose of the training. As a result, training administrators must regularly assess the effectiveness of gamified programs and adapt them to meet evolving industry demands. When applied with the right strategy, gamification can enhance employee competencies, foster a dynamic learning environment, and boost engagement in organizational training programs.

## **6. Conclusion**

To navigate the challenges of the digital era, the banking industry, particularly Bank Rakyat Indonesia (BRI), must develop an effective education and training model to equip its workforce with relevant skills and knowledge. As technology evolves rapidly, continuous learning has become essential to maintain competitiveness. Evaluating the current education and training strategies is a crucial step to ensure these programs meet organizational needs and employee expectations. Using structured evaluation frameworks like Kirkpatrick & Kirkpatrick (2016) and Context, Input, Process, Product (CIPP) allows BRI to assess multiple aspects of training, from participants' satisfaction and knowledge retention to long-term impacts on organizational performance. The Kirkpatrick model focuses on four levels: reaction, learning, behavior, and results, ensuring training effectiveness at each stage. Meanwhile, the CIPP model provides a holistic approach by evaluating the context, resources, processes, and outcomes of training programs. These frameworks help identify the strengths and weaknesses of existing training methods, allowing BRI to make data-driven improvements to its curriculum. Adjusting training strategies to align with industry trends and employee needs can ensure that BRI's workforce remains agile and capable of adapting to technological changes. Additionally, evaluating training programs ensures better resource allocation, preventing unnecessary costs while maximizing impact. With effective training models, BRI can boost its employees' skills, improve job performance, and enhance customer satisfaction.

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