

Training and Development System Analysis at PT. Perkasa Beton Batam

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ABSTRACT

Every company has its efforts to improve employee performance capabilities, one of which is through training, development, and attitude improvement. However, many companies have yet to pay attention to the system's effectiveness in its implementation, so it needs to be evaluated further. This study aims to identify the training and development system at PT. Perkasa Beton Batam. Descriptive research designs with qualitative variety are used. The study was conducted by interviewing the HRT team and three staff members to identify research variables. Structured interviews are conducted and analyzed descriptively. The results show that the PT. Perkasa Beton Batam training program is carried out by classroom and lecture methods. The classroom method is used when the material presented is theoretical and needs focus and understanding from participants. The lecture method, or lecturer method, is a method that uses oral techniques by the presenter to deliver special material. Furthermore, the development program is carried out through seminars, learning outcomes, and briefings or discussions attended by all staff and external parties. The evaluation results show that the company's program design still needs evaluation; participants must perform satisfactorily. Training at this company already provides sufficient returns on the performance of most employees. However, 40% of employees have yet to show good results. Therefore, it is necessary to design a training program that meets the needs of employees and the company—the training system at PT. Perkasa Beton Batam shows an improvement in employee performance, which affects the increase in the percentage of quality targets.

Keywords: employee quality, performance, training system, skills, attitude

INTRODUCTION

In industry, having human resources who are capable is very meaningful. Human resources are an important asset of the company that can be a competitive advantage. The value of an employee cannot be imitated because not all individuals have values as employees. Currently, the main strategic issue for companies is training and development (Mello,



2015). Some of the following reasons include rapid changes that lead to the obsolescence of skills and expertise, redesigning jobs into jobs that have broader responsibilities, poor trainee readiness, and inefficient training systems for material recipients. In achieving the goals of an organization, each company will strive to improve employee performance (Adianto and Sugiyanto, 2019). The business competition that continues to narrow is a requirement for companies to be able to survive with a variety of accurate strategies. One is to increase employee performance with training and development to create company productivity. In practice, abroad, many companies realize the importance of employee training and development. Real evidence shows that employees who receive training and development have better productivity. The usual obstacles that arise in training and development systems are systems that need to be designed following the demands of the company and investment costs or training and development costs that are quite large.

In Indonesia, training and development have similar obstacles. According to Kosdianti and Sunardi (2021), in a state of globalization with technological developments in all fields, companies must make new changes to survive the demands of today's developments. Each company has a different method of training and development. However, the system design needs to provide maximum returns or results. Some employees consider training boring and less optimal because of less varied training providers (Jamaludin, 2021). Therefore, the system needs to be adjusted to the company's demands and employees' needs. In addition, the cost of conducting training and development is fairly high. This is the main obstacle to conducting training and development.

PT. Perkasa Beton Batam has employees responsible for producing and providing the best customer service. As a supplier to the construction market in Batam, the UN needs to improve the performance of its human resources. With the demands of the ever-changing business environment, companies need to develop human resources to continuously improve their capabilities (Busono, 2016). With their knowledge and skills, employees can do the work for which they are responsible. This knowledge and skill relate to the ability of employees to master a job. Each individual has his value, which is shown by his knowledge and skills. Skills relate to outputs such as quality, quantity, and punctuality; in addition to the knowledge and skills an individual values, there are other indicators of attitude. Attitude is a person's perspective and thinking implemented through initiative, enthusiasm, motivation, and confidence. This individual value is one indicator that needs to be considered when conducting training. This individual value shows the abilities that individuals have that are different from those of other individuals. The concept of training is to overcome the problem of the difference between reality and expectations. Differences in individual values against the background of differences in education, skills, and attitudes among employees make it necessary to design a training system. The training provided must be to the needs of participants or employees. Differences in individual values also indicate differences in a person's needs, so this difference becomes a level in a group.

UN has 11 departments, with six in the head office, such as finance, accounting, procurement, HRD/T, legal-GA, marketing, and IT. The departments located in the batching plant are located in two locations: production, quality control (QC), mechanical, infrastructure, and store departments. Employees in the field tend to use skills and strengths in their work, while employees in the head office use more skills and thinking skills than field employees. This indirectly classifies abilities through employees' education, skills, and attitudes based on their level and ability. This phenomenon is why employees

need help finding the real benefits of training, and training is only part of the work requirements. The training system provided cannot be evenly distributed because of these differences, which is why the right system is needed to convey the objectives and benefits of training properly.

Updated capabilities are necessary to follow rapid and dynamic changes in the business environment. With the changes and differences in individual values, companies must adjust them to compete, especially in the industry where the company is located. According to Diamantidis and Chatzoglou (2019), to increase company productivity, it is necessary to prepare human resources who are ready and have expertise in their fields. The United Nations recognizes the importance of training and developing employees to survive in today's industry. The emergence of the HRT department as part of the company indicates that the company is aware of the benefits of the training that will be provided (Beardwell, Holden and Claydon, 2004; Davidescu *et al.*, 2020). The HRT department is a special section that handles human training and is tasked with controlling employee performance as one of the strategies to create an employee's competitive advantage. Thus far, the system still needs improvement to suit the company's needs and be appropriately given to employees. The training system found at the UN uses the same method for all levels of employees. Each UN employee has a different educational background, which affects his or her focus on and absorption of new things.

The motivation and enthusiasm of the trainees still need attention. The training system must be to the needs of the company and trainees. The UN conducts much training focused on employee discipline and self-development. Special training to improve skills or the ability to work in their field is rarely carried out. Over time, a person's skills will become obsolete and rapidly change. Improving one's abilities can be an effort to keep up with the changing business environment and compete fiercely. PT. Perkasa Beton Batam must be able to cope with the demands of a dynamic business environment by designing a training and development system tailored to the company's needs. This study aims to identify the training and development system at PT. Perkasa Beton Batam. The aim is to obtain an overview of the mechanisms and systems of the training and development system applied in the company, which is then evaluated for effectiveness and efficiency.

LITERATURE REVIEW

Training

In the concept of strategic management, training and development are considered investments. Training is the provision of skills and knowledge that involve employees and must be implemented immediately (Mello, 2015). Training is short-term-oriented and focuses on knowledge and skills to complete the job in the "present". Training is designed according to the objectives of the company. In developing human resources, the effectiveness of employee training is important (Jamaludin, 2021). According to Kuruppu, Kavirathne and Karunarathna (2021), training improves employee quality and affects organizational performance through HR results. Ozkeser (2019), says that the benefits of training must be programmed systematically so that they can be felt. For paying attention to employees' thoughts and positioning the company's mission, philosophy, and goals, the concepts of quality, efficiency, and commitment need to be clarified. There must always be periodic evaluations of the company's training and development system. This is to identify the system's effectiveness (Putri and Irawanto, 2013; Mahadevan and Yap, 2019).

Development

According to Adianto and Sugiyanto (2019), learning aimed at employees to improve workability is the meaning of development. Development is aimed at the long-term expansion of skills for future responsibilities. Content development focuses on management. They are usually given to upper-middle managers to solve managerial issues. The benefits of training and development for individuals include increasing employee value for knowledge, skills, and attitudes. Increasing the security of being employed means that the more individuals develop, the safer it will be. For training and development organizations, that means increased efficiency, effectiveness, and profitability; increased employee flexibility; a shorter organizational structure; and making it easier to measure employee results. The policy to invest in training to develop employee skills, knowledge, and abilities that positively increase individual and organizational productivity is an effort to maintain employee quality (Laing, 2009). Karim (2019) argue that development is a direction toward better employee attitudes and competencies to do their jobs. The human resources department's strategy impacts development, which can improve employees' capacity to contribute to accomplishing organizational goals and objectives.

Employee Performance

Employee performance can be improved through training and development systems. Training and development is a scheduled plan of organizational change to link the training content with the desired work behavior (Sitompul and Simamora, 2021). Performance management creates a work environment where people can get the most out of their capabilities. To meet its important objectives, organizational success in the long term lies in the ability to manage employee performance and affirm performance measures aligned with organizational needs (Mello, 2015). According to Shrestha (2020), training can provide learning motivation that contributes to improved performance. Companies need to send the right employees to attend training that uses systematic training procedures to select these employees, and then there will be an improvement in organizational performance (Igudia, 2022). The training system must be well prepared to cover the increasing needs of employees. The importance of providing feedback to employees after attending training is to make them aware of which parts should be improved (Karim, 2019). The training system must be managed effectively to improve capabilities, knowledge, and skills to become the company's competitive advantage (Rachmania and Khoiri, 2022).

Framework

The framework is within the human resource management division at PT. Perkasa Beton Batam, which manages individuals to adjust to the company's demands. This will show the system and steps taken by the human resources division of PT. Perkasa Beton Batam by analyzing and understanding the training and development system within the human resources division. This research framework is presented in Figure 1.

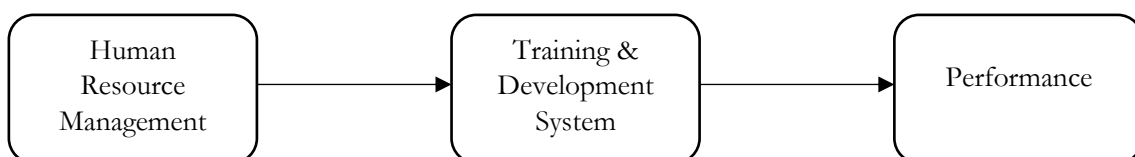


Figure 1. Research framework

METHODS

This research is a type of qualitative research (Darwin *et al.*, 2021). This study seeks to analyze phenomena and problems regarding training and development at PT. Perkasa Beton Batam. This research uses case studies, that is, analyzing the training system and performance development of PT. Perkasa Beton Batam employees. Primary data were obtained through interviews with the HRT team and three employees who had attended training at least once from PT. Perkasa Beton Batam, while secondary data were obtained from the literature studies. The unit of analysis in this study using teams and individual teams studied is a special department that handles training and development (HRT), that is, interviews with the head of HRT and one staff member. The duration for one person is approximately 10 to 20 minutes for one session. It takes 5–10 minutes for other employees to conduct an interview during employee gap time. The indicators include training implementation methods, trainees' reactions and responses, and training material providers, along with developing development methods, development participants, and material providers. Employee performance is seen from training assessments, reactions, and employee changes after attending training. All results obtained are then analyzed descriptively and presented as a narrative (Adnyana, 2021).

RESULTS AND DISCUSSION

Implementation of Employee Training at PT. Perkasa Beton Batam

The application of training conducted at PT. Perkasa Beton Batam is more inclined to provide material on employee discipline and self-development. In the implementation of training activities at the United Nations, it is found that special materials to improve skills are rarely carried out because most employees are more familiar with practices according to expertise—training at PT. Perkasa Beton Batam (PBB) is carried out according to the schedule set by the HRT Department. Training is intended for all employees and is carried out per department. Training is carried out at least once a year, and at least one employee has passed it. The HRT department prepares a training schedule for the next year with 12–20 scheduled pieces of training. Internal and external parties carry out training. The head of department (HOD) for each department typically oversees the internal training. External parties are carried out by various related parties, such as Samsat, which provides understanding to drivers to drive safely and obey traffic, beauty clinics specifically attended by female employees, and many other external parties.

Training is also provided to new employees. During the COVID-19 pandemic, the number of employees was cut to reduce the number of expenses that could not be handled due to low sales. After the COVID-19 pandemic subsided, concrete sales increased and required additional labor, especially as drivers and batching plant operators. Recruitment is done quickly, and prospective employees are screened according to the company's needs. On the first day, employees receive training with company profiles, job desk materials, and task mechanisms. Internal parties provide material, with the HR division providing company profile material and users in the related division providing job desk material. The implementation of training at this company still follows a simple model, that is, the presentation of material indoors and outdoors (specifically for field employees), or it can be said to be a lecture method. With this model applied at all levels, less effective training is provided. This happens because employees of different departments have

different abilities in absorbing and understanding the material. Employees in the field have different educational backgrounds than employees in the office. Differences in background and workplace location are one of the problems motivating employees to attend training.

Implementation of Employee Development at PT. Perkasa Beton Batam

Development at PT. Perkasa Beton Batam is scheduled every Monday for a management briefing. The director leads the internal development system, and the participants are all heads of department (HOD). The director will allow participants to explain management-related matters, such as integrity, leadership, and other soft skills. During the briefing activity, discussions will be held on real cases that occur in the company so that opportunities are given to improve critical thinking and problem solving. Externally, HODs are free to attend training that supports soft and hard skills at providers or institutions that provide these opportunities. Seminars held by external parties, such as the Ministry of Labor and Local Governments, are an alternative for developing employees for this company. This development system has stopped since the COVID-19 pandemic. Employees working from home and not being allowed to gather are obstacles during the pandemic. When working at home, this company does not take advantage of meetings using applications. The hybrid system, where some employees work from home and some work in the office, is also a problem because there is no common ground. Hence, when the pandemic stopped, this system stopped, and until now, it has begun to be enforced, but it has not been consistent.

Training and Development of Employee Performance of PT. Perkasa Beton Batam

The attitudes of the giver and recipient of training can determine the training system implemented. The application of training based on the results of interviews with HR training staff can be run and applied. According to HR training staff from the interviews, the training system can run and be applied with material providers who are quite capable, have integrity, and become role models. The recipient's attitude is to be motivated and understand the material presented. However, the attitudes of these recipients only show satisfactory results, or, in other words, they feel ordinary. According to one of the sources of this research, field employees who have attended training explained that they still need to be ready to take part in the training provided. It can be shown from the readiness of participants to attend the training, their attitude and activeness during the training, and their attitude after it. Some employees are motivated by showing results by improving performance, and some find it difficult to understand the material. Employees who work in the field use expertise and understand practice rather than material.

The training and development system is designed according to the company's needs. Management at the United Nations acknowledges that the system satisfies their needs. Judging from practice, the author observes that the system runs as desired, but the results of the system still require continuous evaluation and monitoring. This happens because of the attitude and reaction of the recipient or trainee, which partly shows positive results. According to the main source, the head of HRT, 60% of employees work according to SOPs based on monthly quality objectives and internal audits. This percent figure arises based on evaluations carried out by the training provider, namely, by conducting quizzes with participants and work evaluations carried out once a week. In addition, it can be seen from how employees work that they have improved by completing targets faster than before the training. The quality control (QC) department has an external training program

on the formulation of quality concrete, and the driver section has a training program on how to operate a mixer truck and drive well according to traffic standards. Achieving quality goals for each department demonstrates performance improvement after training. One of them is the quality control (QC) section, which can achieve and even experience an increase in achieving quality goals. The QC department has a quality goal of “at least 97% of concrete quality is achieved,” and the initial data from 2022 until the final period of internships show an increase from January and February, which obtains a percentage above the set quality target of approximately 99%. Furthermore, there was an increase until it reached 100%. Data on the increase in the achievement of quality targets in the quality control division for the January–June 2022 period are presented in table 1. below:

Table 1. Data on the improvement of quality objectives in the division *Quality Control* January-June 2022 Period

No	Target	Era	Achievement
1.		January	99,54%
2.		February	99,50%
3.	A minimum of 97% of concrete quality is	March	100,00%
4.	achieved	April	100,00%
5.		May	100,00%
6.		June	100,00%

The data above show an increase in the percentage that has exceeded the target. The skills training provided in this department can show changes that explain the increase in employee performance. The performance of these employees affects the quality of work, which is more effective and efficient and can increase the targets or objectives set. According to Hermawati *et al.* (2021), a company’s success can be determined by the performance of employees in doing their best work to achieve company goals. According to the interview source, the head of the HR Training Section said that the proof of a more effective and efficient way of working is calculated by the costs incurred by the company and better achievements than targeted so that this training can bring about performance improvement even though not all employees show results.

Training is provided to employees to oversee human resource development at the United Nations, motivating employees to work according to SOPs and recognizing job desks, especially new employees (Lai *et al.*, 2020; Neumann *et al.*, 2021). Implementation of training and development to strengthen the capabilities and expertise of employees in a dynamic business environment (Dinantara, 2019; Kumari, Shah and Mishra, 2022). The UN always strives to achieve quality goals as a company that competes fiercely in its industry. Efforts made to achieve quality objectives are evaluated through internal audits every month. During the internship activities focused on training and development, there are things that support these activities. The author is given the opportunity to provide training to employees. This is a place for writers to learn to speak in front of many people and master the focus of the trainees. In addition, support from supervisors is needed in guiding writers to be able to conduct training. Direction and input are given to attract the attention of training participants so that they can understand what they want to convey. Communication between presenters and participants is also important for active participation in training activities, so they do not feel monotonous.

The supporting factor in the research conducted during the internship is sufficient opportunities for the author to see and be directly involved in the company’s training

activities. This is an opportunity for the author to analyze PT. Perkasa Beton Batam training and development system. In addition, this study has an inhibiting factor: the short time between each opportunity. In the internship, the author is given various tasks related to the field of human resources. Therefore, the opportunity described in the supporting factors has a short duration; however, this obstacle is not a barrier to the research conducted because the author uses this short time at every opportunity given to review matters related to training and development.

LIMITATIONS AND MANAGERIAL IMPLICATIONS

The limitation of this study is the difficulty in conducting interviews with informants, considering that very disciplined work time makes interviewers have to take breaks, pray, and eat with informants. The managerial implication of this research is that through programs that have been developed, companies should improve the quality of training programs to improve employee performance, which impacts the quality of company production. Strategic training models to create conducive training programs must be developed through needs analysis, design, implementation, and evaluation of training and development programs.

CONCLUSION

Training and development are important parts of improving employee performance at PT. Perkasa Beton Batam's training program is carried out through classroom and lecture methods. The classroom method is used when the material presented is theoretical and needs focus and understanding from participants. The lecture method, or lecturer method, is a method that uses oral techniques from the presenter to deliver special material.

Furthermore, the development program is carried out through seminars, learning outcomes, and briefings or discussions attended by all staff and external parties. The evaluation results show that the company's program design still needs evaluation; participants must perform satisfactorily. Training at this company already provides sufficient returns on the performance of most employees. However, 40% of employees have yet to show good results. Therefore, it is necessary to design a training program that meets the needs of employees and the company—the training system at PT. Perkasa Beton Batam shows an improvement in employee performance, which affects the increase in the percentage of quality targets. In the future, further research related to changes in training and development program design and employee performance is needed.

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