

Analysis Of Employee Training Program At Pt Xyz

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Abstract

This study aims to analyze the effectiveness of the employee training program at PT XYZ. In an era of increasing competition, improving employee competencies through training has become a critical strategy for enhancing company performance. The rapid advancement of technology also encourages employees to master the latest technologies. This study employs a qualitative approach using descriptive methods, with data collected through interviews and document analysis. The analysis focuses on evaluating the training program based on the relevance of the materials, teaching methods, and its impact on employee performance. The results of this study indicate that the training conducted by PT XYZ has made a positive contribution to improving employee skills and productivity. However, not all employees participated in the training optimally, which remains an area for improvement. Additionally, the training provided has not yet fully incorporated the latest technological developments, limiting employees' ability to leverage technology that could simplify their work. These findings are expected to serve as a consideration for the development of more effective training programs in the future.

Keywords: Employee Training; Program Effectiveness; Employee Performance.

1. Introduction

In the increasingly competitive business environment, human resources (HR) have become one of the key factors in achieving a company's goals. Data from the Central Bureau of Statistics (BPS) indicates that Indonesia's population reached 278.69 million in 2023; however, the high unemployment rate remains a challenge due to the lack of relevant job training. According to data from the Ministry of Manpower (Kemnaker), there were 12,395 workers who experienced layoffs (PHK) between January and March 2024, with the majority of cases occurring in Jakarta. One of the causes of layoffs is suboptimal employee performance, which underscores the importance of improving competencies through structured and effective training programs. However, only 10% of companies in Indonesia provide training for their employees, far behind other countries such as Vietnam and China.

Employee training plays a crucial role in enhancing skills and work productivity. According to Mangkuprawira (2002), training is a process of imparting knowledge and skills so that employees can fulfill their responsibilities effectively, while Notoatmodjo (2009) emphasizes training as an effort to improve abilities that result in real behavioral changes. Nevertheless, observations at PT XYZ reveal several challenges, such as the lack of comprehensive evaluations and follow-ups after training, which causes the impact of training on employee performance to remain suboptimal. This is further supported by employee interviews, which state that training is often regarded as a formality and that the materials delivered do not fully align with job requirements.

This study aims to analyze the effectiveness of employee training programs at PT XYZ using a qualitative approach. Data collection techniques include observation, interviews, and document analysis to understand the design, implementation, and evaluation of training programs. The focus of this research is expected to identify weaknesses in the training program and provide relevant practical recommendations to improve the quality of employee training in the future. Thus, the results of this study can contribute to the development of more effective training strategies, support the improvement of employee performance, and align with the company's strategic goals.

Furthermore, the study seeks to understand the extent to which employees apply the skills acquired during training in their daily tasks. This will involve identifying any gaps between the training content and the practical challenges faced by employees in the workplace. By bridging this gap, the company can ensure that training programs are not only theoretical but also practical and beneficial for improving job performance. Additionally, the research will evaluate the role of management in supporting post-training initiatives. Effective follow-ups and regular performance assessments are essential to determine the long-term impact of training programs. By fostering a culture of continuous learning, companies like PT XYZ can enhance employee engagement, reduce turnover rates, and ultimately achieve sustainable growth in an increasingly competitive market.

Moreover, the study will investigate the factors that hinder employee participation in training programs, such as time constraints, lack of motivation, and inadequate managerial support. Addressing these barriers is crucial for ensuring that training initiatives are accessible and beneficial for all employees. By identifying these obstacles, the company can implement

strategies to encourage greater participation, such as offering flexible training schedules, providing incentives, and promoting the importance of continuous development.

Finally, the research will explore how training outcomes are measured and evaluated within the company. Establishing clear key performance indicators (KPIs) and feedback mechanisms will allow PT XYZ to assess the effectiveness of training programs more accurately. Regular evaluations and data-driven insights will help the company refine its training approaches, ensuring they remain relevant, impactful, and aligned with organizational goals. This comprehensive evaluation process will not only improve employee performance but also strengthen the company's competitive position in the industry.

2. Literature Review

2.1 Definition of Program Effectiveness

According to Astuti (2019), is the achievement of planned goals within the allocated budget, designated time, and specified personnel. It is considered successful when the established targets are met. Similarly, Berliana (2022) defines effectiveness as a crucial concept that reflects an organization's success in achieving its goals by comparing actual outcomes to pre-set targets. Higher success rates indicate greater effectiveness, as it demonstrates the alignment between achieved outputs and expected results based on the resources invested. Furthermore, effectiveness emphasizes the benefits received relative to the sacrifices made to achieve the desired outcomes.

According to Mulyani (2019), training programs are designed to bridge the gap between employee competencies and job requirements. Program effectiveness, as defined by Ditjen Binlantas Depnaker (1983, cited in Satries, 2011), refers to the extent to which a program implemented by an institution aligns with its planned objectives to achieve predetermined goals. This effectiveness can be evaluated by comparing the program's goals with its outputs.

Budiani (2007, cited in Agrio, 2017) outlines several variables to measure program effectiveness:

1. **Program Target Accuracy:** Refers to the extent to which participants align with the pre-determined target audience. Accurate targeting ensures the program reaches the intended beneficiaries, enhancing its effectiveness.
2. **Program Socialization:** Indicates the organizers' ability to effectively disseminate program information to the public. Effective communication ensures target participants are well-informed, increasing participation and success rates.
3. **Program Objectives:** Assesses the alignment between program outcomes and the initial objectives. This alignment is crucial for evaluating success and ensuring program activities contribute to goal achievement.
4. **Program Monitoring:** Involves post-implementation activities to track the impact or progress of participants. This follow-up ensures participants gain the intended benefits and identifies areas for further improvement.

In conclusion, effectiveness is a measure of a program or activity's success in achieving its planned objectives by optimizing available resources such as time, budget, and personnel. A program is deemed effective if its outcomes align with or approach the expected targets while providing benefits that outweigh or are proportional to the resources expended. In the context of programs, effectiveness can be assessed through indicators such as target accuracy,

successful socialization, alignment of results with objectives, and monitoring of program impacts. These measurements are essential to ensure the program is implemented as planned and delivers optimal benefits.

2.2 Definition of Training

Training is described in Dr. H. Muh. Said's book "Concepts and Measurements of Training and Human Resource Development Effectiveness" as an organized and systematic series of learning activities aimed at identifying employees' developmental needs, designing suitable training programs, and conducting evaluations to measure their effectiveness. Training is, therefore, a continuous process aimed at enhancing employee competencies.

According to Mulyani (2019), training is a program designed to bridge the gap between employee skills and job demands, while also improving efficiency and effectiveness in achieving work goals. Susanti (2018) defines training as a means to develop employees' skills and knowledge, enabling them to perform their roles, duties, and responsibilities effectively.

Abdullahi et al. (2019) state that training and development are essential in every organization to prevent future issues, such as fraud. It involves providing employees with training, workshops, coaching, mentoring, or other learning opportunities to inspire, challenge, and motivate them to perform their roles to the best of their ability, meeting the organization's standards.

Widodo (cited in Ading, 2022:4) defines training as a series of activities aimed at systematically improving individual skills and knowledge, enabling professional performance in their respective fields. Ideally, training should align with organizational goals while also addressing the individual aspirations of employees. Leaders often support training programs because they enhance employee skills and productivity, though time constraints during training must be considered.

In conclusion, training is a company initiative designed to improve employee performance by equipping them with knowledge tailored to organizational needs. Training can take various forms, such as seminars or webinars, and must be carefully aligned with employees' needs to ensure performance enhancement.

2.3 The Importance of Training

Employee training is a fundamental pillar in enhancing organizational performance and achieving business goals. A well-structured training program equips employees with the necessary tools to stay relevant in an ever-evolving business landscape. It ensures they are prepared to adapt to inevitable changes, such as advancements in technology and shifts in work methodologies, which are crucial for maintaining competitiveness in the market.

Beyond keeping pace with external changes, training acts as a strategic investment in human capital. It serves as a platform for refining employees' skills, expanding their knowledge base, and fostering positive transformations in their attitudes and behaviors. These elements are essential in cultivating a workforce that is not only efficient and effective in their roles but also resilient and adaptive to emerging challenges.

Moreover, a robust training program does not merely address immediate skill gaps; it lays the foundation for long-term business sustainability. By empowering employees to perform at their best, organizations can enhance overall productivity, strengthen employee engagement, and build a culture of continuous learning and improvement. Ultimately, such

initiatives drive innovation, adaptability, and enduring success in an increasingly dynamic and competitive environment.

2.4 Employee Training Objectives

Enhancing employee skills and development must be carefully planned and implemented on an ongoing basis. This ensures optimal employee performance, which ultimately contributes positively to the company's overall performance. The primary objectives of employee development programs include:

a. Boosting Work Productivity

Training programs aim to improve the quality and quantity of a company's output. Wellstructured training equips employees with advanced technical expertise, strong interpersonal skills, and solid managerial capabilities. This enables them to work more efficiently and productively.

b. Enhancing Operational Efficiency

Trained employees can utilize time, energy, and raw materials more effectively, reducing operational costs. High efficiency strengthens the company's competitiveness in the market.

c. Improving Customer Service Quality

Employee development also focuses on enhancing customer service. Employees with better skills can deliver superior service, increasing customer satisfaction and attracting potential business partners.

d. Supporting Career Development

Continuous development programs provide employees with relevant new skills and knowledge, allowing them to improve performance, unlock career potential, and achieve greater professional accomplishments.

e. Minimizing Product Defects and Workplace Accidents

Well-trained employees are more skilled in performing their tasks, reducing the risk of production errors and workplace incidents. This leads to improved workplace safety and operational efficiency.

3. Material and Method

3.1 Timeline & Place of Research

This research was carried out over a period of two months, commencing in September 2024 and concluding in October 2024. During this time, the researcher conducted a series of interviews with selected respondents from the research sample. The interviews were conducted over the course of one day in the fourth week of September, during which in-depth discussions were held to gather detailed and relevant data. PT XYZ in Jakarta was deliberately chosen as the research location due to its well-established reputation for hosting regular monthly job training programs. These programs are designed to enhance the skills and competencies of employees, making it an ideal setting to evaluate the implementation and outcomes of such initiatives.

The primary objective of this research was to assess the overall effectiveness of employee training programs conducted at PT Pegadaian Regional Office VIII. This included examining how well these training programs aligned with the needs of the employees and the strategic goals of the company. Furthermore, the research aimed to explore the tangible and intangible benefits of these training sessions on employee performance. Specifically, it sought to understand how these programs contribute to improving employees' productivity, job

satisfaction, and ability to meet organizational expectations. By analyzing these factors, this research also intended to provide valuable insights into the extent to which training programs positively influence the company's overall operational efficiency and long-term growth. Through this study, it is hoped that recommendations can be formulated to optimize the design and delivery of training initiatives, ensuring they bring maximum benefit to both employees and the organization.

3.2 Research Design

This study employs a qualitative approach to analyze employee programs at PT XYZ. According to Ismail Suardi Wekke in his book *Social Research Methods*, qualitative research primarily utilizes data in the form of narratives or descriptive text, which are gathered through qualitative data collection techniques. This approach focuses on descriptive investigations and employs analytical methods to uncover insights. It emphasizes processes and meanings while using theoretical frameworks as guides to ensure the research aligns with real-world observations. This method seeks to explore participants' perspectives through interactive and flexible strategies, aiming to understand social phenomena from the participants' viewpoints.

In the context of this research, the qualitative approach is particularly relevant for understanding the effectiveness and challenges of employee programs at PT XYZ. Within this framework, the case study method is employed as it enables a detailed, intensive, and comprehensive examination of specific employee programs. This method not only analyzes various variables and their relationships but also generates explanatory statements that provide deeper insights into how these programs impact employees and contribute to organizational goals. By focusing on the experiences and perspectives of participants, the research aims to uncover meaningful data that can inform future improvements to the programs.

3.2 Data Collection Techniques

In the book *Qualitative Research Methods* by Dr. Nursapia Harahap, M.Hum, several techniques for qualitative data collection are explained, including:

1. Observation Technique

Edwards and Talbott emphasize that all good research begins with observation. This technique is used to formulate problems, compare them with field realities, understand issues in detail, design questionnaires, or determine appropriate data collection strategies. Observations can vary in approach, such as focused observation for theorybased research or broad observation for grounded research. They can be conducted individually or in groups, covertly or openly, and are often combined with other methods like interviews or field notes. The results may include written records or event recordings. Researchers must maintain objectivity to avoid bias that could influence data interpretation. Additionally, they should be cautious of generalizing similar-looking facts that may differ in reality, as this threatens data validity and reliability. When performed carefully, observation becomes a crucial step in understanding phenomena comprehensively. Overall, observation is a method of collecting data by directly observing the studied phenomena, aiding in detailed understanding, strategy design, and accurate information gathering while ensuring objectivity and reliability.

2. Interview Technique

Interviews involve data collection through verbal communication and are categorized into three types: structured, semi-structured, and unstructured. Structured interviews follow pre-designed questions to maintain a clear focus on the research topic. Semistructured interviews,

while guided by prepared questions, allow for spontaneous queries depending on the discussion's context. Unstructured interviews, on the other hand, are more flexible, focusing only on key issues without a rigid format, enabling broader exploration.

3. Documentation Technique

This technique involves data collection through an elicitation approach tailored to the research focus and supporting evidence. Data analysis is conducted topically, emphasizing main themes or issues rather than chronological order. Although the data may appear segmented, researchers must connect each segment to the broader discourse context to ensure that the analysis is not only individually relevant but also meaningful within its overall context.

3.3 Data Validity Techniques

In qualitative research, questions often arise regarding the validity of its results, particularly from those unfamiliar with this method. Such skepticism is usually based on the perception that qualitative research is harder to validate compared to quantitative approaches. Therefore, efforts are necessary to ensure the scientific accountability of qualitative findings through the application of specific standards.

The validity of qualitative research can be assessed through several key aspects:

1. **Credibility:** This reflects how trustworthy and accurate the findings are in representing the realities observed in the field. Credibility can be achieved by spending extended time in the field, conducting continuous in-depth observations, exploring phenomena thoroughly, and triangulating data from various methods or sources. Peer discussions and analyzing conflicting cases also enhance credibility.
2. **Transferability:** This refers to the extent to which the findings can be understood and applied by readers. High transferability is achieved by providing detailed and clear descriptions of the research focus and context, enabling readers to grasp the study comprehensively.
3. **Dependability:** This measures the consistency and rigor of the researcher in processing data throughout the study. Researchers with high dependability maintain methodological consistency at every stage of the research. This can be ensured through evaluations of the overall research process.
4. **Confirmability:** This ensures that the research findings genuinely originate from field data and are verifiable. Auditing the results helps confirm that the findings are free from personal bias, ensuring objectivity and accuracy.

4. Result and Discussion

4.1 Employee Training Concepts at PT XYZ

Employee training at PT XYZ serves as a strategic effort to enhance employee skills and performance. The training programs are systematically designed and tailored to meet the specific needs of individuals and departments. Conducted regularly every month, these initiatives demonstrate the company's commitment to developing high-quality human resources. The training process begins with identifying training needs based on employees' roles and competencies. Training sessions are held both on-site at the company's headquarters and off-site, covering topics such as company developments, core material delivery, and jobrelevant practical training. The approach combines theoretical knowledge with hands-on practice and discussions, ensuring employees can apply their learning to daily tasks. Additionally, PT XYZ independent learning options through an E-Learning platform,

providing employees with flexible access to training resources. This demonstrates the company's effort to accommodate employees' development needs through diverse methods.

4.2 The Impact of Training Programs on Employee Performance at PT XYZ

The training programs implemented at PT XYZ aim to improve employee competencies and performance by delivering relevant materials tailored to specific roles and divisions. However, despite regular and structured training, there remains a gap between the intended outcomes and optimal performance improvements. This discrepancy arises from factors such as varying employee needs and individual characteristics, which influence the extent to which they can apply the training material effectively. Some employees perceive training as merely a formal obligation, leading to minimal engagement and limited practical application of the content. To enhance training effectiveness, the company should adopt more flexible and personalized approaches. Aligning training programs with individual employee needs and utilizing interactive, experience-based methods are expected to yield better results. Additionally, motivating and supporting employees in applying their acquired knowledge can further improve the impact of the training.

4.3 Relevance of Training Materials to Employee Needs at PT XYZ

The training materials at PT XYZ are designed to enhance employee competencies through a wide range of topics. However, interviews with employees reveal that the materials are not always fully aligned with their specific job requirements. Many employees find the content too general and not tailored to the unique challenges faced by their divisions. Employees expressed a desire for more in-depth and applicable training, particularly on topics like the latest technologies and other practical skills. While the current materials cover important subjects, there is a need for greater relevance to employees' specific roles. Focused content and interactive methods could significantly improve the quality and effectiveness of the training programs.

4.4 Challenges in Implementing Training Programs at PT XYZ

The implementation of employee training programs at PT XYZ faces several challenges that reduce their effectiveness. Key issues include limited time for employees to participate in training, insufficiently relevant materials, inadequate facilities and resources, and suboptimal trainer quality. Budget constraints further impact the depth and availability of beneficial training programs. These challenges contribute to lower employee participation, limited application of training material, and reduced motivation to engage in training sessions. Addressing these issues is essential to make the programs more effective in enhancing employee competencies and driving better performance. By resolving these problems, the company can deliver more relevant, high-quality training that is accessible and impactful for employees.

5. Conclusion, Implication, and Recommendation

5.1 Conclusion

Based on the analysis of the available data, the following conclusions can be drawn:

1. Systematic Design of Employee Training

Employee training programs at PT Pegadaian Kanwil VIII are systematically designed to enhance employee competence and performance. The programs include several stages, from identifying training needs to evaluating effectiveness. In addition to centralized training at the headquarters, the company provides self-directed learning opportunities through an E-

Learning platform, offering flexibility to employees. These programs aim to improve competencies across various divisions, with a primary focus on technical skills related to job performance.

2. Challenges in Implementation

Although the training programs aim to improve employee performance, challenges such as varying levels of employee engagement and difficulties in applying the training persist. Some employees perceive the training as merely an administrative obligation, which limits its practical implementation. To enhance the effectiveness of these programs, a more flexible and personalized approach is recommended to better align with individual employee needs and characteristics.

3. Relevance of Training Materials

The training materials at PT Pegadaian Kanwil VIII require further alignment with the practical needs of employees in each division. Many employees find the materials too generic and less relevant to their daily tasks. To address this, the training content should be more in-depth, applicable, and interactive. Methods such as case studies or group discussions could be employed to improve understanding and application of the materials.

4. Key Challenges in Training Implementation

The implementation of training programs faces significant challenges, including time constraints, irrelevant materials, and limited support in terms of facilities and budget. These issues result in low employee participation and suboptimal application of the training content in their work. To overcome these challenges, the company should allocate sufficient resources, improve the quality of the training programs, and ensure the content is relevant and easily accessible to all employees.

5.2 Research Limitations

The researcher acknowledges that this study has several limitations, which necessitate further research to complement and enhance its findings. These limitations include:

1. **Time Constraints:** The limited time available to the researcher in conducting this study has resulted in a less in-depth exploration of the subject matter. A more extended timeframe could have allowed for a more thorough analysis and deeper understanding of the research topic.
2. **Limited Participants in Interviews:** The restricted number of participants involved in the interviews posed a challenge for the researcher in gaining a comprehensive understanding of the issues being investigated. A broader range of participants could have provided more diverse perspectives and richer data to support the findings.

Future research is encouraged to address these limitations by allocating more time for data collection and analysis and by involving a larger and more diverse group of participants. This would help provide a more comprehensive and nuanced understanding of the topic under study.

5.3 Recommendations for Next

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2. Limited Participants in Interviews: The restricted number of participants involved in the interviews posed a challenge for the researcher in gaining a comprehensive understanding of the issues being investigated. A broader range of participants could have provided more diverse perspectives and richer data to support the findings.
3. Future research is encouraged to address these limitations by allocating more time for data collection and analysis and by involving a larger and more diverse group of participants. This would help provide a more comprehensive and nuanced understanding of the topic under study.

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