

Analysis of the Employee Training At PT XYZ

Sasha Oktavia Melani¹, Christian Wiradendi Wolor², Marsofiyati³

¹Digital Administration Office Study Program, Universitas Negeri Jakarta, Indonesia

²Department of Digital Office Administration, Universitas Negeri Jakarta, Indonesia

³Department of Office Administration Education, Universitas Negeri Jakarta, Indonesia

Abstract

This research examines the impact of employee training on work performance at PT XYZ, a private wellness center in Indonesia that combines modern healthcare and fitness services. The study aims to assess how training programs affect employee productivity and retention, as well as analyze the relevance and frequency of these programs to determine areas of improvement. A preliminary survey was conducted on 20 employees to gather insights on training participation, material relevance, and perceived effectiveness. A descriptive qualitative approach was used, combining questionnaires and direct observation to capture employee perspectives. Results indicate a need for more frequent and relevant training sessions to align with employee expectations and organizational demands, particularly as many employees reported inconsistent training schedules. Findings suggest that consistent and tailored training not only enhances individual skills and confidence but also contributes to overall company productivity and competitiveness. This study provides valuable recommendations for optimizing training programs to support both employee development and organizational success in the evolving wellness industry.

Keyword: Employee Training; HR; Work Performance; Productivity; Skill Development

1. Introduction

In the current era of globalization, companies encounter fierce competition that necessitates exceptional human resource management to maintain their competitive advantage. Human resources (HR) are crucial in achieving organizational goals, ensuring operational efficiency, and promoting long-term sustainability. Employee training, a fundamental aspect of HR development, provides individuals with the skills and knowledge needed to navigate the evolving challenges of the workplace and technological advancements.

PT XYZ, a private company in the health and wellness industry, illustrates the importance of training in enhancing employee performance. With services like hyperbaric clinics and infrared saunas, PT XYZ operates in a competitive field that demands continuous improvement of employee skills. While the company has established training programs, issues persist regarding their frequency, relevance, and practical application. Addressing these issues is vital for equipping employees to perform optimally and achieve organizational objectives.

Effective training enhances not only technical abilities but also employee motivation and job satisfaction. By aligning training efforts with job demands and organizational goals, companies can foster an environment that promotes skill development and strengthens employee commitment. This study investigates the effect of employee training on performance at PT XYZ, aiming to pinpoint areas for improvement and offer recommendations for refining training strategies. The results will provide valuable insights into the connection between training and performance within a competitive organizational framework.

2. Literature Review

2.1 Human Resources and Employee Training

Human resources are a crucial asset within organizations that greatly impact productivity and overall business success. Effective management of HR ensures that employees are motivated, skilled, and aligned with organizational goals. Training is a key function of HR aimed at providing employees with the necessary skills and knowledge for efficient performance. Mathis and Jackson (2007) describe employee training as organized activities intended to enhance an individual's capabilities for improved performance.

2.2 The Importance of Training Programs

Training programs are fundamental for both individual and organizational growth. They promote a culture of ongoing learning and adaptability, helping employees stay competitive in rapidly changing industries. Hasibuan (2012) characterizes training as a short-term educational process that employs systematic methods to develop employees' specific skills and competencies. This is especially relevant in sectors like health and wellness, where technological advancements and customer expectations continually evolve.

2.3 Types of Training

Employee training can be divided into several categories, including :

1. On-the-Job Training

Employees learn by carrying out tasks under supervision, gaining hands-on experience related to their job functions.

2. Off-the-Job Training

Conducted outside the workplace, this includes workshops, seminars, and simulations aimed at broader skill enhancement.

Dikomentari [MD1]: Minimal gunakan 3 ahli yang mengungkapkan definisinya. Disini masih satu, idem untuk masing-masing variabel

Dikomentari [MD2]: Minimal gunakan 3 ahli yang mengungkapkan definisinya. Disini masih satu, idem untuk masing-masing variabel

3. Technical Training

Focuses on providing employees with the technical skills necessary for specific tasks or operations.

4. Soft Skills Training

Develops interpersonal abilities, communication, and teamwork, which are essential for roles involving customer interaction.

2.4 Factors Influencing Training Effectiveness

The success of training programs is influenced by several factors, including :

1. Relevance of Training Content

Materials must be aligned with job requirements to ensure they are practically applicable.

2. Trainer Competence

Trainers need to have the expertise and skills to effectively deliver the content.

3. Employee Engagement

Active involvement in training sessions enhances knowledge retention and application.

4. Post-Training Support

Follow-up activities, such as mentoring or evaluations, reinforce learning and encourage the application of skills.

2.5 Previous Studies on Training and Performance

Research indicates a positive relationship between employee training and performance.

For example, a study by Zuana (2014) shows that training significantly enhances employee productivity and job satisfaction. Similarly, Noe (2017) highlights the importance of customized training programs that cater to organizational needs. These findings emphasize the need for well-structured and effectively implemented training initiatives to achieve optimal performance results.

The literature indicates that while training improves skills and organizational efficiency, its effectiveness relies on thorough planning, implementation, and follow-up. This review lays the groundwork for understanding how training programs at PT XYZ can be refined to close existing gaps and align with industry best practices.

3. Material and Methods

3.1 Design Study

This study employs a descriptive qualitative approach to gain a comprehensive understanding of the context by providing detailed and in-depth descriptions of the natural setting in which the research takes place (Fadli, 2021). Qualitative methods are particularly useful for holistically understanding social realities and conditions in the research environment without researcher intervention. The focus of this research is not only on the outcomes or impacts of phenomena but also on exploring the underlying reasons and processes within their natural contexts.

According to Creswell (2016), qualitative descriptive research excels in delivering in-depth insights into the characteristics of phenomena that cannot be quantified, emphasizing the subjective understanding of those involved. This approach is well-suited for investigating the influence of employee training on performance at PT XYZ, as it seeks to understand the perspectives and experiences of subjects within their workplace. The natural setting refers to the employees' work environment undergoing changes related to training policies and performance enhancement. Merriam (2019) highlights that this approach allows researchers to

Dikomentari [MD3]: Siapa yang mengungkapkan ?

Dikomentari [MD4]: Siapa yang mengungkapkan ?

Dikomentari [MD5]: Tambahkan satu peneliti lagi

capture the internal perspectives of participants regarding the phenomena under study, facilitating a deeper exploration of how training impacts employee performance and their responses to changes in human resource management policies.

3.2 Data Analysis

Data analysis is the process of processing data to uncover useful information that can serve as a basis for decision-making in solving problems. This data analysis process consists of four stages (Saputra et al., 2020), as follows:

1. Data Collection

In this stage, analysis occurs concurrently with data collection. Information is gathered through observations, interviews with sources, and relevant documentation for research purposes.

2. Data Reduction

Data reduction involves simplifying and grouping data by eliminating unnecessary information. The aim is to produce meaningful information that facilitates drawing conclusions. Given the volume and complexity of data, this reduction stage is essential for simplification.

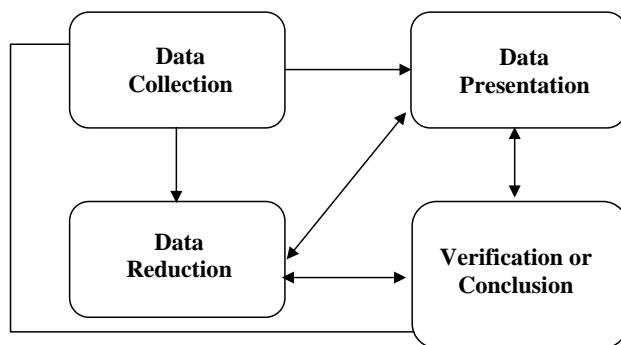
3. Data Presentation

Data presentation is the step of organizing the research findings into a report that can be analyzed according to the objectives. The presented data must be concise and clear, making it easy to understand.

4. Verification or Conclusion

The final stage in qualitative data analysis involves drawing preliminary conclusions that are provisional in nature. These conclusions may change if there is no strong evidence found during the data collection stage. Conversely, if initial conclusions are supported by new evidence, they are considered credible.

Dikomentari [MD6]: Sejajarkan dengan sebelumnya. penulisan terlalu ke kanan/ ke dalam



Source : Data Processed by Researches

4. Result

To gain a deeper understanding of employee satisfaction at PT XYZ, the researcher conducted interviews with four respondents. **Figure 1. Data Analysis** rounds aligned with the training provided. Below is a summary of the interview results:

4.1 Work Environment's Impact on Training Satisfaction at PT XYZ

Training at PT XYZ is considered important, but respondents noted several shortcomings. Respondent A desired more hands-on and relevant training related to daily tasks. Respondent B felt that the material was too basic and hoped for a focus on advanced skills. Respondent C observed a low frequency of training and that the general material did not align with their duties. Respondent D appreciated the training methods but wished for follow-up to apply the learned material.

4.2 The Role of Work Environment in Supporting Training Success

A conducive work environment can support training success. Respondent A valued the training facilities but wanted a forum for sharing experiences. Respondent B noted that a busy work schedule often hindered focus during training. Respondent C felt there was a lack of management support after training, while Respondent D hoped for more opportunities for group discussions post-training.

4.3 Main Challenges Faced in Training Implementation

Challenges commonly faced in training include time constraints and material relevance. Respondent A experienced limited training time and had to split focus between work and training. Respondent B mentioned that the material was often irrelevant and that there was a lack of evaluation from management. Respondent C felt there was insufficient training on new technologies, while Respondent D found that training was frequently too general and inflexible.

4.4 Impact of Training on Employee Job Satisfaction

Effective training can enhance skills and job satisfaction, but it must be relevant. Respondent A felt more confident after training but wanted ongoing training. Respondent B experienced skill improvement but desired more regular training sessions. Respondent C noticed an increase in satisfaction but wanted more relevant material and recognition for top participants. Respondent D experienced positive impacts but believed that more frequent training would significantly enhance job satisfaction.

5. Discussion

The findings reveal significant issues regarding training satisfaction, the role of the work environment, challenges faced during training, and the impact of training on employee job satisfaction at PT XYZ. Interviews indicated shortcomings in the relevance of training materials, training duration, and support from management and colleagues post-training. As noted by Siti Kholifah (2020), irrelevant training programs can reduce training effectiveness and increase employee dissatisfaction, which aligns with this study's findings that training materials at PT XYZ often fail to meet employees' practical needs.

Most respondents expressed that the training at PT XYZ does not adequately address their job requirements. Respondents A and B criticized the training for being too theoretical and general, highlighting the need for more practical and specific training relevant to their daily tasks. The short duration of training sessions was also a concern, supported by Noe (2017), who found that brief or overly theoretical training tends to be ineffective in helping employees develop applicable skills. Although the training facilities are adequate, the lack of follow-up and discussions after training remains a significant area for improvement. Overall, the main challenges employees face in training implementation include time constraints, material relevance, and insufficient evaluation and follow-up. While training often enhances skills and productivity, employees express a clear need for more frequent and relevant training to

positively impact job satisfaction and skill development. This is further supported by Salas et al. (2012), who found that continuous and relevant training significantly boosts job satisfaction and productivity.

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

Based on the analysis conducted by the researcher, it can be concluded that PT XYZ has implemented employee training as part of its human resource development strategy. However, the execution of this training remains inconsistent, with most employees reporting that training sessions are held sporadically, resulting in unmet training needs. The training materials provided are often general and lack relevance to the specific job requirements, which affects the effectiveness of the training in enhancing the practical skills necessary for daily tasks. Additionally, the training methods tend to focus more on theory than on hands-on practice, leading employees to feel that more applied and case-based training would be more effective in supporting their skill development. Despite these limitations, the training provided still has a positive impact on employee skills, as participants report increased motivation and confidence in carrying out their tasks. Overall, while PT XYZ recognizes the importance of employee training, there are significant areas for improvement in terms of consistency, relevance, and practical application, which could lead to better skill development and increased employee satisfaction.

6.2 Implication

This research has several limitations that should be considered for future studies. One significant limitation is that the study involved only 20 respondents, which may not fully represent the employee population at PT XYZ. Additionally, the research was conducted over a two-month period, preventing the researcher from analyzing the long-term impact of the training provided. Furthermore, the study was limited to the Ciputat branch of PT XYZ, which may render the findings less relevant to other branches with different conditions. Overall, acknowledging these limitations is crucial for refining future research efforts and enhancing the validity of the findings.

6.3 Recommendation

Based on the conclusions and limitations presented, several recommendations for future research can be made. Future studies should involve a larger number of respondents from various branches of PT XYZ to ensure more representative results. Additionally, extending the duration of the research would allow for a deeper analysis of the long-term impact of the training provided. Employing a mixed-methods approach, combining both quantitative and qualitative methods, could yield more comprehensive findings. Moreover, future research could incorporate additional variables such as job satisfaction or employee loyalty to explore more complex relationships. Overall, these recommendations aim to enhance the validity and applicability of future studies in this area.

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