MANAGEMENT OF TRAINING PROGRAMS BY HRD CV.SULTAN COFFEE INDONESIA

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ABSTRAK

Penelitian ini berfokus pada investigasi manajemen program pelatihan yang diadakan oleh CV. Sultan Coffee Indonesia. Meski demikian, perusahaan ini masih dalam proses berkembang sejak tahun 2019, namun perlu dilakukan pelatihan secara berkala untuk membangun kapasitas yang prima kepada karyawan agar produknya sesuai dengan keinginan pasar. Teori yang digunakan adalah tentang manajemen sumber daya manusia yang berfokus pada pengembangan kapasitas yang baik bagi karyawan dari berbagai pakar. Data utama dalam penelitian ini adalah catatan selama melakukan observasi dan data pendukung berupa dokumen-dokumen penting dalam pelatihan untuk meningkatkan kapasitas karyawan. Pengambilan data dilakukan dengan observasi, peneliti sekunder adalah full observer yang banyak membantu dalam pengumpulan data. Analisis data dilakukan secara berurutan hingga menemukan dan mendeskripsikan hasil serta pembahasan penelitian. Hasil penelitian menemukan bahwa program pelatihan manajemen dimulai dari analisis penilaian kebutuhan pelatihan, perumusan tujuan, perancangan, implementasi, hingga evaluasi pelatihan. Setiap langkah dilakukan secara berurutan sesuai dengan kebutuhan pelatihan secara teratur atau bersyarat berdasarkan persyaratan untuk memperoleh pasar dan keuntungan tertinggi.

ABSTRACT

This research focuses on investigating the management of training program which held by CV. Sultan Coffee Indonesia. Even though, this company still in process of developing since 2019, it needs to conduct training regularly to build up the excellent capacity to the employee for making sure the products follows market wants. The theories used are about human resource management focusing on developing good capacity for employee from several experts. The data is taken by observing, the secondary researcher is full observer that assist a lot for collecting the data. The analysis data is done sequently until find and describe the result as well as discussion of the research. The result finds that management training program starting with training needs assessment analysis, goal formulation, design, implementation, until training evaluation. Each step is done sequently according to the needs of training regularly or conditionally based on the requirement for gaining the highest market and profit.

INTRODUCTION

Human resources are often referred to as human resources, power or human strength (energy and power). Resources are also called human resources, abilities,

strengths, expertise. In Accordance with technological developments and world changes that are increasingly complex day after day, it requires someone to always refresh their abilities according to the capacity for change. Basically, humans have basic potential and abilities which ideally will continue to develop if sharpened continuously and sustainably (Dessler, 2013). Building a career is one of the developmental tasks that will be carried out in the life of an individual who must continue to improve his abilities in order to build a career or position. Conversely, an organization will also progress and develop if the resources owned by its employees have good quality.

The presence of employees is one of the reasons the organization or company determines the sustainability of its business activities. On the other hand, without managers who are able to build productivity and employee performance well, it will not create a conducive human resource management climate, instead of being strategic (Noe, 2014). Therefore, for organizations, participation between the two is very important in an effort to build productivity and performance collectively.

Employees in an organization have various abilities, seen from the sectors or divisions they occupy. Developments in the field of technology and science make organizations more sensitive in improving the quality of human resources and employees who occupy certain positions in the organization have the ability that is in accordance with the required requirements (Septiawan, 2020). Therefore, to address this phenomenon, it is necessary to follow up from the organization in an effort so that the employees' abilities are not static and continue to develop dynamically. One of them is employee training program. The program is an organizational effort to maintain organizational stability in the face of global challenges and changes that occur, especially in the world of organizations or industries so that they can continue to exist and continue to work. Training is carried out as an effort to improve the skills and knowledge possessed by employees (Sedarmayanti, 2017). Especially facing new conditions, this is related to careers and is expected as an effort to overcome the expiration of human resources in the organization. As a form of fulfilling the needs of employees, namely the need to develop themselves (self-actualization) which will later be related to employee career development.

Employees are people who have an interest in the process of career development activities. First of all, he must have high concern about various developments in the organization or company where he works. One of the human resource management functions is training and development, which means that to get a workforce with good and appropriate human resources, training is needed (Septiawan, 2020). This is for example to prepare the workforce to face jobs that are considered not yet mastered. Therefore, career guidance is the ways to make employees better understand what things they should have throughout the life span of their career development related to the position held by the employee.

CV. Sultan Cofee Indonesia is located in Joyo Agung Atas 2 Malang. It is still relatively new factory because the first production process was carried out in 2019. In its organizational structure, the Sultan Coffee Indonesia coffee factory has 4 departments with a total of 10 employees. Sultan Coffee Indonesia prefers local men to (Santri of Bahrul Maghfiroh Boarding House) be recruited as employees, but still considers knowledge and abilities.

HRD or Human Resources Development is a part or department of a company that is tasked with managing human resources in the company. Starting from the task of human resource planning, recruitment and selection, development, performance management, payroll, overtime, to growing industrial relations (Noe, 2014). HRD in the company has a special function, including the internal function of the internal function, namely HRD works as a trainer for employees in the company. HRD is the development of human resources by combining development and training to increase the effectiveness of individuals, groups and organizations.

HRD in its duties has more responsibility to strategic business partners in contributing to achieving company performance, developing capabilities and human resource skills. For this reason, HRD conducts training programs regularly every 6 months in each department in order to increase the knowledge, knowledge and expertise of employees in order to create a company that is progressive and continues to grow. The purpose of HRD must improve individual performance so that it contributes directly to the goals of organizational performance, while the goal of HR development is to provide the necessary guidance to strengthen and grow the

knowledge, skills and abilities that an employee already has (Sedarmayanti, 2017). Therefore, the purpose of this study was to determine how the management of the training program by the HRD of CV. Sultan Coffee Indonesia.

RESEARCH METHODS

This research is classified as qualitative and uses an active participation approach by the second researcher. According to Creswell (2014) qualitative research is research based on the quality or quality of the research objectives. The main data sources in qualitative research are words and actions, the rest are additional data such as documents and others. The source of this data was obtained at Sultan Coffee Indonesia in the form of data, photos, written data sources, books and others. There are several types of data as follow, primary data according to Sugiyono (2017) Primary data sources are data sources that directly provide data to Sugiyono's data collectors. The primary data source is the activity of HRD process in CV. Sultan Coffee Indonesia. Secondary data according to Sugiyono (2017). Secondary data is a data source that does not directly provide data to data collectors. Secondary data is additional data used by the author to complete information in the form of author's field notes, written documents, and photos of informants' activities and habits which are the result of the author's documentation. Then, the secondary data obtained are included organizational structure, employee work data, company vision and mission and photos, service strategy, marketing, vehicle fleet, quality and quantity of facilities and infrastructure of CV. Sultan Coffee Indonesia.
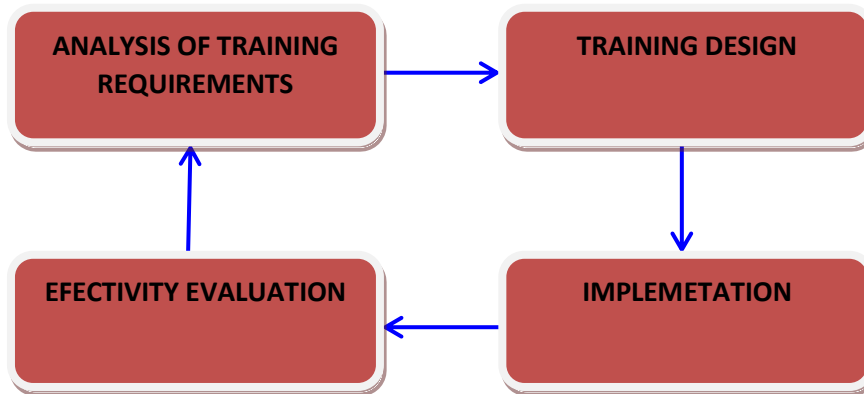
The data collection methods used by the author includes the observation method according to Creswell (2014), Observation is a person's ability to use his observations through the work of the five eye senses and is assisted by the other five senses. Observation is a data collection technique that is carried out by systematic, objective, logical and rational observation and recording of various phenomena. Observation method is a data collection technique in which the researcher makes direct observations to the object under study to get a close look at the activities carried out. In this case the researchers apply full observation (main researcher) participation observations (secondary researcher), so that the data is actual and in accordance with existing facts in the field. Furthermore, the literature study method,

literature study is an activity that cannot be separated from a research. Literature study is research conducted by researchers by collecting a number of books or definite sources relating to the problem and research objectives. The theories that underlie the problem and the areas to be studied can be found by conducting a literature study. In addition, a researcher can obtain information about other studies and previous studies. By conducting a literature study, researchers can take advantage of all the information and thoughts that are relevant to their research. With the Covid-19 pandemic, the researchers conducted a literature study by accessing book sources from the internet as a reference for this report.

This study adopts several steps for the data analysis technique. The observation notes are classified according to the steps of doing training management. Then the process is made correctly. After that, the chart of Each step is described in detail. Next, documentation and literature study is elaborated. So that the results obtained are much more valid. Furthermore, the data displayed are interpreted based on the theory that has been written and compared with the realities in the field. The researcher processed the data using the MSDM system spirit and the training pattern applied by the company under study. Based on these steps, the results of the research are obtained and conclusions can be drawn. Before conclusions are presented, data triangulation will be carried out to ensure the validity of the research results. Finally, conclusions can be drawn as the end of the study.

DISCUSSION

Training procedures can be carried out in various models, in general the training procedures are carried out in several stages, starting with an analysis of training needs assessment, formulation of objectives, design, implementation and evaluation of training. Each component of the procedure has a different teaching orientation, starting from different concepts, knowledge, main skills, attitudes, or behaviors. The following is the training procedure for   CV.SULTAN COFFEE INDONESIA:

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┌─────────────────────────┐        ┌─────────────────────────┐
│  ANALYSIS OF TRAINING   │  ───▶  │     TRAINING DESIGN     │
│       REQUIREMENTS      │        │                         │
└─────────────────────────┘        └─────────────────────────┘
            ▲                                   │
            │                                   ▼
┌─────────────────────────┐        ┌─────────────────────────┐
│   EFECTIVITY EVALUATION  │  ◀───  │     IMPLEMETATION       │
└─────────────────────────┘        └─────────────────────────┘
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The process of employee training programs provided by CV.SULTAN COFFEE INDONESIA to employees is the first, the training needs analysis stage. At this stage, the HR / HRD department analyzes training needs. The purpose of determining training needs is to collect as much relevant information as possible in order to know and determine whether or not training is necessary in the company. This analysis will ensure that training is a solution to solving performance problems. Because at CV.SULTAN COFFEE INDONESIA conducts training activities regularly, so the analysis stage here will focus on finding problems, knowledge, or obstacles that often occur in employees of each department.

Second, design / design a training program. After analyzing the training needs, it can be determined how the selected training design. The objectives chosen for the training design can be seen from the results of the instructional analysis, both in general and specifically so that the objectives of each participant will be known. The determination of these goals and objectives involves the results of the training needs analysis and the elaboration of the four components in instructional objectives, namely participants, behavior, conditions, and graduates (degree). The stage of designing a training program. The stage of designing or designing a training program consists of several elements, namely the goals and objectives of the trainer, participants, and training evaluation. In the first step, the training design was carried out aimed at creating a training program that could be used to facilitate the learning process of the participants. Through the learning process in this program, participants can achieve the necessary competencies.

In designing a training process that is usually carried out by HRDs is the timing of the training. Usually the implementation of the training program of CV.SULTAN COFFEE INDONESIA is held during working hours, intended to be more time efficient, and its implementation does not take a long time. Next, the training venue. HRD of CV.SULTAN COFFEE INDONESIA, often chooses the hall to be the training venue, which is on the 1st and 3rd floor of the office, apart from being more efficient because the hall space also has adequate facilities for the training process. Determine the method used in training. In determining the method to be used in the training process, the HRD of CV.SULTAN COFFEE INDONESIA adjusts more to the results of the analysis that has been carried out before then chooses what method is effective to use, but in the process of implementing HRD more often uses the presentation method using slides and audio visuals.

Third, the implementation of training. The implementation of training in any model, all demands smoothness. Therefore, the implementation and implementation steps of the training design are interpreted as efforts made to realize the design and development of training programs in real and realistic situations. Prior to the implementation of the HRD training program, the HRD staff will determine who will be the trainers of the HRD staff themselves or need to use the services of trainers from outside the company. In implementing or implementing training programs, the project officer or training manager will make decisions about training competency standards, time, place, and budget which is then adjusted to the elements that must be in the training program.

Finally, evaluate the training program. The evaluation of the training program is used to find out and assess how well the participants react to the training that has been carried out, the extent to which the trainees understand the material that has been provided, and whether the training can effectively bring about changes to make participants better in line with company expectations. Evaluation is also used as a material for consideration and improvement if the implementation of the training does not reach the desired level of success so that in the future it can plan a more effective training program. This evaluation stage was carried out by the HRD of CV. Sultan Coffee Indonesia.

CONCLUSION AND RECOMMENDATION

Based on the discussion of this research, the following conclusions can be drawn:

Training procedures can be carried out in various models. In general, training procedures are carried out by CV.SULTAN COFFEE INDONESIA has several stages, starting with training needs assessment analysis, goal formulation, design, implementation, and training evaluation. Each component of the procedure has a different teaching orientation, starting from different concepts, knowledge, skills, attitudes, or behaviors.

The recommendation for Sultan Coffee Indonesia can be explained as follow:

The controlling process should be added because it is very risky for guarantee that the training programs run smoothly based on the planning and target. It can invide the expert from campus or practicionaire to assist controlling and mentoring the program.

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