

Manpower Training and Development in a company

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The purpose of this study is to describe the training and development of workforce in a company and alternative solutions that can be pursued in overcoming these problems. The method used is a qualitative method with a library research approach. Data collection through books, journal articles and other relevant sources.

The result of this study is that achieving the goals or success of a company is determined by the quality of the people in it. Human resources can also be interpreted as all humans involved in an organization to strive for the realization of organizational goals. Humans are an important component in an organization that will move and carry out activities. Human Resources will work optimally if the organization can support their career advancement by looking at what their competencies really are. Usually, competency-based training and development of Human Resources will increase employee productivity so that the quality of work will also be higher and lead to customer satisfaction and the organization or company will benefit.

Keywords: *Training, Development, Workforce*

Introduction

Every company has a dynamic business strategy and keeps up with the times. In compiling the plan, one of the things they consider is the availability of their human resources. In an increasingly developing era, the knowledge and skills required will also vary. It is the company's duty to improve their capabilities. However, regarding capabilities, every individual in a company should also be responsible for increasing their capabilities in order to create increased corporate value. Likewise with companies, they also have a responsibility to improve their capabilities because these are their employees and the company also needs them. (Indrawan, 2022)

Likewise, organizational activities that have a vision for progress and business development on a large scale, of course, think about how to implement actual activities in every action taken. One important step that must be taken is how to design employee career development strategies, organizations are always oriented towards continuous improvement, especially on the human capital side. Therefore, all employee education, training and development activities must be designed in such a way as to be in line with the vision and mission of the organization or company by prioritizing continuous improvement of HR competencies. (Hasibuan, 2021)

Methods

The method used is qualitative with a literature study approach. Data collection techniques are carried out through books, papers, articles, magazines, journals and other information to look for things in the form of records, which are related to training and workforce development in a company and alternative solutions. Data analysis uses two techniques (Bungin, 2007), namely: 1. descriptive analysis, namely efforts to collect and compile data, then analyze the data; and 2. content analysis, which is aimed at the content analysis process of descriptive data.

Findings dan Discussion

The definition of Workforce Training and Development

Training is a series of activities that are structured in a directed manner to improve skills, experience, expertise, increase knowledge and change the attitude of an individual. From this definition, of course we think that a training organized by an organization, of course, has the aim that employees experience an increase in knowledge, experience and expertise related to their duties and responsibilities. Most training activities aim to improve work processes or techniques in completing certain tasks more effectively and efficiently.

Training is a method used to carry out human resource development (HR) related to the abilities or skills of employees or employees who have occupied a certain position or job within a company or organization. According to Mathis and Jackson, there are four stages or training processes in order to create quality human resources, including: 1). Assessment, the most common method used in competency assessment. Its application

is carried out to identify and recruit employees, who are considered to have managerial potential to occupy certain positions in the future. 2). Design, the important steps that must be taken to ensure management will have a professionally designed training product that can meet the needs of the organization. 3). Delivery, carried out to provide the ability to assign material to trainers so that trainers can provide training on an object. The goal is for the trainees to be able to train. 4). Evaluation, a process to determine the progress of a training program compared to the goals to be achieved.

Meanwhile, development is a consequence of the results of education and training which is interpreted as preparing individuals to assume responsibility for improving and enhancing knowledge, abilities, attitudes and personality traits. The implementation of this development activity is more formal in nature and the focus is on strategies to prepare employees for future positions. The purpose of development in an organization must be able to change the attitude, behavior, experience and performance of employees. (Nugroho, 2019)

Human resource development is a set of activities carried out systematically and planned which are consciously designed to provide facilities to employees within a company with the skills needed to meet job demands, both now and in the future. Human resource development is also a process of preparing individuals to carry out higher responsibilities related to their duties and functions within the company which is carried out through increasing intellectual abilities to carry out better work.

So the development of human resources is an activity that is carried out consciously in order to encourage employees or employees to have more skills or abilities so that they can meet the demands of work in the future. In carrying out competency-based human resource development there are six competency indicators, namely: First, skills or expertise or ability to do something well. Second, knowledge, information owned or mastered by someone in a particular field. Third, the social role, the image that is projected by someone to others. Fourth, self-image, the individual's perception of himself. Fifth. trait, a relatively constant characteristic of a person's behavior. Sixth, the basic motives, thoughts or intentions that are constant in a person's behavior. (Apriliansa, 2021).

Purpose and Benefits of Manpower Training and Development

Training and development can help companies to improve their competitiveness indirectly, because the value of the company will increase through intangible assets. Corporate value consists of three types of assets which are very important and critical to develop. These assets are financial assets, physical assets and intangible assets.

Excellence in intangible assets can lead to an increase in the competitiveness of companies. This type of asset is very difficult to imitate and duplicate. Human capital or often referred to as human capital, which refers to various attributes, life experiences, knowledge, new inventions, energy and enthusiasm given by employees to the organization. Of course this is very difficult to duplicate. Having highly committed employees is certainly a good capital for the company. Likewise with intellectual capital, which refers to certain knowledge that exists in the company. Examples can be taken, for example production techniques or certain methods that are superior compared to other companies that obtain copyrights, patents, trade secrets and intellectual property.

Social capital is how the situation of communication or interpersonal relationships in the organization. This can be manifested in the strength of the organizational culture, the philosophy adhered to in the organization, effective managerial activities or practices implemented, informal networking systems or employee mentoring relationships. Customer capital which refers to the value of a meaningful relationship between an organization and its customers. This can be in the form of establishing harmonious relationships with suppliers, customers, vendors and the government. (Nugroho, 2019)

The following are some of the objectives of workforce training:

- a. Improving performance, employees who work unsatisfactorily due to lack of skills are prime candidates for training.
- b. Improve the skills of employees, through training to ensure that employees can effectively use new technologies.
- c. Solving operational problems, training is one of the most important ways to solve the many dilemmas that managers have to face.
- d. Employee promotion, one of the ways to attract, retain and motivate employees is through a systematic career development program.
- e. Meeting personal growth needs, training and development can play a dual role by providing activities that lead to greater organizational effectiveness and promote personal growth for all employees.

Then after the training objectives, there are also some training benefits, namely:

- a. Increase the quantity and quality of productivity.
- b. Reducing the learning time required for employees to achieve acceptable performance standards.
- c. Creating an attitude of loyalty and cooperation that is more profitable.
- d. Meet the needs of human resource planning.
- e. Reducing the number and cost of work accidents.
- f. Assist employees in their personal improvement and development.

The purpose of development is to improve the quality of professionalism and skills of employees in carrying out their duties and functions optimally. Development has 10 benefits including, namely:

- a. Increasing the work productivity of the organization as a whole.
- b. The decision-making process occurs more quickly and precisely.
- c. Increase the morale of all workers in the organization.
- d. Facilitate the course of effective communication.
- e. Functional conflict resolution whose impact is the growth of a sense of unity and a family atmosphere among members of the organization.
- f. Help employees make better decisions.
- g. Improving the ability of employees to solve various problems encountered.
- h. Increase job satisfaction.
- i. Availability of information about various programs that can be utilized by employees in the framework of their respective technical and intellectual growth.
- j. Reducing fear of facing new tasks in the future. (Supriyanto, 2013).

Types and Constraints on Workforce Training and Development

There are several types of training, which are as follows:

- a. Required and routine training is conducted for all employees (new employee orientation).
- b. Occupational or technical training, enabling employees to carry out their jobs, duties and responsibilities well.
- c. Interpersonal and problem solving training, intended to address operational and interpersonal problems and improve relationships in organizational work.
- d. Developmental and innovative training, providing a long-term focus to enhance individual and organizational capabilities for the future. (Supriyanto, 2013).

There are many approaches to training. Among them there are five types of training that can be held, namely as follows:

a. Skills Training

Skills training is training that is often encountered in organizations. the training program is relatively simple, needs or deficiencies identified through careful assessment. The criteria for evaluating the effectiveness of the training are also based on the objectives identified in the assessment stage.

b. Retraining

Retraining is a subset of skills training. Retraining seeks to provide employees with the skills they need to deal with changing job demands. For example, educational institution workers who usually work on manual typewriters may have to be trained with computer machines or internet access.

c. Cross Functional Training

Cross-functional training involves training employees to perform work activities in areas other than their assigned jobs.

d. Team Training

Team training is work together consisting of a group of individuals to complete work for a common goal in a work team.

e. Creativity Training

Creativity training is based on the assumption that creativity can be learned. That is, workers are given the opportunity to issue ideas as freely as possible based on rational assessments and costs and feasibility.

There are several weaknesses or obstacles in training that can cause the failure of a training program. An understanding of this potential problem should be clarified during the training of trainers. These weaknesses and constraints include:

- a. Training and development is considered the cure for all organizational ills.
- b. Participants were not motivated enough to focus their attention and commitment.
- c. A technique is considered to be applicable to all groups, in all situations, with equal success.
- d. Participants' performance was not evaluated once the employee had returned to his job.

- e. Cost benefit information for evaluating training programs was not collected.
- f. Absence or lack of management support.
- g. The primary role of supervisor/superior is not recognized.
- h. Training will never be strong enough to produce verifiable performance improvements.
- i. Little or no preparation for follow-up in training. (Effendi, 2013).

Conclusion

Training is a series of activities that are structured in a directed manner to improve skills, experience, expertise, increase knowledge and change the attitude of an individual.

Development is a consequence of the results of education and training which is interpreted as preparing individuals to assume responsibility for improving and enhancing knowledge, abilities, attitudes and personality traits.

Every training and development activity basically aims to improve the quality of human resources within the company. There are a number of important things that will be improved from the employee side, namely regarding the ability and competence in working to achieve organizational or company goals.

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