

## THE IMPACT OF HUMAN RESOURCES TRAINING IN IMPROVING ORGANIZATIONAL PERFORMANCE

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### ABSTRACT

Human resources cannot be separated from training activities in an organization or company. Human resource training is required for all organizations and institutions because almost everyone recognizes that the success of an organization or company is heavily reliant on the human resources that manage it. Employees require training in order to improve their abilities, knowledge skills, motivation, and behavior. Human resource training is critical in today's modern era of development because employees' formal education is insufficient to meet the demands of jobs and positions in organizations and companies. Furthermore, putting human resources on the job does not guarantee that they will understand their roles and responsibilities. New human resources frequently feel insecure and unsure of their roles and responsibilities in the organization or company where they work. As a result, new employees should receive training that includes an introduction to corporate culture and values, regulations, and policies, as well as their primary tasks that support the achievement of the organization's or company's vision and mission. Human resources who lack self-confidence are less likely to fulfill their duties and obligations fully, particularly in educational institutions. Furthermore, human resources professionals who have long worked in organizations and companies require training to improve their skills, insight, and motivation in assisting the organization's vision and mission.

**Kata kunci:** Training Management, Human Resources

### I. INTRODUCTION

As an organization that competes and seeks to improve company performance, training for staff and managers is more important than ever before. Employees who need to adapt to many changes in the organization must be given continuous training to develop their abilities. Today, every organization or company faces challenges in efforts to increase the knowledge, understanding, skills, and abilities of its employees so that they can provide the expected results. Likewise, managers should be given training to strengthen their managerial and leadership skills and abilities. Therefore, effective training is part of crucial human resource management (Robert L. Mathis and John H. Jackson, 2010). There are three human resource management processes that need attention. First, developing and strengthening new employees during the first time they enter the company Second, maintaining and developing existing employees in the company Third, attract as many employees as possible who have the competence, commitment, and character to work for the company. Companies that use talent management as one of their human resource management strategies try to optimally link the processes of finding, attracting, selecting, training, developing, maintaining, promoting, and transferring employees so that they are related to the company's main business. In this case, the company tries to get employees who are on average better than others so that the company will perform well. Talent management is an integral part of leadership management, in which companies already have better succession planning through regeneration and succession processes. Human resource development cannot be

separated from training activities in an organization. Training is needed in line with the rapid development of the era, where formal education is not enough to meet the demands of jobs and positions in companies. There are several components to understanding the term training, starting from the meaning of the term, training benefits, training approaches, training principles, training models, and so on. According to Mathis and Jackson (2010), human resource training is part of human resource development. They explained that "training is the process an employee goes through in order to acquire and improve new abilities to do a job".

## II. ANALYSIS

### A. Definition of Training

Training means the process of teaching, informing, or educating human resources so that they become better qualified to carry out work and become better at carrying out positions with greater difficulties and responsibilities. Training is also an improvement in performance and increases the work motivation of the employees assigned to it, so that employees experience progress in terms of knowledge, skills, and expertise according to their field of work. As a comparison, the following is the definition of training put forward by several experts, namely as follows: 1. According to Mathis (2010: 5), training is a process in which people achieve certain abilities to help achieve organizational goals. Therefore, this process is tied to various organizational goals, and training can be viewed narrowly or broadly. 2. According to Andrew F. Sikula, quoted by Mangkunegara (2000: 43), "Training is a short-term educational process utilizing systematic and organized procedures by which non-managerial personnel learn technical knowledge and skills for a definite purpose". Training is a short-term educational process using systematic and organized procedures so that operational employees learn working technical knowledge and skills for a specific purpose. 3. According to Gary Dessler, translated by Benyamin (1997:263) "Training is the process of teaching new employees, who are now, the basic skills they need to carry out their jobs". 4. According to Barry Chusway (2002:114), namely, "Training is the process of teaching skills and providing the necessary knowledge, as well as attitudes, so that they can carry out their responsibilities with standards". 5. According to Armstrong (2000: 198), he expressed his opinion that "Training is a planned concept that is integrated, careful, and designed to produce the understanding needed to improve worker performance".

From the study of several experts above, it can be concluded that training is a short-term education to teach knowledge, skills, and abilities needed to carry out their duties and obligations, so that employees contribute to agencies and companies through the skills they have acquired, apply them in their work, and continue to improve the quality of their work. Training is a process that aims to prepare human resources to be able to work and carry out certain jobs, help them improve their behavior, and develop all of their potential. In a training, there is a continuous reciprocal relationship between the trainer and the participants, which is achieved by using certain techniques to modify attitudes, knowledge, and skills in order to have effective behavior to carry out certain tasks. In organizations, training is increased knowledge and skills, so as to make a higher contribution to organizational

productivity, where employees are more mature and skilled in dealing with any changes and developments faced by the organization. Training is also intended to change a person's work habits and attitudes toward work, as well as the information and knowledge they apply in their daily work.

## **B. Categories of Training and Training Techniques**

In the context of developing human resources, training can be designed to achieve these goals and can be grouped in several ways. In general, training can be grouped as follows (Robert L. Mathis and John H. Jackson, 2010): Required and regular training: Mandatory training and basic training are conducted to comply with legal requirements and must be provided to all employees. For example, training related to job security and orientation for new employees Job/technical training: Technical training (job training) is held to enable employees to perform well. For example, knowledge related to products, technical procedures and processes, and relationships with customers Interpersonal and problem-solving training: Training on interpersonal relations and problem-solving skills is needed for both operational and interpersonal problems and to improve work relations in organizations. For example, interpersonal communication, managerial skills, as well as supervision and conflict resolution, Developmental and career training: preparing for longer-term attention to enhance individual and organizational capabilities for the future front. For example, business practices, execution development, organizational changes, and leadership. It is common to separate the terms training and development, where development is broader and focuses more on new capacities for employees that are useful for both current and future responsibilities. Human resource training can be divided into various types; at least five types of training techniques are usually held, namely: Skill training, also known as skills training, is a type of training held with the aim that participants are able to master a new skill related to their work. The skills taught in training will usually be given to employees who are considered to have not mastered or lack value in a particular skill. For example, management training or leadership training

Retraining: training provided to employees to deal with growing work demands. Science, technology, and an increasingly developing world force everyone to keep moving forward and adapt themselves, including company employees. They must always adapt to the latest advancements and innovations so that they have competence that is not inferior to employees from other companies. For example, training on the use of computers and the internet Cross-functional training is training conducted by asking employees to carry out certain work activities outside the field of work assigned to them. Cross-training is very beneficial for all employees so that they are able to understand how the company's organization works more broadly, not only focusing on their work assignments. For example, staff in the finance department were asked to assist the HRD staff in selecting new employees. o creativity training—training that is contrary to the notion that creativity is not actually a talent but a skill that can be learned. Within the company, there are various positions, including those that require high creativity, such as marketing, management, promotion, supervision, and so on.

They are required to be more creative in leading their subordinates and in issuing fresh and innovative new ideas for the benefit of the company. Team training In a company,

employees are not only required to work alone but also work as a team in a division, section, and even are required to be able to work within the entire organizational team of the company. This training is intended for a group of employees so that they can get used to working in a team, be able to put themselves in a team, and be able to work together with other team members so that work and goals can be completed more quickly and effectively. Usually, before deciding to hold a training, the company will first conduct a training needs analysis. This analysis is very important to find out what kind of training a company needs. In addition, the training needs analysis will also assist the company in developing a training concept that includes participants, support, costs, and training materials that must be delivered. Human resource training is a very important thing to consider in the management of an organization, both in the form of institutions and companies. Human resource training activities have objectives that are realized in a series of planned, structured, and systematic activities. The purpose and benefits of this training are useful for increasing employee expertise related to work so that the quality of their performance increases and

### **C. Factors and Steps in Training**

In order for the training to go well, it is necessary to pay attention to several factors. Based on Veithzal Rivai's explanation (2010: 225–226), in conducting training, there are several influencing factors, namely, instructors, participants, materials, methods, training objectives, and a supportive environment. Factors to consider in training are:

- 1) Cost effectiveness
- 2) The required program materials
- 3) Learning principles
- 4) Accuracy and suitability of facilities
- 5) The capabilities and preferences of the trainees
- 6) Capabilities and preferences of training instructors

Even if new employees go through a comprehensive orientation period, they rarely do the job satisfactorily. They must be trained and developed in specific areas of work. Likewise with employees who have long experience to reduce or eliminate bad work habits or to learn new skills that will improve work performance. As part of the training process, the human resources department and managers must identify the needs, goals, or objectives of the training program, content, and learning principles. Following are some explanations regarding the preliminary steps in training preparation according to T. Hani Handoko (2011: 108), namely: 1) Assessment and identification of needs To decide on the approach to use, the organization needs to identify training needs. A needs assessment diagnoses the current environmental problems and challenges facing the organization, and then management identifies issues and challenges that can be addressed through long-term training. Training can also be used when accident or wastage rates are high, morale and motivation are low, or there are other operational problems. 2) Training Objectives After evaluating the training needs, goals are stated and set. These goals reflect behavior under the desired conditions. 3) Program Contents Program content is determined by the identification of training needs and goals. The program may seek to teach specific skills, impart needed knowledge, or change attitudes. Whatever the content, the program should meet the needs of the organization and participants. Participants must also examine the program's content to determine whether it is

relevant to their needs and whether their motivation to join the program is low or high. For program content to be effective, learning principles need to be considered.4) Principles. The more these principles are fulfilled, the more effective the training will be.

#### **D. Analysis and Benefits**

To avoid giving inappropriate training, which will result in a wasted use of the company's time and money, it is necessary to identify training needs. This training needs analysis serves as a foundation for the overall training effort. Analysis of the needs of this training are systematic efforts to collect information on performance problems within the organization and to correct performance deficiencies. Because not everyone is ready and needs training. In addition, a training needs assessment can diagnose current problems and future challenges that are expected to be addressed. Ernest J. McCormick explains in Anwar Prabu Mangkunegara (2013: 46) that an organization needs to involve resources (employees) in training activities if that is the manager's best decision. Training is expected to achieve other results than modifying employee behavior. It also needs organizational support and goals, such as improving production and distribution of goods and services, reducing operating costs, improving quality, and managing personal relationships more effectively. Goldstein and Bukton (2013) suggest in Anwar Prabu Mangkunegara (2013:46) that there are three types of training needs analysis, namely: organizational analysis, job and task analysis, and employee analysis. Analyze organizational goals, existing resources, and the organizational environment according to reality. This can be done by conducting a survey regarding employee attitudes towards job satisfaction, employee perceptions, and employee attitudes toward administration. Besides that, you can use turnover, attendance, training cards, employee progress lists, and employee planning data. Job and task analysis is the basis for developing a job training program. The training program is intended to help employees improve their knowledge, skills, and attitudes towards their jobs. Employee analysis is focused on identifying specific training needs for employees working in their jobs or jobs. Employee training needs can be analyzed individually or in groups. Another reason for the need for training and development is the presence of new employees and new inventions that need to be introduced to employees who will use them. The benefits of training are basically to improve the abilities of employees in their work. As described by Veithzal Rivai and Ella Jauvani Sagala, (2010: 217), namely, the benefits of training can be categorized for companies and for individuals, which in the end are to achieve the company's vision, mission, goals, human relations, and implementation of company policies.

#### **E. Training Evaluation**

Another thing that is no less important than a training process is training evaluation. After holding the training, the results obtained in the training should be evaluated, taking into account the level of reaction, learning level, level of work behavior, level of organization, and final grade. We can see whether a training is effective or not from the evaluation. The evaluation of a training program includes measuring specific outcomes or criteria for determining the benefits of the program. According to Werner and Desimone in Kaswan (2011: 215), evaluation of training programs is a systematic collection of descriptive information and assessments needed to make effective training decisions related to the

selection, adoption, value, and modification of various learning activities. Meanwhile, Kaswan (2011: 218) explains that the most widely used evaluation approach is the framework put forth by Donald Kirkpatrick. One of the theories regarding training evaluation put forward by Kirkpatrick is known as "The Four Levels Technique for Evaluating Training Programs." The explanation of the evaluation theory referred to above is as follows:

1. Reaction. Reaction can be defined as how well a trainee likes a particular training program. This is intended to assess participants' reactions in the form of feelings, thoughts, and desires about the implementation of the training, the resource persons, and the training environment.
2. Learning. Defined as a changed attitude, knowledge, and skills learned, as well as measuring the learning process in training, which is the transfer of knowledge. The intended measurement is usually carried out in the form of tests before and after training.
3. Behavior. Behavior is carried out to find out how far the changes that occur in former trainees when they return to their work environment after attending training, especially changes in the behavior of the three competency domains (knowledge, skills, and attitudes).
4. Results. Evaluation at this level is recognized as the most important and most difficult evaluation to do, where the results are the extent to which the trainings conducted have had an impact or resulted in improving the performance of former participants, work units, and the company as a whole.

### **III. CONCLUSIONS**

The term training refers to the efforts made by the organization in an effort to develop human resources, such as mastery of skills, knowledge, behavior, and motivation, which aim to improve performance. Training is able to provide and add specific knowledge and skills to employees that can be used in their work. Usually, the work given to employees has been determined according to the needs of the organization. Development has a broader scope in an effort to improve and enhance knowledge, abilities, attitudes, and personality traits. Development tailored to the needs of the organization is general in the long run.

### **IV. SUGGESTIONS**

Development activities are carried out so that employees are ready and able to assume different or higher responsibilities and jobs within the organization. Training and development are an obligation for every company because companies or organizations cannot place employees only with the information obtained during recruitment. Another reason that is very important in the implementation of training and development activities is so that the goals to be achieved by the company or organization get maximum results.

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