

The Role of Training Strategy in Technical Manager Performance (Case Study: PT XYZ)

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Abstract— Talented human resources will help organizations compete and succeed in the global market. Training activities can improve staff and organizational performance. This study aims to determine the role of training strategy in enhancing the performance of technical managers at PT XYZ. This research was conducted using a qualitative approach using in-depth interview techniques with key informants. The findings revealed that the training strategy for technical managers effectively increased participants' awareness and understanding of job descriptions, operational standards, and new techniques related to the task. Furthermore, the training results reduced the number of customer complaints, but this was not consistent yet. Companies still need to incorporate training into their daily operations for all staff levels.

Keywords— human capital, training strategy, employee performance.

INTRODUCTION

Talented human resources can optimize the facilities and infrastructure owned by an organization. Therefore, human resources are a very central factor for companies (Thuy & Trinh, 2020) and are considered assets (Hermansyah et al., 2022), not including costs that must be kept as low as possible (Lähteenmäki & Storey, 2006). Human resources, as an organization, need to be given training and develop their abilities (Abdillah, 2022; Rahman et al., 2021). A study by Corral de Zubielqui et al. (2017) states that the development of human resource capabilities plays an essential role in corporate innovation activities.

Human resource development is a process of changing an organization's human resources from one condition to another that is better for achieving organizational goals (Werdhiastutie et al., 2020). All the potential possessed by human resources greatly influences the company's efforts to achieve its goals. Human resource management, training planning, and human resource development are closely related to quality management processes (Sundiman, 2017) and organizational performance (Al-Frijawy et al., 2019; Abdullah et al., 2009).

According to Sholesi & Yusuf (2021), an organization must take training and human resource development seriously to create intellectual capital to improve organizational performance. Employee training is planned by absorbing the culture and considering the company's budget. Employee skills, knowledge, and abilities obtained from training significantly affect productivity (Daniel, 2018). Employees who are given

training will feel more satisfied with their work (Singh & Jain, 2017) and can provide quality services to consumers (Karinda, 2016), thus affecting organizational performance (Rasheed & Awan, 2021; Samwel, 2018; AzaraShaheen et al., 2013).

Training is an instrument that helps someone explore their dexterity (Nda & Fard, 2013). Every company is responsible for improving employee performance by implementing appropriate and practical training and development programs (Rodriguez & Walters, 2017). Thus, companies need to invest in continuous employee development to retain employees and ensure the company's success (Jehanzeb & Bashir, 2013). According to Veliu et al. (2017), employee performance heavily depends on leadership. Therefore, leaders must recognize that various training is necessary to empower human resources (Martinkienė et al., 2021) which will affect the company's performance.

RESEARCH PURPOSE

The purpose of this study is to conduct analysis of the role of a training strategy to improve the performance of technical managers at PT XYZ, a home and commercial building developer company. This company faces the problem that when a company leader resigns, it's hard to find a replacement because the subordinates aren't considered capable of taking over. The company also has to deal with customer complaints about technical work, which is the job of technical staff and managers. So it is necessary to analyze training activities and employee development to make the effectiveness of training strategy for improving the technical managers' performance.

EMPLOYEE TRAINING

Training can contribute to the ongoing enhancement of human capacities and skills (Hameed & Anwar, 2018). Training facilitates people with the information and skills necessary to perform their current job (Utomo & Ruslan, 2021) and contributes to the organization's success (Abdullah, 2019). Therefore, a company should increase the number of employees participating in training to maintain excellent service quality (Oluwaseun, 2018).

Proper human resource training and development will benefit both individual employees and the organization. Appropriate human resource training and development encourages individuals to contribute to companies' global market competitiveness (Rodriguez & Walters, 2017). Moreover, through training programs and human resource development, the management of a corporation can identify current employees as future managerial candidates (Susmitha et al., 2021). Thus, the company does not need to spend on hiring new personnel and can ensure that prospective leaders have the skills necessary to achieve its objectives.

EMPLOYEE TRAINING STRATEGY

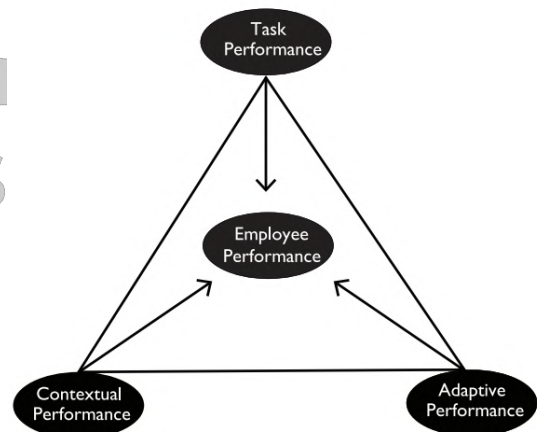
Training activities can be the first step in human resource development strategies. (Zainal et al., 2020). Training is commonly viewed as tactical rather than strategic, meaning that it is viewed as a short-term activity rather than having a long-term impact on company performance (Utomo & Ruslan, 2021). However, the company's recognition of the necessity of employee training has increased in recent years. Half of the businesses questioned by Mathis & Jackson (2012) are willing to increase their annual training budget.

Employee training strategies are related to how a company achieves goals and gets many benefits (Utomo & Ruslan, 2021). Human resource management strategies must provide appropriate mechanisms and address personal attitudes and motivations within the organization to ensure participation and support (Milhem et al., 2014). Rohmah (2018) identifies two types of human resource training and development strategies: on-the-job and off-the-job training. Ismael et al. (2021) explain that on-the-job training is a type of training conducted by managers and supervisors to improve the skills and knowledge of their employees. Meanwhile, off-the-job training is typically performed outside the workplace through seminars, conferences, study groups, or discussions.

EMPLOYEE PERFORMANCE

Performance is a record of how well to completes the job (Jatmika & Andarwati, 2018) based on the responsibilities given (Hermina & Yosepha, 2019). Performance measurement is an essential part of human resources. It provides management with a way to identify and evaluate the current skills and potential of human resources in a systematic manner (Mbore & Cheruiyot, 2017).

Jatmika and Andarwati (2018) use quantity, quality, and time to measure employee performance. Bernadin and Russel in Abang et al. (2018) say that there are six ways to measure employee performance: quality, quantity, timeliness, cost-effectiveness, the need for supervision, and interpersonal impact. Prasetya's research (2018) shows that workability is crucial in how well an employee does their job. Figure 1 from Pradan and Jena (2017) shows that a person's performance is a group of behaviors that come from their technical knowledge, skills, and relationships with other people. Employees can gain specialized knowledge, skills, and workability in several ways. One way is through activities that help them learn, which they can do independently or with the company's support.



*Figure 1. Employee Performance Triarchy Model
Source: Pradan & Jena (2017)*

RELATIONSHIP BETWEEN TRAINING STRATEGY AND EMPLOYEE PERFORMANCE

Skills and knowledge improve performance (Rahman & Malik, 2021). Employees with a high level of expertise can complete their tasks successfully and independently. The research of Yusuf and Abiddin (2018) indicates that employee performance depends on various factors, but the most significant factor is the company's training strategy.

Human resource training in a company has a significant impact on employee commitment (Rumman & Al-Rahahalh, 2016; Kamau et al., 2015), work innovativeness (Sari & Amalia, 2022), and employee performance (Rumman & Al-Rahahalh, 2016; Kamau et al., 2015). (Sandamali et al., 2018; Dabale, et al., 2014). Therefore, companies must design a substantial and rational approach to selecting employees for the training program. Additionally, developing a training strategy should consider the company's budget and corporate culture.

RESEARCH METHODOLOGY

This study employed qualitative methodologies. Qualitative research seeks comprehensively comprehend social and human issues (Fadli, 2021). According to Marshall & Rossman, cited in Fadli (2021), qualitative research is typically based on the triangulation of data acquired from three methods: interviews, observation, and document analysis.

The method used in this research is interviewing. Interviews are a qualitative data collection technique in which two people discuss specific human or social issues (Alamri, 2019). Three significant informants were interviewed: two technical managers and one PT XYZ trainer. Analysis of company profiles and PT XYZ training data to meet the research objectives. The validity of the data was examined using the triangulation method, which compares interview results with the content of a document by evaluating multiple sources of relevant information (Sugiyono, 2013).

RESEARCH RESULTS AND DISCUSSION

Research object

This research was conducted at the Indonesian company PT XYZ, which was formed on February 16, 1994, and started operation on October 28, 1994. This company develops and manufactures residential and commercial properties. Since 2004, PT XYZ has held the ISO 9001:2000 Certificate, a recognized international standard acknowledgment.

Vision: Satisfying customer service and becoming a leading and trusted developer through setting work goals and behavior.

Mission: Leading

1. Quality products according to specifications
2. Prices are reasonable/competitive
3. Handover on time

4. Satisfying customer service

Trusted

1. Fulfill promises
2. Fair
3. Carry out the stakeholders' mandate

EFFORTS TO MEET THE COMPANY'S VISSION AND MISSION

To meet the vision and mission, the company cultivates a culture based on the following values: integrity, passion, professionalism, hard work, entrepreneurship, and never giving up.

Creating excellent products is essential for building customer satisfaction. Every employee, including the technical manager at the forefront of production at PT XYZ, must adhere to the company's current ISO requirements. In addition, the company has a Quality Control Circle (QCC) department whose responsibility is to control and ensure that employee work outcomes meet company standards and expectations. Meanwhile, the technical manager job descriptions are as follows:

1. Managing a reliable contractor or production team to minimize production errors
2. Ensure appropriate housing development measurement
3. Construct dwellings according to the implementation budget plan, timetable, work drawings, and work orders.
4. Manage cooperative relationships with field personnel, including contractors, suppliers, and consultants.
5. Monitor the quality of materials, employees, processes, and outputs.

Offering competitive product prices is a target for PT XYZ. Based on a survey by Indonesia Property Watch, the houses people want to buy are around IDR 1.5 billion. The house price at PT XYZ is between IDR 500 million and IDR 1 billion, so the product is quite competitive.

TRAINING AT PT XYZ

Training is a way for PT XYZ to improve the skills and productivity of technical managers so that they can make better products for customers. Six technical managers work at PT XYZ. Most of them (5 of 6) have a bachelor's degree, and one manager of master's degree. PT XYZ does talent management, which includes

training activities on development strategies, identifying talent gaps, succession planning, and strategies for recruiting, selecting, educating, motivating, and keeping employees. This talent management is done to improve the technical manager's skills and knowledge. The training for the technical manager was held on February 19, February 26, and March 15, 2021. The training was divided into material delivery, case studies, and field studies. The implementation of this training gave rise to different impressions and suggestions, as follows:

“Manager technical training is highly beneficial to do regularly as a place to meet fellow members of the technical division and have a refreshing moment. Material can arise from complaints or recent method updates, which leads to personal development” (Technical Manager of PT XYZ)

“I believe that it is important to have a technical forum. Regarding training, I assume that 80% of supervisors have mastered technical work, while the directors must consider non-technical jobs. Conducting leadership training to build a strong sense of responsibility and ownership is preferable. Speakers from outside the company are also permitted” (Technical Manager of PT XYZ)

“Technical manager training should be carried out regularly. The technical manager was enthusiastic during the training and clearly comprehended the topic. To maintain consistency, trainers and the human resource development division collaborate with educational institutions to construct an internet-based training system that includes video content, PowerPoint presentations, and discussion forums monitored by trainers and general managers” (Trainer of PT XYZ)

In general, training activities at PT XYZ are carried out in the following stages:

1. Training needs assessment based on discussions amongst department leaders about their specific training needs
2. Creation of training programs to find the appropriate training approaches. PT XYZ's training methods include on-the-job, apprentice, and conference training. The application of technology in training is also carried out to create a training implementation system.
3. Training evaluation programs to determine how practical the training is. The evaluation phase was completed as follows:
 - Reaction level is the stage of figuring out how the training participants feel, think, and want about how the training is implemented, both from the instructors and the training environment. The level 1 evaluation received an overall average score of 4.6 in training held on February 19 & 26 and March 15, 2021.
 - Learning level is evaluating learning activities connected to knowledge addition during training. Conduct a pre-test and post-test evaluation in training on February 19 and 26, 2021, and March 15, 2021. All participants' scores increased by 25%, from 4.95 to 6.18.
 - The behavior level is the step that assesses participants' behavioral changes after training. Following the training, participants were assessed as being able to present the material in the knowledge-sharing session confidently.

The factors that influence training at PT XYZ are as follows:

- Participants. The training was attended by six technical managers ranging in age from 33 to 49 years, with an average tenure of 8 to 11 years.
 - Trainer. The trainer for this training is PT XYZ's Deputy Director, who has 20 years of experience in the company.
 - Media/Method. A discussion then follows the trainer's lecture techniques.
4. PT XYZ's training program is divided into three parts. First, on-the-job training, the training that is conducted in the workplace. Second, apprentice training, which is training that is provided by gathering people to increase competence. Third, conference training emphasizes problem-solving in groups to exchange ideas. At PT XYZ, new HRD staff typically receive on-the-job training that assists them in understanding the prerequisites for government regulation approval at the Manpower Office. Meanwhile, apprentice training is offered to technical managers, while conference training is provided to procure sales forums, technical forums, quantity surveyor forums, and so on.
 5. The level of knowledge. So far, the learning provided has only been at the ability and basic work level. The material offered includes job

descriptions, standard operating procedures, and techniques.

EMPLOYEE PERFORMANCE AT PT XYZ

At PT XYZ, employee performance is measured by a decrease in the number of complaints. Figure 2 shows that the number of customers complaining about PT

XYZ housing projects in 2021 has fluctuated. The most complaints were made in January and April, which totaled 8 complaints. In May and November, when there were the fewest complaints, which was 1 only. The technical manager training in February and March was deemed to have not provided consistent benefits yet in reducing the number of customer complaints.

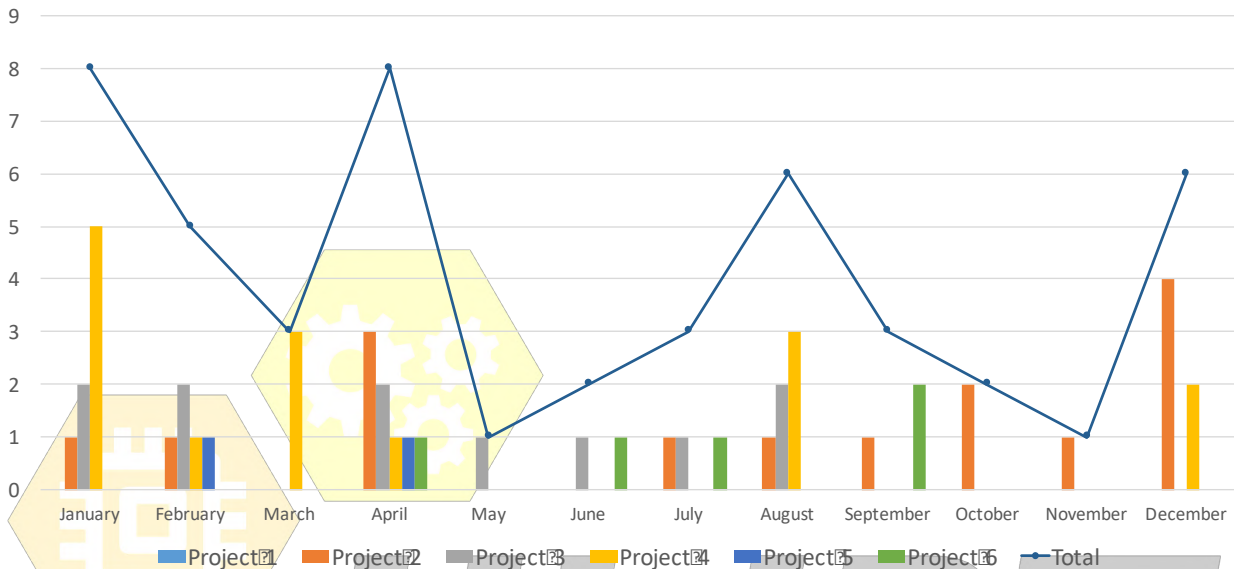


Figure 2: Customer complaint data of PT XYZ projects in 2021

In addition, the performance of employees at PT XYZ is measured by the quantity of residential or commercial building products sold, followed by handover procedures. The number of house handovers has

fluctuated throughout 2021. In December, however, there was a significant increase in handovers, amounting to 113. Figure 3 shows the number of on-time product deliveries to consumers in 2021.

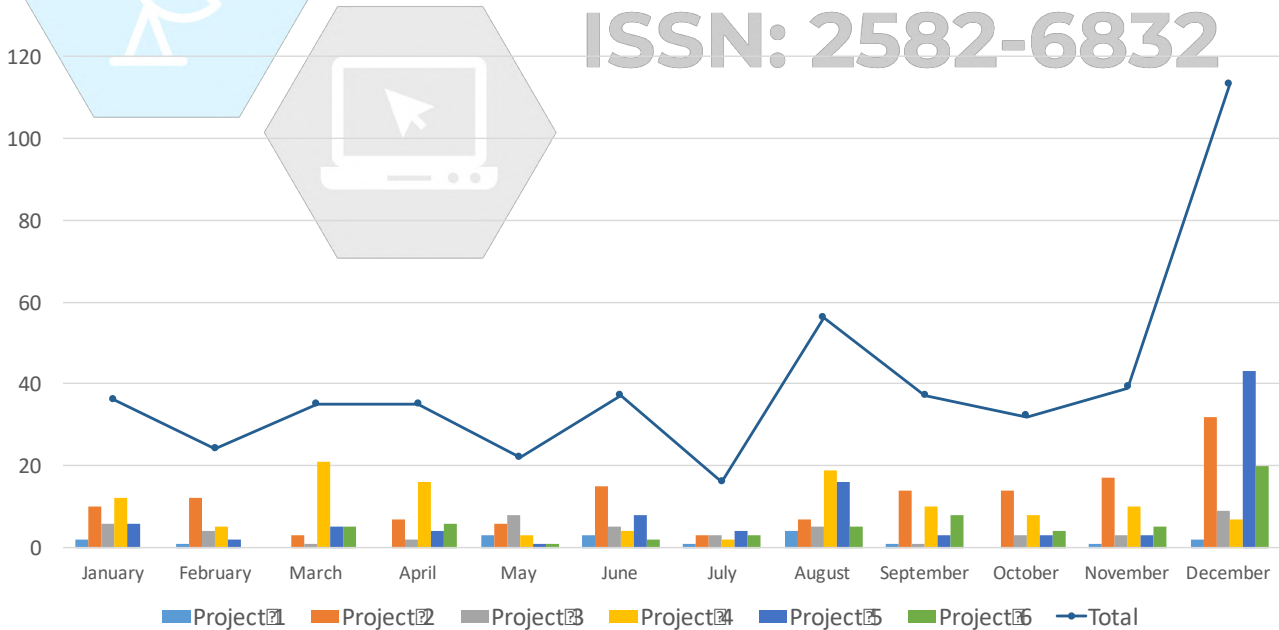


Figure 3: Data for PT XYZ house handover in 2021

Employee performance is influenced by the quantity or number of work activities assigned, the quality of the work, the timeliness of completion, attendance, and the employees' abilities. In the meantime, according to Khaeruman & Hartoko (2021), low employee education, a lack of task responsibility, and a lack of worker cohesion are the obstacles to improving employee performance. The efforts made by PT XYZ to overcome these inhibiting factors are as follows:

1. Hold regular meetings with engineering managers to share knowledge and set common goals for the company.
2. Establish a training learning management system (LMS) where technical managers can share field problems with trainers.
3. Adjusting employee skill levels and workload
4. Continued training and development for all employees
5. Consider employee welfare by providing benefits, bonuses, and so on.

CONCLUSIONS AND RECOMMENDATIONS

The objective of this study is to identify the training strategy implemented by PT XYZ and assess the impact of that strategy on the performance of technical managers. The research was carried out qualitatively using an interview approach with key informants chosen by the author based on their ability to provide the necessary data. Based on the findings of interviews and data analysis, the following can be concluded:

1. PT XYZ's training strategy includes on-the-job, apprenticeship, and conference training.
2. PT XYZ's training program for technical managers is deemed to be effective. The effectiveness is evidenced by the technical manager's improved comprehension of existing SOPs and new methods related to tasks and the job descriptions provided. In addition, this training decreased the number of complaints, but this effect has not been consistent.
3. Utilizing existing technology, PT XYZ develops a new training strategy.

Based on the above findings and conclusions:

1. This study recommends that companies conduct training based on each individual's needs, abilities, and performance.
2. This study suggests that a comprehensive assessment be conducted before the start of training.

3. This study suggests that companies socialize more about corporate culture, precisely the spirit of continuing self-development for employees.

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