

TRAINING AND DEVELOPMENT TO IMPROVE EMPLOYEE PERFORMANCE

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Abstract:

Human resources (HR) is an important aspect in supporting the sustainability of business activities in the company. A company can increase work productivity if there is good cooperation and a reciprocal relationship between the company's management and its employees. One way is to conduct training and development programs for employees. The achievement of an organization's goals depends on the performance of its employees. If a company wants the advantage of competing through human resources (HR), then it must contain the concept of training and development of human resources on an ongoing basis. Based on several journals and research studied, it can be concluded that training and development conducted by organizations or companies have a positive influence on improving employee performance.

Keyword: Human resources, Training, Development, Employee, Performance

Introduction

Human resources (HR) is an important aspect in supporting the sustainability of business activities in the company. A company can increase work productivity if there is good cooperation and a reciprocal relationship between the company's management and its employees. By improving the work performance of employees it will also be able to increase the productivity of the company. Productivity results achieved by employees certainly make an important contribution to the company both in terms of quality and quantity.

(Devi, 2012) considering human resources are effective determinants or not of the company's activities, the company is required to be able to conduct training and development of its human resources. One way is to conduct training and development programs for employees. The achievement of an organization's goals depends on the performance of its employees. If a company wants the advantage of competing through human resources (HR), then it must contain the concept of training and development of human resources continuously. Training and development are critical for employees and organizations to be more effective.

Training provides an important role in the development of the ability of employees to be developed, as well as encouraging and nurturing employees to be able to work independently and require confidence so that work performance is increasing. Work performance reflects success or failure in human resource management activities. If the work performance is poor or not following the company's expectations, then the possibility of human resource management activities should be reviewed by conducting an assessment of work performance.

Training or training is a systematic process of changing the behavior of employees in a direction to improve the knowledge and skills of an employee or workforce in carrying out certain tasks or jobs. (Flippo, 1995)

development is an effort to improve the technical, theoretical, conceptual, and moral capabilities of employees by the needs of work/position through education and training. (Malayu S.P Hasibuan, 2016)

Therefore, to improve the ability of the workforce, the company must highlight efforts to develop its workforce capabilities. The purpose of training and development is to improve

the productivity of the workforce in achieving the results set by the company. This research aims to see how good training and development can increase employee productivity which will also increase the productivity of the company.

Literature Review and Method

Training

Training is the process of improving the knowledge and skills of employees. Training may also include changing attitudes so that employees can do their jobs more effectively. Training can be done at all levels in the organization. At the lower level / low training contains teaching how to do a task such as operating a machine." (Handoko, 2016)

(Hollenbeck et al., 2004) training does not only develop employee skills but also sharpens thinking skills and creativity to make better decisions in a more productive time and way. It also allows employees to deal with customers effectively and respond to their complaints on time.

Training is the process by which people achieve certain abilities to help achieve organizational goals. Training is more likely to be short-term oriented, training affects performance, and if the training conducted by the company is successful then the employee's performance will improve by itself.(Dessler, 2005)

Based on some of the opinions above, it can be concluded that training is a process to develop the knowledge and skills of employees both in the ability to think and act, and if the training is successful employee performance will improve effectively.

The benefits of training according to (Henry Simamora, 2015) are:

- a. Improve quantity and quality of productivity.
- b. Reduce the learning time that employees need to achieve acceptable performance standards.
- c. Establishing more profitable attitudes, loyalties, and cooperation.
- d. Meet the needs of human resource planning.
- e. Reduce the frequency and cost of work accidents.
- f. Assist employees in their improvement and development.
- g. Simamora (2015), wrote several types of training, namely:
 - a. Skill training is training that is often found in the organization. The training program is relatively simple: needs or deficiencies are identified through observant assessment, the criteria for assessment of the effectiveness of training are also based on the objectives identified in the assessment.
 - b. Retraining seeks to give employees the skills they need to deal with the changing demands of work.
 - c. Cross-functional training (cross-functional training) Employee training to perform work activities in other fields, other than assigned work.
 - d. Team management team training, research team, and temporary task force are common characteristics in many organizations, teams are groups of individuals who work together for common purposes.
 - e. Creativity training One of the commonly applied designs is brainstorming where participants are allowed to come up with ideas as freely as possible.

Training for employees is very important to be implemented in a company. With the training, employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as changes in technology, changes in work methods, demands also changes in attitudes, behavior, skills, and knowledge.

Development

development can be interpreted as an effort to prepare employees (human resources) to move and play a role in the organization following the growth, development, and change

of an organization, agency, or department. (Soekidjo Notoadmodjo, 2009)

Human resource development can be seen from two aspects, namely quantity, and quality. The definition of quantity concerns the number of human resources. The number of human resources without the good quality of human resources will be a burden on the company. In the context of human resources, development is seen as improving the quality of human resources through training and education programs. (Edy Sutrisno, 2011)

According to Lee and Bruford (in Kurniawan, 2012) Human resource development has a vital role in efforts to direct, encourage, motivate the improvement/ development of the capabilities and skills of employees who are implemented in their work to achieve the effectiveness of human resources in the organization."

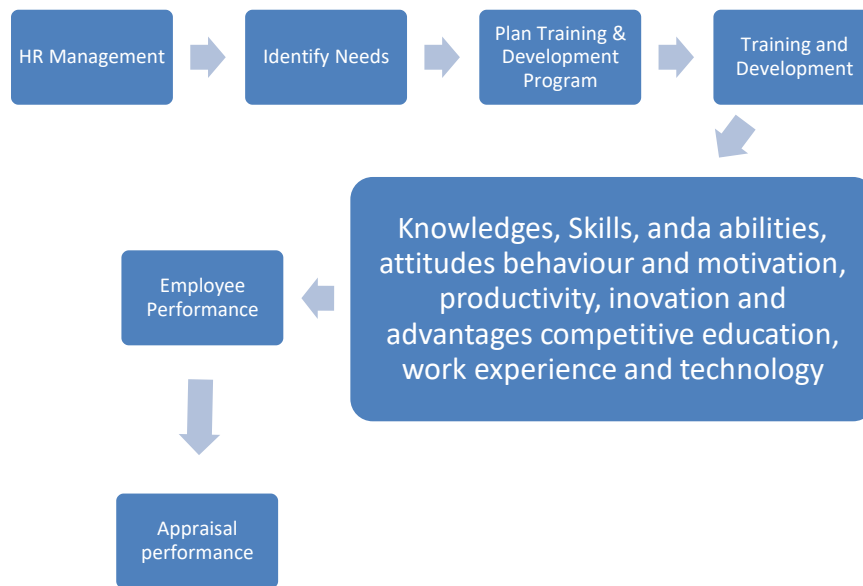
According to (Yuniarsih Tjuju, 2008) Development is a long-term educational process utilizing systematic and organized procedures, where managerial personnel learn conceptual and theoretical knowledge for general purposes. Human resource development in a company is a means to obtain a potential and professional workforce that focuses on preparing employees for the future. From some of the opinions of these experts can be concluded that human resource development efforts prepare employees by directing, motivating employees to improve skills and skills in an organization in one's career path.

Employee Performance

As per research led by Suwarsih, (in Sulaefi, 2017) states that employee usefulness features the way that representatives who are happy with their work will have higher occupation execution and maintenance of high work. features that profoundly taught employees are better ready to accomplish execution targets and gain a more strategic advantage. Training is characterized as a cycle that permits employees to have the option to finish undertakings with more prominent proficiency, along these lines being viewed as a significant component of key human asset the executives. (Pfeffer, 1994)

So representatives are the most important authoritative resources because, with all the potential they have, employees can keep on being prepared and grown, so they can be more proficient, their accomplishments become more ideal to accomplish hierarchical objectives. The presence of a hole between the capacity of representatives and what the association needs, makes the requirement for associations to overcome any barrier, one route is through training and development. Since nobody is appropriate at the hour of arrangement, instruction and preparation should be done. Subsequently, it is trusted that all possibilities moved by employees, regardless of whether enlisted (removed), chosen by the association, can expand information, abilities, and perspectives can be improved, in the end, the hole will be decreased or there will be no more holes.

(Belarmino, 2013) stated that this picture show the connection between representative execution and human asset training and development.



Picture 1. Framework for analyzing training and development

Human resource, training, and development in a company is a means to get a potential and professional workforce. Humans are the main resource for smooth activities in a company. This is because however sophisticated the equipment used by a company will be meaningless without humans who are employees in operating it, and ultimately this research shows that the importance of training and development for employees to improve employee performance can be done by the HR Management team to improve the performance of the company or organization.

Discussions

There have been many studies that prove that training and development affect employee performance in companies. (Haryati, 2019) in her research result stated that the implementation of the employee training and development program at PT Visi Sukses Bersama has been carried out well, but there needs to be a better development in the employee selection system that will follow the training and development for this program to get maximum results in all parts.

(Melvin, 2016) in their research concluded that Human resource training and human resource development simultaneously have a significant effect on employee performance at PT. Berlian Kharisma Pasifik Manado. Human resource training partially has a positive and significant effect on employee performance at PT. Berlian Kharisma Pasifik Manado Human resource training is the most variable effect on employee performance in this study.

(Steffenny & Praptiningsih, 2013) in their research concluded that the implementation of training and development in PT. Jaya Mas Mandiri Plus has been effective because the training has been running well. Can be seen from the evaluation results that have been done by companies that get a positive response from employees, employees are also more motivated, and also performance improved

As a part of this discussion and based on several journals and research studied, it can be concluded that training and development conducted by organizations or companies have a positive influence on improving employee performance. Although factors that affect employee performance development are not only influenced by training and development alone. And the results of this study is certainly not the only tool to measure the influence of training and development on improving employee performance, it is expected that there is similar research with more complete literature of several factors that affect the development

of the company's performance as well as more specific data in a company.

Conclusions and Suggestion

Conclusions

The conclusion that can be drawn from this study is that training and development can improve employee performance at work, as in the research of Melvin (2016) which showed a significant increase after training and development were applied to employees, as well as Maria's research and Steffany stated that training and development received a positive response from employees so that it spurred on improving employee performance.

That's why companies that want to grow, then train their employees should receive great attention. Human resource development can be used as additional reference material is an activity of human resource management in planning, organizing, directing, and supervision through activities of procurement, development, compensation, integration, maintenance, and release of human resources to achieve various individual goals, and corporate goals.

Suggestion

This paper is for learning purposes and the author hopes that in the future there will be other researchers who can prove the results of this paper in research directly to companies or organizations by considering some of the author's opinions in this article.

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