

Development of Training Model in Increasing the Competence of Labor at PT Sari Ater Raya Subang

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Keywords: Development, Training Model, Competence.

Abstract: The study examines the efforts to develop a model of labor training in improving the competence of workers in the company namely PT. Sari Ater Raya Subang. Empirically there is a very urgent learning need as a gap that must be overcome against the demands of Business standards and competency standards in the field of hospitality both nationally and region (ASEAN). Application of training models is one of the solutions to accelerate the achievement of current competencies. The focus of this research is how the application of labor training models in improving employee work competence in accordance with standard demands in PT. Sari Ater Raya Subang Regency of West Java.

1 INTRODUCTION

The Development of Education and Training Program is a real effort to educate and train human resources in order to master practical functional skills that can be utilized to work in both formal and informal sectors in accordance with existing job opportunities, and independent business or open business opportunities independent. On the other hand, the management of courses and training institutions as training and learning centers still does not reflect the needs of the labor force of the business and the industry.

Experts' analysis of the future of the world economy, will tend to be global. The changes that occur in the Human Resources Management environment are trends that include the diversity of work, technology, globalization, and change of the job and occupation world (Gary, 1997). The character of the market is characterized by a highly competitive competitive atmosphere, both in terms of quality and quantity. High competition means more demands for improvement reduce costs, boost employee productivity, and do things well and cheaply. For employees around the world, the function of human resources is as key in helping companies achieve strategic organizational goals.

Globalization and world trade are two currents that affect each other or strengthen one another, which is now facing the world and the two currents

are getting stronger in the future, along with technological advances and increasing income per capita and the increase of the world population (Tambunan, 2004). Some of the characteristics expressed by some experts on the global economy, tend to refer to a strategic emphasis on the importance of human resources in the global economic system. Concepts that refer to the importance of the role of human resources (HR) in various development sectors, have long been recognized both by scientists and policyholders. This can be seen from various theories, opinions and regulations related to human resources.

Increasing human resources in an institution or organization through training as one form of off-school education, is a form of strategic effort. Through training, it can make a real contribution in improving and implementing company programs in achieving organizational goals and facing global competition. This will be easier to understand, because the training is designed and developed based on the demands or real needs of the company and the capacity building of the workforce of an organization or institution.

Some of the problems in this study are as follows:

- Increasing the competence of workers through training has not been optimal in PT Sari Ater Raya Subang;
- Business development and competition of tourism business is very fast and competitive;

- Education in formal vocational schools that have been pursued by job seekers have not provided the required skills;
- Demand for standardization and competence of global competition impact of MEA and AFTA;
- Requirement of labor that has a good work competence and professional, impact on improving job performance and work productivity and service quality improvement;
- Employee Educational background at PT. Sari Ater Highway Subang varies (heterogeneous).

2 LITERATURE STUDY

Trisnamansyah (1986), Explains the notion of Overseas Education (PLS) is a regularly planned educational effort, has identifiable and non-incidentally or informal objectives and programs. While Sudjana, (1992), suggests that Non Formal Education is any educational service undertaken intentionally, regularly and planned outside the school system that lasts throughout the ages.

Heidjrachman dan Husnan (1986), argues for the importance of human resources as follows: "the most important resource of an organization is the human resources-the people who give their energy, talent, creativity, and effort to the organization."

Notoatmodjo (1992) suggests that there are two functions of human resource management are:

- The management functions, which include: Planning, Organizing, Directing, Controlling;
- Operational Functions, which include: Procurement of human resources (recruitment), Development (development), Compensation (Compensation).

3 RESEARCH METHODS

Based on the focus of the problem, objectives, research subjects, and data characteristics, the appropriate approach to obtain data on objective conditions with the training applied in PT. Sari Ater Raya Subang is a case study that is part of qualitative methods. The selection of the approach is based on the reason that this research intends to develop a training model that is expected to improve employee competency in PT, Sari Ater Raya Subang. Given the nature and focus of this research, qualitative research design is used. This research plan contains a scheme or research program about what to do researchers, ranging from questions that can explore deep data

until the final analysis. While the structure contains the scheme, the paradigm of operational variables, and the interconnection of multiple domains so as to build a structural scheme in this study. In obtaining the data conducted exploration, namely by tracing carefully the various documents related to the focus of research, interviews are broad and deep, and the observation about the implementation of training in PT Sari Ater Raya Subang. The conclusions drawn from this research are carried out by SWOT analysis accurately and accurately by examining the strengths, weaknesses, opportunities and threats or obstacles. The research method to be carried out is guided by the research and development procedure proposed by Borg & Gall (1989).

4 RESULTS AND DISCUSSION

The presentation in this chapter will be divided into two parts. The first section will present a description of the results data. This section is expected to provide detailed data. In the second part, present the discussion of research results.

4.1 Empirical Training of Employees PT Sari Ater Raya Subang

4.1.1 Profile PT. Sari Ater Raya

PT Sari Ater Raya is located in the area of natural hot spring water tourism Ciater village Ciater Sub District, West Java Province, about 30 km from the direction of Bandung. PT Sari Ater Raya has brand Ciater Resort & Wellness Spa has bungalow facility 50 family suite units, 2 President Suite 6, and 4 standards. 2 pools Kiara and Kunang- Kunang which flooded natural hot springs water, Restaurant 2, the area of about 60 hectares.

PT Sari Ater Raya has 230 employees, consisting of Front Office department, House Keeping / room devision, Food & Beverage Service and Product, Recreation, Accounting, Medical, Sales & Marketing, HRD. Owner name is Mrs. Ama Soewarma.

With regard to the standardization program with *Undang Undang No.10 Tahun 2009 tentang Pariwisata, Peraturan Pemerintah Nomor.52 Tahun 2012 Tentang Sertifikasi Usaha dan Sertifikasi Kompetensi*, in order to increase the competitiveness for both business and workforce, acceleration program of standardization and certification.

Some obstacles that appear in PT. Sari Ater Raya among others:

- Labor education level;
- Age;
- Skills and quality of labor;
- Number of employees versus room occupancy rate and income.

4.1.2 Participant Profile of PT. Sari Ater Raya Manpower Training Program

Training Participants are PT. Sari Ater Raya (Restaurant / Food & Beverage, House keeping), Recruitment process by "Need Assessment" by involving eight (8) competency assessors. Assessment techniques by portfolio assessment, interviews and written tests.

4.1.3 Implementation of Training Program

To improve and develop human resources in PT. Sari Ater Raya as the above data presumably required adequate training facilities and infrastructure that must be provided. The number of employees who have attended the training amounted to 40 people with details of 20 from the restaurant department and 20 from housekeeping (data attached). Based on observations and interviews, the implementation of training activities is in accordance with the plan. Materials delivered in conjunction with daily practical activities in the form of materials and expertise plus general materials such as customer service, communication skills, grooming, general terms in hospitality, legislation related standards of professional competence and tourism business. Technical resources in the implementation of the training are competence assessors who have experience in their field. Methods used in lecture training, presentation of theory and practice by role play, and interspersed by discussions and dialogue. The attendance rate of participants in training activities is 80%, thus indicating an indication of active participation of trainees.

4.1.4 Training Program Evaluation

Based on the observations and interviews conducted on the appointed resource persons, information is obtained before and after the training, which consists of skill evaluation, accuracy, speed of work of a skill task. For knowledge evaluation by written test and interview.

4.2 Development of Conceptual Model of HR Training

4.2.1 Training Needs Analysis

Training of employees in PT. Sari Ater Raya Subang environment is implemented based on work program that has been planned in the period of one year. Implementation of this program is very useful and can be felt by various parties. Nevertheless, the results of research through observation and experience of the authors show that it cannot be implemented optimally.

Indicators that show the training program is not optimal yet can be seen from several factors, including the factors of planning, implementation, and training evaluation factors. Therefore, it is necessary to design and pilot a model of training for employees appropriately based on a scientifically and pragmatically accountable model that involves the participants of the activity (target of the objectives) as optimal as possible from the planning, implementation and evaluation phases. Model as mentioned above, is a model of labor training in improving the work competence in the environment of PT Sari Ater Raya Subang, so that the program is implemented by involving various parties to establish a cooperation that is really well established and mutually beneficial through mutual interaction teaching and learning.

In general, it is necessary to develop employee training model in improving the work competence intended for employee training program can be implemented effectively and efficiently. In particular, the development of performance-based employee training models concerning the following:

4.2.1.1 Based on Training Program Planning

The results showed that the planning activities undertaken in the training program has not been implemented optimally, so it has not been able to support the increase in labor productivity. Some weaknesses in training program planning:

- program planning has not involved the whole program participants;
- Implementing organizations are not formed systematically;
- The program material has not been traced to needs;
- Program is not formulated operationally;
- The technical source does not prepare a comprehensive training plan that is capable of tracking the needs.

The above description shows the need for a briefing for training managers and technical resource workers training programs on materials related to programming knowledge and skills based on a scientifically and practically responsible training model.

4.2.1.2 Based on the Implementation of Training Program

The implementation process of the training program is the end of all activities planned and carried out in the preparation stage. The results show that the training process on the employee training program has not been implemented optimally. Indicators that show not yet optimal implementation of training programs in the program include:

- The technical source does not have an instructor / competency certificate or as per the required academic qualifications;
- In each meeting, the technical resource person never explicitly explains the purpose of his training to stimulate the participants;
- The material presented is not packaged in the form of a systematic model or training material;
- Training activities are based only on debriefing or providing materials for program participants;
- The use of training methods is less varied, mostly based only on practical activities so as not to appear the learning process;
- There is no orderly and systematic assessment.

4.2.1.3 Based on Training Program Evaluation

Employee training programs in improving job competence is one of the most strategic programs for both employees, as well as the owners of the company. Through the evaluation of the program will be known the effectiveness and efficiency of the program implemented. The results showed that, evaluation activities on employee training programs in improving their competence has not been implemented optimally. Indicators not optimal training program evaluation activities can be known from: 1). No evaluation plan is planned, so that the measurements used as the criteria for assessment of the success of the training program are unclear; 2) the non-implementation of orderly and organized evaluation activities, both oral and practical; and 3) lack of skills of tutors / instructors and managers in assessing the performance of trainees.

On the basis of this matter, it is deemed necessary a form of assessment to determine the effectiveness and efficiency of training programs implemented.

4.3 Conceptual Model of Manpower Training In Increasing Work Competence

The initial product of this research and development is a labor training model in improving employee competence in PT Sari Ater Raya Subang. This conceptual model is designed.

5 CONCLUSIONS

Empirical training of PT. Sari Ater Raya Subang employees is a training conducted to improve and develop human resources of employees in the company environment, in addition to the required formal education is also supported by adequate training facilities and infrastructure to increase the knowledge and practical skills, private as well as government or community. Based on the results of observations and interviews, the implementation of labor training activities in PT Sari Ater Raya Subang most of the materials related to tourism, especially hotels, accommodation and marketing and service fields. Technical resources in the implementation of training are competence assessors. The methods used in training most theories and practices, but sometimes the discussions and dialogue is just a little portion. The attendance rate of participants is quite good during the training process, recorded above 80 percent on average. According to the training managers the participants respond fairly well to any given material. Form of response in the training process, among others; ask questions, responses, and / or suggestions so that the training activities carried out are not saturated.

The development of the employment training model in improving job competence in hospitality training program at PT Sari Ater Raya is the conceptual development of active and participative model of training which makes a significant contribution in strengthening the developed training model. Positive contribution given in the refinement of conceptual model, among others the existence of reference framework compiled in the form of learning needs analysis enriched and sharpened with the vision, mission, program objectives.

The effectiveness of the employee training model in improving job competence in the hotel and

accommodation skills training program at PT Sari Ater Raya is a feasible competency-based model development program through model quality analysis techniques, expert assessment, and field test. The results of systemic model quality analysis, which are about the content, relevance, and principles of model development, in particular it can be concluded that the developed hospitality vocational training model has resulted in an appropriate relationship between the model components. Thus the training model component including: the rationale, the purpose, the scope of the model, the product model, the success criteria, and the existence of the model have the right content, weight, consistency, and ease of understanding and application. The employment training model in improving job competence in the hospitality field can be implemented effectively, efficiently and effectively. The level of acceptance of learning resources and training participants to the material developed in the model that is implemented is high enough to have a positive impact on both trainees and management.

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