

TRAINING MODEL ON HUMAN RESOURCES CAPACITY

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Abstract— This study examines the management of training in improving the performance of Human Resources at PT Pos Indonesia (Persero), Respondents in this study were training participants and training managers, the method used is a Mix Method using qualitative and quantitative data. **Results** 1) Training Management Model: 1. Identification of Needs through TNA 2. Submission of Participant Data, 3. Process of summoning participants 4. Preparation of rooms 5. Accommodation preparation 6. Consumption preparation 7. Preparation of supporting facilities 8. Implementation and 9. Evaluation. 2). The capacity of Human Resources at PT Pos Indonesia Persero after completing training activities is seen from changes in attitudes, knowledge and mastery of technology, and mastering work outside of the field worked.

Keywords: *Capacity, Human Resources, Training*

I. INTRODUCTION

A credible training Centre which produces qualified human resources will give impact to the productivity of the host institution where the graduate is currently working or joining training. If an employee fails to accomplish his or her jobs professionally, it means he or she fails to give an optimal contribution for the productivity of the host institution. This issue can be overcome through a good planning of human resources (Diaz-Fernandez, M., Pasamar-Reyes, S., & Valle-Cabrera, R. 2016).

Human resources planning can be fruitfully conducted if the planner knows who and what the human resources are as well as their conditions. Human resource is defined as all the capability of a man, involving his intellectual and physical ability.

In this case, PT Pos Indonesia (Persero) as one of Indonesia's State-owned enterprises (SOE) keeps maintaining and improving its quality in order to meet the needs of the society as their customers. Moreover, the considerable development of science as well as information and communication technology has forced this corporation to creatively utilize this massive development to support their services and to create more featured services ahead.

PT Pos Indonesia (Persero) in facing of globalization, and the advancement of science and technology, PT Pos Indonesia Persero remains steadfast stand. The long journey of the services we provide, various circumstances, various nuances and dynamics, as well as changes has been experienced. That period of time is accumulated in a sense to keep providing the best services until the real

needs of public communication are met and our presence is irreplaceable.

For that reason above, PT Pos Indonesia (Persero) exceedingly requires high qualified human resources in terms of knowledge, expertise, skills, mental condition and working spirit as they would give services to the society. With the intention of supplying this corporation with competent employees, this State-owned enterprise conducts an education and training program (*diklat*), namely Postal Education and Training Centre (*pusdiklatpos*) which is responsible for conducting various types of education and training for PT Pos Indonesia's employees following the needs of the corporation in the present and future.

Education and training program becomes one of the effective efforts to increase the competency of the human resources; and training as a short-term education employs systematic and well-organized procedures, certain training intensity, frequency, and duration, continuity, and engages multiple elements to be managed, which are the interrelated systems (Gough, S. 2010).

Regarding the promised advantages above, a number of studies pay much attention to the importance of training as one of the techniques to improve the entire capacity of human resources. The findings of these studies emphasize on the significance of compensation, training and performance assessment as our dependent variable predictor. Further discussions, suggestions and limitations are elaborated at the end (Werther, Jr. B William & Davis Keith. 1993).

In addition, education and training also acts as the key to the needs of competent and professional employees. Education and training, therefore, is urgently required as a comprehensive and competitive way to increase the quality of human resources.

II. METHOD

This study was conducted at the Assessment and Learning Centre PT Pos Indonesia (Persero). This study aimed to investigate the contributions and effects that training has to the employees of PT Pos Indonesia (Persero). This study employs qualitative method. The focus of the investigation was on the management of training and how it might influence the development of the human resources capacity in PT Pos Indonesia (Persero).

This study was essentially intended to reveal the training management system held by the Assessment and Learning Centre. The data was collected through an interview about analysis of training needs, training design, and capacity of human resources, involving the training manager in the area of Managerial Training Institute of PT POS Indonesia (Persero). The data analyzed by comparing the results of empirical study with that of theoretical study. This study referred to the data of interview results on the training management process.

III. RESULT AND DISCUSSIONS

The training program held by the Assessment and Learning Centre aimed to produce employees with the following qualities: 1) having specialized skills, 2) being responsible for their jobs, 3) possessing the ability to think and to act according to the mandated jobs, 4) widening knowledge and perception, and 5) strengthening the employees' mentality and attitudes (Hariandja, Marihot T.E, 2002). The reasons behind the idea of the training were the beliefs that: 1) the newly hired employees sometimes have not completely understood how to handle their jobs; 2) there were changes in the working environment and the employees themselves. The alterations in the working environment involved the changes in the process technology such as the emergence of new technology or new working method. The changes within the employees entailed the facts that the quantity of employees from various expertise backgrounds, values, attitudes were getting higher and they needed a special training to equate their attitudes and behaviours toward their jobs; and 3) employees training could improve the competitiveness and the productivity of the corporation.

In fact, training is very helpful in overcoming the problems directly related to the implementation of the work at hand as well as in developing ones' careers and responsibility in the future. In other words, training becomes a means to expand and increase the quality of human resources which will support them in accomplishing their jobs.

Capacity is defined as the optimum level that human resource can gain from a facility, which is often stated as the quantity of the output within a certain period of time (Rangkuti, Freddy. 2009). The capacities showed by the Assessment and Learning Centre were the mastery of employees' duty which was supported by relevant knowledge and technology mastery as well as the mastery of skills across different field of work. Human resources capacity is the capacity of an individual, an organization, or a system to run the functions or the authority to achieve the goals effectively and efficiently. Capacity should be perceived as the ability to do performance to attain the expected outputs and outcomes. In regard with this, the capacity of the employees at the Assessment and Learning Centre was recognized from their awareness of their duty in their own field, their ability to learn about their duty independently, and their awareness to directly ask their

colleagues or their leader about things they had not understood. The employees' mastery of their jobs was supported by their knowledge and technology mastery. Hence, these capacities determined and strengthened the employees' characteristics and responsibility to accomplish their jobs properly.

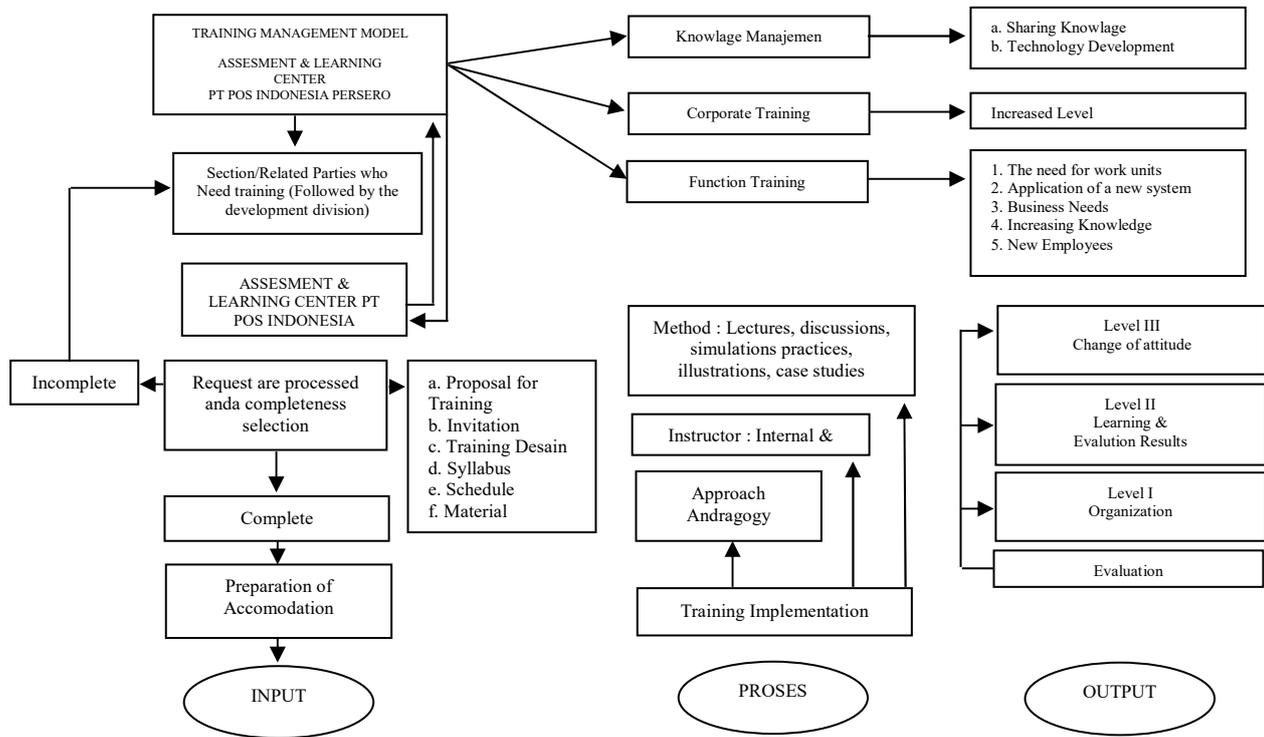
The Assessment and Learning Centre did not provide the employees with a specific list of duty, but they already knew their daily jobs and daily targets. The employees could learn their duty from the guidebook or the job description which was available at the ALC (Tjiptoherijanto, Prijono. 2001). Job description becomes the underpinning element of the succeed of a duty. Without such job description, employees would not be able to accomplish their jobs properly. The work placement at the ALC was done through several steps such as job vacancies, placement test and direct interview by the corporation which overall aimed to fulfil the needs of qualified employees. In this case, the candidates' educational background really mattered in determining their work placement. Additionally, their competencies could be assessed from the trainings they have joined as well as from the supporting skills they owned (Blanchard, P. Nick & James W. Thacker. 2004).

Every single field in the corporation had a crucial role in supporting the performance of this organization for the employees gave their contributions in the forms of: 1) knowledge, 2) product, 3) innovation in accomplishing their jobs, 4) helps they gave to attain the corporation's goals, based on the notion that competency is the characteristics of one who has skills, knowledge, and ability to perform a job. According to some experts, competence is the underlying characteristics of a person to achieve high performance on the job. Employees who do not have enough knowledge will work ineffectively and also result in the waste of materials, time, and energy (Hevesi, G. Alan. 2005).

In its implementation, employees' performance is very much supported by their mastery of technology, either the mastery they gain from an independent learning process or from training they got from the corporation, skill is the necessary capacity to carry out a series of tasks that is developed from the results of training and experience. One's skill is reflected from how well he or she carries out a specific activity such as operating a piece of equipment, communicating effectively, or implementing a business strategy (Knowles, Malcolm S. 1979).



Process of Training in Assessment & Learning
PT Pos Indonesia Persero Center



IV. CONCLUSION

Management of training models in capacity of human resources at the Assessment and Learning Centre PT Pos Indonesia (Persero): 1. Identification of Needs through TNA 2. Submission of Participant Data, 3. Process of summoning participants 4. Preparation of rooms 5. Accommodation preparation 6. Consumption preparation 7. Preparation of supporting facilities 8. Implementation and 9. Evaluation. 2). The capacity of Human Resources at PT Pos Indonesia Persero after completing training activities is seen from changes in attitudes on quality of work, quantity of work, teamwork, creativity, innovation, initiative, knowledge and mastery of technology, and mastering work outside of the field worked

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