

## ANALYSIS OF EMPLOYEE TRAINING AND DEVELOPMENT MANAGEMENT STRATEGY

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**Abstract:**

Employee training and development is a critical aspect of human resource management that aims to improve the quality and productivity of the workforce. In today's era of global competition, successful organizations are those who are able to continuously develop the competencies and potential of their employees. This study uses a qualitative approach with a case study method in certain companies to identify the planning, implementation, and evaluation of training programs and their impact on employee competency development. Data is collected through in-depth interviews, observations, and analysis of internal company documents. The results show that an effective training management strategy involves analyzing training needs, selecting appropriate methods, and actively involving management. In addition, continuous evaluation and support of organizational culture also play an important role in improving the effectiveness of training. This study contributes to providing strategic guidance for companies to design training programs that are more targeted and have an impact on organizational growth.

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### INTRODUCTION

One of the key factors that affect the success of the company's operations and management is employee competence. To achieve the expected performance standards, companies need to implement employee training and development management strategies. Training refers to the company's planned efforts to facilitate the learning of competencies, knowledge, skills, and behaviors related to employees' work, aiming to have employees master the knowledge, skills, and behaviors emphasized in training and apply them in daily activities (Noe, 2020). The main objective of this training is to improve the ability of employees to improve their performance in the near future and on their specific job (Jackson & Werner, 2018).

Human resource development is carried out to improve the professionalism and

skills of employees in carrying out their duties and functions optimally (Retnilasari & Putra, 2019). Development refers to training, formal education, work experience, relationships, and assessments of personality, skills, and abilities that help employees prepare for future jobs or positions (Noe, 2020). And according to (Jackson & Werner, 2018) development refers to activities intended to improve competencies in anticipation of the organization's future needs.

This strategy is directly related to the ability to prevent and reduce risks because it focuses on initiatives that aim to increase the competitiveness of the organization/company (Prasasongko & Kuswinarno, 2024). Without well-planned training and development, the risk of operational errors, decreased productivity, and inability to face new challenges can increase. However, the implementation of training and development strategies often faces obstacles such as budget limitations, low motivation of employees to participate, and lack of evaluation of the effectiveness of the programs that have been implemented. On the other hand, the management of mini-hydro energy requires specialized skills that are not always widely available in the labor market, making it increasingly important for companies to develop internal talent.

The success of a company is closely related to the quality of the performance of its employees. The quality of an organization's performance is influenced by many factors, including recruitment, training, development, organizational culture, and the personality of the organization's leaders. As science advances, companies are mandated to ensure that their employees are skilled and trained so that they can do their jobs. Training and human resource development activities are needed to be able to create a qualified and trained workforce according to organizational goals (Selviyanti et al., 2023). Based on this background, this study aims to analyze the training and employee development management strategies implemented at PT Thong Langkat Energi.

## **RESEARCH METHODS**

The research method used is a literature study or Library Research with a qualitative approach with a case study method that aims to analyze the management strategy, training and employee development at PT Thong Langkat Energi. The qualitative research design was chosen because it allows researchers to dig up information and gain an in-depth understanding of human resource management practices in the context of employee

training and development.

## **RESULTS AND DISCUSSION**

### **HR Employee Training and Development**

Employee performance includes various aspects such as fulfilling the responsibilities given, suitability of targets, competencies, and achieving organizational goals efficiently. The quality of services provided by an organization is directly related to the behavior of its staff, which is influenced by the quality and consistency of training and development as well as performance management practices (Alnawfleh, 2020). Training is the process of providing certain knowledge, skills, and attitudes to employees so that they can carry out their work better (Mangkuprawira, 2002) in (Hasanah et al., 2024). Training aims to help members perform in an organization. Training also aims to change attitudes, knowledge, or behaviors that produce expertise with experience in order to achieve effective performance. Training is beneficial in developing individual and organizational abilities in the future (Gustiana, 2022). Training provides employees with specific knowledge of the organization's objectives, as well as the skills they are taking in their current jobs. Sometimes, there are challenges identified between training and development teams, with development teams focused on individuals achieving new skills that will benefit their work now as well as in the future (Rohmah et al., 2024).

Human resource development is a planned effort from the organization to improve human resource competencies that is carried out continuously in the long term, which is carried out to ensure the availability of human resources in accordance with the needs of the position, and is aimed at improving individual performance which leads to organizational performance (Kurniawati, 2020). Employee development must be carefully structured, based on scientific methods and based on the skills that the company needs today and in the future. Development should aim to improve the technical, theoretical, conceptual and moral skills of employees, increase work productivity and achieve optimal results (Bariqi, 2018).

Training and development have always been considered as one of the most important functions of the human resources department. In most organizations, training and development are an integral part of human resource development activities. Well-designed training and development can improve employee productivity and performance,

resulting in higher salaries. Understanding how to make the most of training can help companies build a pool of qualified and competitive talent, and is an alternative strategy for finding the cheaper and less skilled workforce resources we provide. Therefore, policymakers need to understand how effective workforce training and development can ensure the creation of a knowledgeable and skilled workforce. Establishing useful policies and guidelines is very important to improve human resources (Prasasongko & Kuswinarno, 2024).

### **Analysis of Training and Human Resources Development Needs**

HR Training and Development Needs Analysis is a very important strategic process in modern human resource management. The main goal is to identify existing competency gaps in the organization and design targeted development interventions. According to (Mangkunegara, 2015), training needs analysis is a systematic study of an educational problem by collecting data and information from various sources, to get problem solving or suggestions for next actions. Training Needs Analysis is a workplace needs analysis that is specifically intended to determine what training needs are actually priorities.

The critical initial stage is to conduct a thorough assessment of the competency gap that exists among employees with the competency standards required by the company. The process of identifying training needs begins with an assessment of several evaluation instruments, such as periodic performance assessments, in-depth interviews with department managers, and analysis of individual and team target achievement. Each employee will be assessed based on indicators of technical competence, soft skills, industry-specific knowledge, and the ability to adapt to technological developments and regulations in the energy sector.

The next stage is to map training needs based on structural levels and division characteristics. For operational employees in the field, the focus of training will be directed to aspects of occupational safety, operation of advanced equipment, standard operational procedures, and specific technical skills. Meanwhile, for the managerial level, the development will emphasize more on leadership skills, strategic management, decision-making, as well as communication and negotiation skills.

This means that companies need to create a clear career development roadmap for each employee, provide promotion opportunities based on competencies, and encourage

a culture of learning. Investment in human resource development is not only seen as a cost burden, but as a fundamental strategy to build a company's competitive advantage in the energy industry.

### **Employee Training and Development Management Strategy**

One of the important things in developing a training and development strategy for HR is a deep understanding of organizational change itself (Sinambela & Rahardja, 2018). It includes identifying the goals of the change, its impact on employees, and the new competency requirements required by the organization. In addition, it is also important to identify internal and external obstacles that may arise during change (Mardikanto, 2018) in (Ramadoan et al., 2023).

The HR development strategy will build a strong foundation for the professional growth of employees and competitive advantage of PT Thong Langkat Energi. This systematic and sustainable approach will create a work environment that supports innovation, continuous learning, and the achievement of organizational goals.

There are two types of training techniques available for businesses which are on-the-job and off-the-job. On-the-job training is delivered to employees while they do their routine work. This way, they don't lose time while they study. Once a plan has been developed for them to be studied, the workers should be informed of the details. A schedule should be created with periodic evaluations to inform employees of their progress. On-the-job training includes orientation, work instruction training, internships, internships and assistants, job rotation and coaching so that comprehensive training needs can be implemented (Tampubolon, 2016).

In order for training and development to be more effective, able to improve and improve employee knowledge and skills (Prasodjo, 2021), there are several strategic steps that can be taken:

1. Planning phase In this phase, it begins with setting training objectives. Includes "what employees need to learn"
2. Training design process The training environment must support the training process so that employees can absorb knowledge to the maximum.
3. Assessment process The evaluation process is planned activities to validate the training work carried out.

According to (Mangkunegara, 2017) Successful training can be measured through

the criteria of opinions, behaviors and performance results. The research was conducted with questionnaires and tests of knowledge, skills, and attitudes of the students. The results of the training can be seen from the decrease in opinions, reduction of absenteeism, increase in productivity, sales, quality of work, and production. To meet the competency needs of PT Thong Langkat Energi employees as the holder of the micro hydro or minihydro power plant construction project, solutions for flexible training and development, which can be offered include:

1. Digital-Based Training and E-Learning The digital platform allows employees to access training materials anytime and anywhere, with dedicated modules on microhydro technology, renewable energy project management, and occupational safety. The use of a Learning Management System (LMS) can facilitate on-demand learning and tracking of learning progress.
2. Integrated Professional Certification Program Collaborate with national and international certification bodies to obtain technical certifications such as Certified Renewable Energy Professional (CRET) or electricity certification from the Ministry of Energy and Mineral Resources, which supports the development of specific competencies in the field of microhydro.
3. Simulation and Training Based on Augmented Reality (AR) and Virtual Reality (VR) Technology Uses AR/VR technology to simulate field conditions, safety training, and maintenance techniques of microhydro plants without direct risk at the actual project site.
4. Digital Mentoring and Coaching Program Implementation of a digital mentoring platform that connects experienced experts with young employees, facilitating the transfer of knowledge on an ongoing basis through virtual sessions and online mentoring.
5. Microlearning and Microhydro-Based Content The development of short, focused, and practical training content in the form of video tutorials, infographics, and mini-modules that can be accessed via smartphones, supports fast and targeted learning.
6. Collaboration with Universities and Research Institutions Establish cooperation with educational institutions for internship programs, joint research, and access to the latest microhydro technology developments, as well as knowledge exchange between academics and industry practitioners.

7. Hybrid Learning and Time Flexibility Design a training program that combines online and offline methods, with flexible schedules that take into account employees' work shifts and field workload.

Based on the results of the research findings (Ismawati & Anshori, 2021) it is stated that "improving or developing the quality of human resources is through several indicators, namely recruitment, training, potential development, performance assessment". The development of these individual skills not only improves the individual performance of employees but also contributes directly to the achievement of the company's overall goals. The training process for employees needs to be carried out by HR to review the potential of these employees and how much potential they have. By using this collaborative management strategy, it is hoped that the company can create a new spirit for employees in managing their performance to achieve the Company's goals while developing their individual abilities (Putri & Anshori, 2024).

## CONCLUSION

Employee training and development is an important part of efforts to improve employee skills, knowledge, and experience. Training is the process of teaching new or existing employees the basic skills they need to start their jobs. One of the main strategies used to increase one's productivity in the workplace is training. Workers, regardless of experience level, must participate in training programs because changes in the work environment can affect strategies, work environments, and other related factors. Meanwhile, human resource development is a long-term learning process that uses a systematic and organized procedure in which managers learn conceptual and theoretical knowledge for general purposes. Employee development is a long-term learning process that aims to improve employee competencies to support organizational performance. Effective training strategies include speed, innovation, quality improvement, and financing reduction.

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