

Strategies To Improve Employee Performance Through Training, Career Development And Employee Work Motivation (Study At PT. Weltes Energi Nusantara)

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Abstract: Companies are required to have an effective strategy in optimizing the potential of employees in order to achieve organizational goals to the maximum. This research aims to analyze and understand in depth the strategy of improving employee performance through training programs, career development, and work motivation at PT Weltes Energi Nusantara. The research uses a qualitative approach with a case study method to gain an understanding of the phenomenon being studied. Data collection was carried out through interviews with 15 informants consisting of HRD managers, supervisors, and employees who were selected using purposive sampling techniques. In addition, researchers also conduct direct observation and documentation studies to enrich research data. Primary data is obtained through interviews and observations, while secondary data is obtained from company documents such as training reports, career development records, and documents related to employee performance. Data analysis uses the Miles and Huberman interactive model which includes data reduction, data presentation, and conclusion drawn, supported by triangulation techniques to ensure the validity of the data. The results of the study show that performance assessment using the 360-degree method is proven to be effective in providing comprehensive and objective evaluations. Training programs that include technical aspects, soft skills, and industry knowledge show a positive impact on improving employee performance. Transparent career development managed to reduce turnover rates from 12% to 7% in one year, showing a significant increase in employee retention. Motivational strategies through financial and non-financial incentives, as well as the creation of a conducive work environment have proven to be effective in increasing employee productivity. This research makes a practical contribution to companies in developing integrated human resource management strategies to improve employee performance.

INTRODUCTION

Improving the quality of human resources (HR) is a crucial factor for business sustainability and development (Rizky et al., 2024a). One of the important factors that determine a company's success is employee performance. PT Weltes Energi Nusantara, as a company engaged in the energy sector, faces challenges to maintain and improve the performance of its employees in the midst of increasingly fierce industry competition.

Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Rizky, 2022) performance, namely the results achieved by a worker, can be seen from the quality and quantity that has been done by a worker in carrying out duties and responsibilities in the company, workers who have had good performance will also provide good results for the company to be able to achieve maximum results for the business. (Rahman et al., 2023) said that employee performance is an assessment of the quality and quantity of work carried out by an employee in carrying out the tasks assigned to him. To achieve optimal performance, companies need to pay attention to various factors that can affect employee performance, including training, career development, and work motivation.

Human resources are urgently needed to increase productivity. In this regard, prior training is needed to increase the productivity of human resources (Rizky et al., 2024b) Training is one of the methods that has proven effective in improving employee skills and knowledge. Training is a method used to develop human resources related to the abilities or skills of employees or employees who have occupied a certain position or job in a company or organization (Apriliana & Nawangsari, 2021) in research (Rizky et al., 2023). Through training programs that suit their needs, employees can gain new knowledge and abilities that support the implementation of their duties. However, in practice, there are still obstacles in the implementation of training programs, such as material incompatibility with employee needs or lack of evaluation of training effectiveness.

Career development is also an important aspect in increasing employee work motivation. Career development as a human resource management activity basically has the goal of being able to improve and increase the effectiveness of work implementation by workers so that they are more able to make the best contribution in realizing the organization's business goals (Mufidah et al., 2020). When employees feel that there is an opportunity to grow and advance in their careers, they will be more motivated to work

hard and contribute better to the company. Clarity of career paths and opportunities for growth can increase employee loyalty and commitment to the company. PT Weltes Energi Nusantara needs to ensure that the career development system implemented can accommodate the aspirations and potential of employees optimally.

In addition, work motivation is a fundamental factor that affects employee performance. Employee dissatisfaction with their work can also be caused by employee work motivation. According to (Rizky & Husna, 2023) motivation is a desire that arises from within a person or individual because of the encouragement, encouragement, and encouragement to carry out activities with sincerity, fun, and seriousness so that the results of the activities carried out obtain good and quality results, to achieve goals. According to (Rizky & Husna, 2023) motivation is a psychological state and human mental attitude that energizes, encourages activities or movements and directs or channels behaviors towards achieving needs that provide satisfaction or reduce imbalances. Employees who are highly motivated tend to perform better and make a positive contribution to the company. However, maintaining employee motivation is not an easy task, considering that each individual has different needs and expectations.

Several previous studies have shown a positive relationship between training, career development, and job motivation on employee performance. Such as research conducted by (Rahman et al., 2023) which found that training contributes significantly to improving employee performance. Another study by (Wijaya, 2022) revealed that career development and work motivation simultaneously affect employee performance.

Based on this phenomenon, it is important to study more deeply about the strategy to improve employee performance through optimizing training programs, career development, and work motivation at PT Weltes Energi Nusantara.

RESEARCH METHODS

This study uses a qualitative approach with a case study method to explore in depth the strategy of improving employee performance at PT Weltes Energi Nusantara. The qualitative approach was chosen because it is able to provide a comprehensive understanding of the phenomenon being studied in a natural context, and can reveal the perspectives and experiences of the participants in detail. Data collection is carried out through three main techniques. First, in-depth interviews with various key informants consisting of company management, supervisors, and employees who have participated

in training and career development programs. The interviews are conducted in a semi-structured manner to provide flexibility in digging up relevant information. Second, direct observation of the implementation of training programs and employee work activities to get a real picture of the implementation of human resource development strategies in the field. Third, a documentation study that includes documents related to HR policies, training modules, performance evaluation reports, and other supporting documents.

RESULTS AND DISCUSSION

1. Measure Employee Performance in 360 Degrees

Etymologically, performance comes from the word performance. As stated by Mangkunegara, the term performance is derived from the word job performance or actual performance, which is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Abdullah, 2020) performance is a translation of performance which means work results or work achievements. And in the simple sense of performance, it is the result of the work of the organization, which is done by employees as well as possible with instructions, directions given by leaders, competencies and the ability of employees to develop their reasoning at work. Furthermore, amstrong and baron performance are the results of work that have a strong relationship with organizational strategic goals, customer satisfaction and economic contribution.

360-degree performance appraisal is a comprehensive method of employee performance evaluation that involves various perspectives, not only from direct supervisors but also from colleagues, subordinates, and other stakeholders. As pointed out by (Mathis & Jackson, 2019), "360-degree assessment is a systematic process of getting feedback from various sources about a person's performance." According to (Rohaini, 2018) The 360-degree feedback method is a process where an employee receives information about how he or she is judged by a group of people who interact daily in his or her work. 360-degree feedback is also called multirater feedback, multi-source feedback, or multi-source assessment. The bottom line is that feedback comes from around employees, where 360-degree use means a full circle degree with employees at the center. In the 360-degree performance appraisal system, employee feedback receives feedback from various sources, including from itself, so that it has objective standards in evaluating performance. The collaboration of internal, external parties and

each individual forms synergy in developing the competencies of employees and the company.

In its implementation, a 360-degree assessment is carried out through several important stages. According to (Armstrong & Taylor, 2023) these stages include: determining clear assessment criteria, selecting the right assessor, collecting data through questionnaires or assessment forms, analyzing results, and providing constructive feedback. This assessment covers various aspects such as leadership skills, teamwork, communication, and achievement of work targets. The advantage of this method lies in its objectivity because it involves various points of view. However, (Dessler, 2020) reminds that "The success of a 360-degree assessment is highly dependent on the readiness of the organizational culture and the honesty of the assessors in providing feedback." Therefore, organizations need to ensure openness and trust between employees before implementing this method.

2. Training Can Improve Employee Performance

Training is a vital component in efforts to improve employee performance at PT Weltes Energi Nusantara. Effective training programs are proven to have a significant impact on improving employee abilities, skills, and productivity. As stated by (Mangkunegara, 2019), training is a short-term educational process that uses a systematic and organized procedure where non-managerial employees learn technical knowledge and skills to achieve certain goals.

The implementation of the training program at PT Weltes Energi Nusantara shows positive results in improving employee performance. This is in line with research (Rahinnaya & Perdhana, 2016) which states that training has a positive and significant effect on employee performance with a correlation coefficient of 0.782. The training program provided covers technical aspects, soft skills, and industry knowledge that are relevant to the company's needs.

The effectiveness of the training program is reflected in the increase in employee competence in carrying out the tasks given. (Simamora, 2015) emphasizes that effective training must be oriented towards measurable results and in line with organizational goals. At PT Weltes Energi Nusantara, the evaluation of training programs is carried out periodically to ensure its relevance and impact on employee performance.

3. The Effect of Career Development on Employee Productivity and Retention

A structured career development program allows employees to acquire new skills, improve competencies, and have a clearer career path prospect. Employees who see growth opportunities within the company tend to be more motivated and committed to their work, thus having a positive impact on individual and organizational performance (Noe, 2020). In addition, career development also plays an important role in retaining the company's best talent. Organizations that actively support career development also experience lower turnover rates, because employees feel valued and have a more stable future within the company (Dessler, 2020). According to Pratama and Widodo (2021), companies that have a good career development system have a 35% higher employee retention rate than companies that do not have one. At PT Weltes Energi Nusantara, the implementation of career development programs such as performance-based promotions, job rotation, and leadership training has succeeded in reducing the employee turnover rate from 12% to 7% within one year. This shows that employees last longer when they see opportunities to grow in their careers. Therefore, career development is not only an investment in human resources but also a business strategy that can improve the overall competitiveness of the company.

4. The Role of Motivation in Improving Employee Performance: strategies implemented by PT Weltes Energi Nusantara

PT Weltes Energi Nusantara implements various motivational strategies to improve the performance of its employees. Companies realize that work motivation is a crucial factor that encourages employees to provide optimal performance. As stated by (Robbins, 2017) motivation is a process that describes the intensity, direction, and perseverance of effort to achieve a goal.

The motivation strategy implemented by the company includes the provision of financial incentives in the form of bonuses and allowances based on the achievement of work targets. This is in line with Maslow's motivation theory which states that meeting basic needs, including finances, can increase work motivation (Maslow in (Sutrisno, 2016)). In addition, the company also implements a non-financial recognition and reward system such as giving appreciation to outstanding employees and the "Employee of the Month" program.

PT Weltes Energi Nusantara also creates a conducive work environment through open communication between superiors and subordinates, as well as providing opportunities for employees to convey ideas and aspirations. According to (Sedarmayanti,

2017), a positive work environment plays an important role in building employee intrinsic motivation. These motivational strategies have proven to be effective in increasing employee morale and productivity in the company.

5. How to Measure the Effectiveness of Training and Career Development on Employee Performance

Measuring the effectiveness of training and career development on employee performance at PT Weltes Energi Nusantara can be done through several systematic approaches. According to Kirkpatrick & Kirkpatrick (2016), the effectiveness of training programs can be measured using four levels of evaluation, namely reaction, learning, behavior, and results. At the reaction level, companies can use participant satisfaction surveys after training. The level of learning is measured through pre-test and post-test to assess the improvement of knowledge and skills. The level of behavior is assessed through the observation of changes in work behavior, while the level of results is evaluated through performance indicators such as productivity and quality of work.

Meanwhile, the effectiveness of career development can be measured using the approach proposed by (Mathis & Jackson, 2019), namely through career goals achievement, competency-position fit, and career satisfaction. PT Weltes Energi Nusantara can implement a 360-degree performance appraisal system to get comprehensive feedback on the development of employee competencies. In line with the opinion (Dessler, 2020), the measurement of career development effectiveness can also be done through the analysis of promotion rate, retention rate, and succession readiness index.

CONCLUSION

Based on the results of the research that has been carried out, it can be concluded as follows:

1. Employee performance assessment at PT Weltes Energi Nusantara using the 360-degree method has proven to be effective in providing a comprehensive and objective evaluation, because it involves various perspectives from superiors, colleagues, subordinates, and other stakeholders.
2. The training program implemented by the company shows a positive impact on improving employee performance, where this program includes technical aspects, soft skills, and industry knowledge that are relevant to the company's

needs.

3. Transparent career development has succeeded in increasing employee retention, as evidenced by a decrease in turnover rate from 12% to 7% within one year. This shows that career development programs contribute positively to employee loyalty and commitment.
4. The motivation strategy implemented by the company, both in the form of financial and non-financial incentives, has proven to be effective in increasing employee morale and productivity. The creation of a conducive work environment also plays an important role in building employee intrinsic motivation. Conclusions should be answers to research questions, and not expressed in statistical sentences. Written along one paragraph in essay form, not in numerical form. The manuscript is written with a line density of 1.5 spacing, Times New Roman 12 font.

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