



Evaluation of the Human Resources Training and Development Program for Performance and Productivity Improvement (Case Study at Perumda Tirta Manuntung Balikpapan)

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Abstract

Perumda Tirta Manuntung Balikpapan is a clean water and sanitation provider organization that recognizes the importance of human resources as the main asset in achieving company goals. Therefore, the company has implemented a human resource training and development program that includes technical, soft skills, leadership, and career training. Evaluation of the program is needed to assess its impact on employee performance and productivity, as well as to design more effective programs in the future. The research method used is a case study through interviews, observation, and documentation to provide valuable input for companies. The author knows the types of training and HR development, program evaluation measuring tools, constraints and strategies for handling them, impact on employees, next steps, and participant recommendations to increase the effectiveness of HR training and development programs at Perumda Tirta Manuntung Balikpapan. Training programs and human resource development at Perumda Tirta Manuntung Balikpapan consists of In House Training and Competency Training. The two programs are evaluated by evaluating performance indicators and evaluating employee training. The results of the evaluation show the significant involvement of the participants in providing reports on the results of the training activities. The company takes a methodical approach by communicating formal deadlines to

1028

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address the problem of late reports. Organizers also pay attention to participants' expectations in determining training schedules and qualifications, to increase program effectiveness.

Keywords: *Evaluation, training programs, human resource development, performance, productivity*

1. INTRODUCTION

Quality and efficient human resources are the key to organizational success in achieving goals. Perumda Tirta Manuntung Balikpapan as a water and sanitation provider company needs to improve performance and productivity through human resource training and development programs. Previous studies have shown that implementing quality HRM can improve employee performance. However, there has been no evaluation regarding the impact of the HR training and development program at Perumda Tirta Manuntung Balikpapan. It is not yet known whether the HR training and development program at Perumda Tirta Manuntung Balikpapan has a positive impact on company performance and productivity. Evaluation of HR training and development programs aims to identify the impact of these programs on company performance and productivity as well as provide input for designing more effective and efficient HR programs.

2. LITERATURE REVIEW

2.1 Training

Training is a strategic program in an organization aimed at retaining and motivating its employees. Training can (1) enhance employee performance and behavior; (2) be related to specific job requirements within the company. It differs from development, which represents an investment oriented towards the future of employees; (3) Training should primarily focus on equipping employees to perform their job more effectively and provide benefits to the organization/company (Wildan et al., 2021) in Ahmad Firman et al. (2022).

During rapid development in all sectors, there can be a knowledge and skill gap among employees due to the diverse range of tasks assigned to them. To bridge this gap, job training is necessary. Training refers to an educational activity that is brief and





systematically designed to enable employees to learn about work techniques and various skills in accordance with the training objectives (G. Maharani et al., 2021). According to Supriatna & Sutrisna in (G. Maharani et al., 2021), indicators of training include identifying training needs, the goal of development being the enhancement of knowledge, attitude, and skills of employees, as well as the training methods and evaluation. Training is conducted with the expectation that employees will be professionally trained to perform their current job responsibilities in their respective fields, thus optimizing their contributions to the company.

According to Andrew E. Sikula and Anwar Prabu Mangkunegara in (Turmono, 2019), training is a short-term educational process that utilizes systematic and organized procedures, in which non-managerial employees acquire technical knowledge and skills within specific objectives.

2.2 Human Resource Development

Human resources are the most crucial element in the operational activities of a company. No matter how excellent the quality management system is, they ultimately depend entirely on human activities for success. (HR) is the final determinant of the effectiveness of quality management systems in practice. To fully utilize the potential of (HR), it requires proper management, including management policies, procedures, and systems. In a company, this management is entrusted to the (HR) division/personnel department, which is responsible for acquiring, empowering, and maintaining (HR). The importance of (HR) management in an organization has prompted the evaluation of the performance of this division. It cannot be denied that the (HR) division may deviate or make mistakes in its activities or have differences in policy formulation due to changes in the competitive environment. (Luckman Ashari, 2019).

An organization can be considered advanced or regressive depending on its human resources (HR) within it. Therefore, human resources are the most important aspect that should be considered by an organization. Proper management of organizational resources, particularly human resources, is necessary within an organization. Management is the activity carried out by an organization to achieve organizational goals, which includes





planning, organizing, implementing, and monitoring resources (G. Maharani et al., 2021). Considering that the development of human resources is crucial for enhancing the competitive advantage of an organization, the development of human resources becomes an important topic that needs to be studied (Yuliyati, 2020).

The development of human resources involves the cultivation of workers with the ultimate goal of enhancing knowledge and skills, which in turn leads to organizational productivity and quality. Educational institutions require effective human resource management to improve their performance. Quality improvement efforts mean that schools need human resources to optimize their work, which, in turn, requires the development of human resources to foster a creative and innovative attitude in facing competition (Yuliyati, 2020).

2.3 Performance Improvement

Performance is crucial for enhancing and maintaining the survival of a company, which is why many companies provide training and a comfortable working environment to employees to sustain their performance. Employee performance is heavily influenced by the quality and competitiveness of their human resources, and it often depends on them individually. Employee performance is a personal matter, as each employee possesses different levels of capability in carrying out their tasks. The management can assess employee performance based on the performance of each individual employee.

There are various factors that affect employee performance. Performance is a factor that determines the extent of their contribution to the organization. As stated by Maltis (cited in Erri, Dirgahayu, Ajeng Puji Lestari, 2021), the improvement of individual and group performance is the focus of organizational performance enhancement efforts. Performance refers to the quality and quantity of work achieved by employees in performing their assigned tasks.

2.4 Productivity

Skills and knowledge possessed by an employee can serve as the foundation for achieving their work productivity. With the skills and knowledge they possess, it is expected





that employees can effectively complete their tasks. In other words, if an employee has good skills, they will be more productive in their work.

According to Sedarmayanti (cited in Riska Pebriyanti et al., 2020), productivity is about creating or increasing the output of goods and services as high as possible through the efficient utilization of resources. Productivity is often understood as the ratio between output and input within a specific time unit. Malayu S.P Hasibuan (cited in Riska Pebriyanti et al., 2020) explains that in simpler terms, productivity refers to the scientific comparison between the amount produced and the amount of each resource used during the production process.

Fundamentally, the concept of productivity is known in two dimensions: individual and organizational. The assessment of productivity from an individual dimension is related to its relationship with the individual's personality characteristics. According to J Ravianto (cited in Riska Pebriyanti et al., 2020), employee work productivity is the comparison of results achieved through the employee's participation in the company per unit of time.

2.5 Purpose and Benefits of Training

Training program aims to improve the mastery of various skills and specific work techniques that are tailored to current needs (Sinaga et al., 2020). Training is intended to prepare new prospective employees in performing their tasks. Simply put, training is a method conducted by institutions or organizations for their employees to enhance their skills and achieve the planned organizational goals from the outset (Iqbal & Hesty, 2023).

- a. Training the workforce organized by an organization or company undoubtedly has goals and benefits for the employees themselves. According to Sunyoto in Putri & Alex (2020), some training objectives are as follows:
 - b) Improving performance: Employees with unsatisfactory job performance due to skill weaknesses are prime candidates for training. Training is needed to fill the gap between actual and predicted employee performance.
 - c) Updating employee skills: Through training, it ensures that employees can effectively use new technologies. Managers in all fields must constantly be aware of technological advancements that make their organizations function more effectively.





- d) Reducing learning time: The employee selection system is still imperfect. Although test results, interviews, and other assessments show a high probability of job success by applicants, there are times when these predictions are not valid. The lack of a selection tool that accurately predicts employee success and failure over time makes training essential to bridge the gap between predicted and actual employee performance.
- e) Solving operational problems: Organizational problems arise from various angles. Training is a vital way to address the various dilemmas frequently encountered by managers. A series of training sessions on various topics can help resolve these issues.
- f) Employee promotion: A systematic career development program is one way to attract, retain, and motivate employees. Developing promotional capabilities is consistently based on the organization's promotion policies from within, where training is a crucial aspect of the career development system.
- g) Employee orientation towards the organization: Within a few days, employees form their first impressions of the organization and the management team. These impressions can range from positive to negative and can significantly impact job satisfaction and productivity. Thus, orientation organizers strive to ensure proper orientation towards the organization and the job.
- h) Fulfilling personal growth needs: Training and development can have a dual role by providing activities that increase organizational effectiveness and personal growth for all employees.

2.6 Objectives and Benefits of Human Resource Development (HR)

The development of human resources is easily understood as the individual employee's preparation to take on different or higher responsibilities within the organization (Weddy et al., 2021). Employee development aims to improve the effectiveness of employees in achieving predetermined work outcomes. Simply put, human resource development is an organizational activity aimed at enhancing the skills of its employees to meet the demands of changes and developments in the organizational environment. Human





resource development can impact the improvement of employee quality and performance, making them more capable and competent in their tasks and responsibilities.

According to Kurniawati (2020) in Riska Gustiana et al. (2022), the objectives of human resource development include improving the employees' abilities, skills, and attitudes so that they can work more effectively and efficiently in achieving the company's goals.

2.7 Evaluation of the Human Resources Training and Development Program

No matter how well-planned and organized an organization's goals and plans are, they will be in vain if the element of human resources is not given attention or even neglected. As Hasibuan stated in Endang Sugiarti (2023), "goals cannot be achieved without the active role of employees, even if the company has advanced tools." Therefore, the success of a company depends not only on its technological advancements but also on the human resources aspect involved.

To improve service and security, proper human resource management is required. Human resource management in this context means that the company must be able to align the perspectives of employees and company leaders in order to achieve the company's goals. One common approach used by companies is through training. Training provides employees with the opportunity to develop skills, enhance their abilities, and expand their knowledge, enabling them to understand and master what needs to be done, why it needs to be done, what needs to be done, and how to do it. It is expected that through training programs implemented within the company, there will be a positive impact on the improvement of employees' skills, insights, knowledge, and behavior in carrying out their tasks, leading to an overall enhancement of the company's employee performance (Endang Sugiarti, 2023).

The evaluation process of training is not closely related to the life cycle of human resource development activities. Evaluation is a process that needs to be carried out to measure the effectiveness and efficiency of a training program. Training evaluation is an effort to systematically gather information related to measuring the outcomes of the training. The goal of training evaluation is to obtain information about the results of the training program and then use that information to assess whether the training aligns with the overall





objectives. For training providers, the purpose of evaluation is to obtain feedback from participants that can support decision-making regarding which policies should be chosen to improve the training. The feedback obtained includes participants' responses, learning outcomes, changes in workplace behavior, and the results achieved.

Generally, training evaluation refers to the Kirkpatrick model as stated by Wirawan, Badu, and Ramadhon in Hasyim et al. (2020), developed by D.L. Kirkpatrick. He developed a conceptual framework to guide the collection of data in Human Resource Development (HRD) evaluation. There are four levels of evaluation to assess training, and here are the explanations:

1. Reaction

Reaction refers to what participants think about the program, including the content, instructors, facilities, and amenities. At this level, reactions raise questions about whether participants are satisfied with the provided program. The goal of the reaction level is to determine the level of participant satisfaction with the training program. This level has several benefits, such as providing feedback to participants. If participants are not asked about their reactions to the training, the organizers may assume that the training was conducted properly. It also provides quantitative information that can be used as input by managers and other stakeholders interested in the training program. Participant feedback is valuable for instructors to improve their performance in organizing future training programs.

2. Learning

According to Aminah in Hasyim et al. (2020), learning is related to measuring various learning principles, facts, techniques, and skills presented in the program. Utomo in Hasyim et al. (2020)⁵ states that this level measures whether participants can pay attention to and understand the provided material. Evaluation data can be obtained by comparing pretest and posttest results. This level is considered crucial because if an individual cannot understand the material well during the training, their behavior may not change when they return to their workplace. Compared to measuring reactions, assessing learning is





considered more challenging. Kirkpatrick and Widoyoko in Hasyim et al. (2020) explain that learning assessment can be conducted using a comparison group, which consists of a group that received training and a group that did not receive training. In a training program, instructors can teach three aspects: knowledge, attitudes, and skills. Participants are considered to have learned if they have experienced changes and improvements in their knowledge and skills.

3. Behavior

Widoyoko in Hasyim et al. (2020) states that behavior evaluation is different from attitude evaluation. Attitude assessment in Level 2 focuses on changes in attitudes that occur during the training and is more internal in nature. On the other hand, behavior assessment focuses on changes in behavior after participants return to their workplace. Kirkpatrick raises critical questions at this level: What work behavior changes are observed after employees have undergone training? Behavior is related to measuring the performance of participants who have undergone training. At this level, it will be seen whether the knowledge, skills, and attitudes taught during the training are used and applied in the job. It is important to assess whether participants feel satisfied after the training and return to the workplace, and how they use the knowledge, attitudes, and skills acquired during the training.

4. Results

Results evaluation at this level focuses on the final outcomes that occur as a result of participants completing the program. The outcomes of a training program can include improvements in quality, cost reduction, reduction in accident rates, and increased profits. These outcomes are influenced by the goals of the training program. Some programs aim to improve work morale or build better teamwork. Therefore, results evaluation is an evaluation of the program's impact. This evaluation can be done by comparing a control group with a group of training participants, measuring performance before and after the training, and examining the ratio of costs and benefits before and after the training. The results are related to the improvement and enhancement of organizational performance





after the training. At this level, it will test the extent to which the training provided has an impact on performance improvement, productivity, job satisfaction, cooperation, and a reduction in errors made by participants who have received training.

2.8 Relationship between Training and Development of Human Resources (HR) with Performance and Productivity

The study titled "The Influence of Employee Training on the Performance of the National Cyber and Cryptography Agency" conducted by (Putri Maria, Hardianto Hn, Novita Martiani, 2021) found that there is a significant influence of training on the performance of employees in the National Cyber and Cryptography Agency. Employee performance is influenced by several factors, and one of them is training, which is essential as employees need to be equipped with training for the smooth execution of their tasks and to perform their duties to the best of their abilities. These findings support the research conducted by (Afroz, 2018), which demonstrated that work training influences employee performance. Training can teach and provide employees with the experience to meet job standards. Through work training, benefits can be derived both for the employees and the organization. When companies conduct work training, employees are better prepared to handle various situations, which can be utilized for the organization's benefit. Additionally, training is also an effort to meet employee development needs, fostering loyalty to the organization and allowing the company to retain qualified employees needed by the organization.

The study titled "The Influence of Career Development and Work Training on the Performance of State Finance and Treasury Office Employees in North Sumatra" conducted by Jus Samuel Sihotang (2021) found that the higher the career training attended by an employee, the more it affects the employee's performance, resulting in improvement. These findings are in line with the research titled "The Effect of Discipline and Training on Employee Performance" conducted by Wiguna (2020), which also found that work training significantly influences the performance of employees at PT. Mediatama Sejahtera in Jakarta.





3. RESEARCH METHOD

3.1. Research Approach

The research approach used in this study is qualitative. The focus of the research is to analyze in-depth the impact of training and human resource development programs on the performance and productivity of employees at Perumda Tirta Manuntung Balikpapan. The research includes analyzing the types of training and human resource development programs, evaluating the effectiveness of these programs, identifying challenges in evaluating them, and determining the strategies used to overcome these challenges. Additionally, the study examines the impact of the training and human resource development programs on employee performance and productivity and explores employees' perceptions of the quality and benefits of these programs.

3.2. Types of Research Data

The research data is qualitative and obtained through primary data sources. The primary data collection methods include observation, documentation, and direct interviews with program organizers and participants who meet the criteria or have good knowledge of the subject. The data collected is used to draw descriptive conclusions.

3.3. Research Data Sources

The data sources for the research include primary data obtained through direct interviews with the Head of Human Resource Development as the organizer and the training participants. The research also utilizes data from the training and human resource development programs conducted at Perumda Tirta Manuntung Balikpapan.

3.4. Techniques for Determining Informants or Respondents

The data collection process involves obtaining primary data through direct interviews with respondents, such as the Head of Human Resource Development and training participants at Perumda Tirta Manuntung Balikpapan.





3.5. Research Instruments

The primary data collected through interviews is used to verify and corroborate information obtained earlier. The research applies the concept of triangulation to enhance the validity and reliability of qualitative data. Triangulation involves using multiple data sources, methods, or approaches to gain a more comprehensive and trustworthy understanding. In this research, triangulation is achieved through the use of multiple data sources, including interviews with the Head of Human Resource Development and training participants.

3.6. Data Collection Techniques

The unit of analysis in this research is Perumda Tirta Manuntung Balikpapan. The study involves the organizers of the training and human resource development programs and the participants who have undergone these programs as the primary units of analysis.

4. RESULT

4.1. Types of Human Resource (HR) Training and Development in the Environment of Perumda Tirta Manuntung Balikpapan

Training programs at Perumda Tirta Manuntung Balikpapan consist of two types: In-House Training and Competency Training. In-House Training and Competency Training differ in terms of budget allocation and implementation techniques.

1. In-House Training

In-House Training is a training program specifically designed to meet the needs of each department within the company based on internal issues they face. In-House Training has a lower budget allocation compared to Competency Training due to its implementation being conducted within the company's premises.

2. Competency Training

Competency Training at Perumda Tirta Manuntung Balikpapan aims to enhance the skills, knowledge, and competencies of employees in specific fields relevant to their work. Competency Training differs from In-House Training in terms of budget allocation, as Competency Training generally requires higher expenses. The





implementation techniques for Competency Training are also more complex compared to In-House Training, as it is conducted outside the company's premises. Therefore, Competency Training is considered to have higher costs, including transportation, accommodation, and participant meals.

4.2. Measurement Tools for Evaluating the Effectiveness of Training and Human Resource Development (HRD) Programs in the Environment of Perumda Tirta Manuntung Balikpapan

1. In House Training Evaluation Tools

The evaluation of In House Training in Perumda Tirta Manuntung differs from Competency Training. The evaluation of In House Training is based on the performance assessment of employees, conducted annually on December 31st, and assessed by direct supervisors in each department, such as sub-section heads, department heads, and directors, based on employee performance. The evaluation of In House Training can be observed from three aspects (1) Achievement, (2) Potential, (3) Career development.

The aspect of employee achievement is evaluated based on job performance, attendance, utilization of work time, and personal qualities. There are several factors for assessing the aspect of achievement. Job performance is assessed based on factors such as quantity of work, job competency, accuracy, initiative, responsibility for the work, responsibility for equipment, creativity, ability to make plans, ability to express opinions, and decision-making ability. Attendance and utilization of work time are evaluated based on factors such as attendance in the workplace and utilization of work time. Personal qualities are assessed based on factors such as discipline, perseverance, honesty, interpersonal relationships, and communication. Employee potential is assessed through leadership, creative power (creativity), and self-development abilities. Career development is evaluated based on job suitability and promotion. By utilizing these evaluation tools, Perumda Tirta Manuntung can assess the effectiveness of In House Training, identify areas for improvement, and make informed decisions regarding career development and promotions.



Table 1 Recapitulation of Average Employee Performance Evaluation Results at Perumda Tirta Manuntung Balikpapan (2020-2021)

| No. | Faktor yang Dinilai | Tahun 2020 | | Tahun 2021 | |
|----------------|-----------------------------------|------------|------------|------------|-------------|
| | | Nilai | Keterangan | Nilai | Keterangan |
| 1. | Quantity of work | 8 | Good | 8 | Good |
| 2. | Work Proficiency | 8 | Good | 8 | Good |
| 3. | Accuracy | 8 | Good | 7 | Pretty Good |
| 4. | Initiative | 8 | Good | 8 | Good |
| 5. | Responsibility for work | 8 | Good | 8 | Good |
| 6. | Responsibility for work equipment | 8 | Good | 8 | Good |
| 7. | Attendace at work | 8 | Good | 7 | Pretty Good |
| 8. | Utilization of working time | 8 | Good | 8 | Good |
| 9. | Discipline | 8 | Good | 8 | Good |
| 10. | Perseverance | 9 | Very Good | 8 | Good |
| 11. | Honesty | 8 | Good | 8 | Good |
| 12. | Work relations with others | 8 | Good | 8 | Good |
| Total | | 97 | | 94 | |
| Average | | 8,08 | Good | 7,83 | Pretty Good |

In table 1, it can be seen that the average performance of employees at Perumda Tirta Manuntung Balikpapan was good in 2020. However, in 2021, the employee performance experienced a decrease of 0.25 or 2.5% compared to 2020. This decline is evident in terms of accuracy, attendance in work, and perseverance. Based on this data, it can be evaluated that the In House Training attended by the employees may not have been targeted effectively.

2. Competency Training

The evaluation of competency training at Perumda Tirta Manuntung Balikpapan is conducted 3 (three) months after employees have undergone the training. The assessment is based on the behavior of employees and whether the training outcomes have been applied in their work.



The measurement tool for competency training uses performance indicators after the training. These performance indicators include task mastery, job quality, reliability, motivation, work responsibility, and work initiative. The evaluation is based on the assessment results to determine the effectiveness of the training provided to the employees. If the Gap score in the assessment is more than 5 points, the training can be considered effective. In the evaluation of competency training, there are also suggestions provided by employees to the company, as well as corrective actions that the company will take if the training is deemed ineffective.

4.3. Constraints and Challenges Faced by the Organizers in Evaluating the Training and Development Program for Human Resources at Perumda Tirta Manuntung Balikpapan

In evaluating the training and development program for human resources at Perumda Tirta Manuntung Balikpapan, the role of employees who have participated in the training is of significant importance. It is mandatory for employees to provide a report on the outcomes of the training activities to the organizing party, specifically the Subdivision of Employee Development, for evaluation of whether the training and development program aligns with the needs or not. One common challenge encountered during the evaluation of the training and development program at Perumda Tirta Manuntung Balikpapan is the employees' delay in submitting their training activity reports, resulting in a delay in providing the evaluation forms to their superiors. One of the frequently encountered reasons is the nature of fieldwork. Fieldwork often requires active presence outside the office, involving site visits, interactions with clients, monitoring distribution processes, or direct supervision of ongoing activities. The intensive field presence limits the time available for employees to be present in the company and perform administrative tasks, such as preparing training activity reports.





4.4. Strategies Employed by the Organizers to Overcome Challenges in the Training and Development Program for Human Resources (HR) at Perumda Tirta Manuntung Balikpapan

Perumda Tirta Manuntung Balikpapan, particularly the Employee Development Subdivision within the HR department, employs a strategy to address tardy submission of training activity reports by employees. This involves transparent communication of deadlines, offering timely reminders through various channels such as team meetings, emails, and notice boards. The aim is to underscore the significance of punctual report submission, nurturing a culture of responsibility and timeliness. These efforts prevent delays in processing, aid decision-making, and support follow-up actions. The Subdivision further ensures open dialogue, encouraging employees to seek clarification through superiors or designated channels. This approach optimizes training and development efficiency, fostering a sense of accountability and ultimately enhancing the organization's human resources initiatives.

4.5. Impact of Training Programs and Development of Human Resources (HR) in the Environment of Perumda Tirta Manuntung Balikpapan on Employees

The training and development program for human resources (HR) in the environment of Perumda Tirta Manuntung Balikpapan has a significant impact on employees. The impact is reflected in the improvement of skills and productivity. This can be seen from the performance evaluations of employees and the training evaluations, which show changes in the skills and productivity of the employees. The training program helps employees develop and enhance their skills in various areas relevant to their work. This enables employees to become more competent and effective in performing their job tasks. The skills enhanced through training can include technical skills, leadership skills, communication skills, and more. When employees have access to relevant training, they are able to work more efficiently and effectively. The increased skills and knowledge of employees help them overcome challenges faced in their day-to-day work. This can have a positive impact on both individual productivity and the overall Perumda Tirta Manuntung Balikpapan.





4.6. Organizer Steps to Increase the Effectiveness of Training Programs and Human Resource Development (HR)

The HR training program organizers at Perumda Tirta Manuntung Balikpapan follow concrete steps to boost program effectiveness. They begin with a needs analysis, identifying employee development needs based on roles and responsibilities. Next, they conduct a gap analysis to pinpoint areas where training can provide the most benefit. Then, they create a detailed HR development plan with clear objectives, strategies, resources, and a schedule. These steps ensure focused skill enhancement, improved performance, and organizational success.

4.7. Recommendations from Participants to Organizers in Increasing the Effectiveness of Training Programs and Human Resource Development (HR) at Perumda Tirta Manuntung Balikpapan to Increase Employee Performance and Productivity

Perumda Tirta Manuntung Balikpapan prioritizes participants' expectations in its HR training and development program by tailoring training sessions to specific fields, aligning with participants' needs. The program focuses on certified competency-based training to continuously enhance skills, offering flexible attendance options. The providers diligently evaluate and select recognized training programs, ensuring up-to-date competency standards. They maintain consistency in providing relevant training opportunities, facilitating advanced learning and professional development. The program includes necessary resources and experienced instructors, creating a supportive environment for participants' skill advancement and professional growth.

5. DISCUSSION

The author offers recommendations to address training report delay issues by improving the reporting system's efficiency. These steps involve identifying company and employee needs, selecting or developing a user-friendly reporting system, providing training and technical support, implementing automatic reminders, and continuously evaluating the system. Additionally, the author suggests categorizing new training as "In-house





Competency Training," conducted within the company to enhance employee skills and reduce external training costs. This approach utilizes internal or external resources for tailored training. Adopting these solutions is expected to streamline training outcome reporting, minimize delays, and optimize employee development management.

6. CONCLUSION

Based on Perumda Tirta Manuntung Balikpapan's internship results, two employee improvement programs are implemented: In House Training and Competency Training. In House Training proves cost-effective due to internal location, while Competency Training is pricier due to travel expenses. Both programs enhance skills and productivity. Performance assessment and participant input evaluate program impact. Delays in training report submission challenge evaluation. Perumda Tirta Manuntung Balikpapan addresses delays systematically and tailors training to participant needs. These approaches enhance program effectiveness, benefiting employees and the company.

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