The Importance Of Human Resources Training To Improve Organizational Performance

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Abstract. In an organization or company, human resources cannot be separated from training activities. Training for human resources is a necessity for every organization or institution because almost everyone recognizes that the success of an organization or company is highly dependent on the human resources that manage them. Therefore, training is needed by employees so that they can improve their abilities, knowledge skills, motivation, and behavior. In today's modern era of development, human resource training is very important, because the formal education that employees have undergone is not enough to meet the demands of jobs and positions in organizations and companies. In addition, placing human resources directly at work does not guarantee that they will understand their duties and responsibilities well. New human resources often feel less confident and feel they do not understand their roles and responsibilities in the organization or company where they work. Therefore, new employees should receive training in the form of training that leads to an introduction to corporate culture and values, regulations, and policies, as well as their main tasks, which support the achievement of the vision and mission of the organization or company. Human resources who lack self-confidence are unlikely to carry out their duties and obligations to the fullest, especially in educational institutions. In addition, human resources professionals who have worked in organizations and companies for a long time also need to receive training to improve their skills, insights, and motivation in supporting the achievement of the organization's vision and mission.

Keywords: Management, Training, Human Resources

Abstrak. Dalam suatu organisasi maupun perusahaan, sumber daya manusia tidak bisa dilepaskan dengan aktivitas pelatihan. Pelatihan bagi sumber daya manusia merupakan keniscayaan bagi setiap organisasi maupun lembaga, karena hampir semua orang mengakui bahwa keberhasilan suatu organisasi maupun perusahaan sangat tergantung pada sumber daya manusia yang mengelolanya. Oleh karena itu, pelatihan sangat diperlukan oleh karyawan agar mereka dapat meningkatkan kemampuan, keterampilan pengetahuan, motivasi dan perilakunya. Di era perkembangan zaman modern dewasa ini, pelatihan sumber daya manusia sangat penting, karena pendidikan formal yang telah dijalani oleh karyawan tidak cukup untuk memenuhi tuntutan pekerjaan dan jabatan dalam organisasi maupun perusahaan. Di samping itu, penempatan sumber daya manusia secara langsung dalam pekerjaan tidak menjamin mereka akan memahami tugas dan tanggungjawabnya dengan baik. Sumber daya manusia yang baru sering merasa kurang

percaya diri dan merasa kurang paham tentang peranan dan tanggungjawabnya dalam organisasi atau perusahaan tempatnya bekerja. Oleh karena itu, karyawan baru semestinya mendapatkan pembekalan berupa pelatihan yang mengarah pada pengenalan budaya dan nilai perusahaan, peraturan dan kebijakan, serta tugas-tugas pokoknya, yang mendukung tercapainya visi dan misi dari organisasi/perusahaan. Sumber daya manusia yang kurang percaya diri tidak mungkin menjalankan tugas dan kewajibannya secara maksimal, apalagi dalam lembaga pendidikan. Selain itu, sumber daya manusia yang sudah lama bekerja di organisasi maupun perusahaan, perlu juga mendapatkan pelatihan, untuk meningkatkan keterampilan, wawasan serta motivasi dalam mendukung tercapainya visi dan misi organisasi.

Kata kunci: *Manajemen, Pelatihan, Sumber Daya Manusia*

INTRODUCTION

Today, every organization or company faces challenges in efforts to increase the knowledge, understanding, skills, and abilities of its employees so that they can provide the expected results. As an organization that competes and seeks to improve company performance, training for staff and managers is more important than ever before. Employees who need to adapt to many changes in the organization must be given continuous training to develop their abilities. Likewise, managers should be given training to strengthen their managerial and leadership skills and abilities. Therefore, effective training is part of crucial human resource management (Robert L. Mathis and John H. Jackson, 2010). There are three human resource management processes that need attention. First, developing and strengthening new employees during the first time they enter the company Second, maintaining and developing existing employees in the company Third, attract as many employees as possible who have the competence, commitment, and character to work for the company.Companies that use talent management as one of their human resource management strategies try to optimally link the processes of finding, attracting, selecting, training, developing, maintaining, promoting, and transferring employees so that they are related to the company's main business. In this case, the company tries to get employees who are on average better than others so that the company will perform well. Talent management is an integral part of leadership management, in which companies already have better succession planning through regeneration and succession processes. Human resource development cannot be separated from training activities in an organization. Training is needed in line with the

rapid development of the era, where formal education is not enough to meet the demands of jobs and positions in companies. There are several components to understanding the term training, starting from the meaning of the term, training benefits, training approaches, training principles, training models, and so on. According to Mathis and Jackson (2010), human resource training is part of human resource development. They explained that "training is the process an employee goes through in order to acquire and improve new abilities to do a job".

ANALYSIS

A. Definition of Training According to Experts

In general, training is understood as a process of acquiring certain skills so that employees are better at carrying out their duties and aims to help employees become more qualified and proficient in carrying out various jobs in an organization. Training means the process of teaching, informing, or educating human resources so that they become better qualified to carry out work and become better at carrying out positions with greater difficulties and responsibilities. Training is also an improvement in performance and increases the work motivation of the employees assigned to it, so that employees experience progress in terms of knowledge, skills, and expertise according to their field of work. As a comparison, here is presented the definition of training put forward by several experts, namely as follows:1. According to Mathis (2010: 5), training is a process in which people achieve certain abilities to help achieve organizational goals. Therefore, this process is tied to various organizational goals, and training can be viewed narrowly or broadly.2. According to Andrew F. Sikula, quoted by Mangkunegara (2000: 43), "Training is a short-term educational process utilizing systematic and organized procedures by which non-managerial personnel learn technical knowledge and skills for a definite purpose". Training is a short-term educational process using systematic and organized procedures so that operational employees learn working technical knowledge and skills for a specific purpose.3. According to Gary Dessler, translated by Benyamin (1997:263) "Training is the process of teaching new employees, who are now, the basic skills they need to carry out their jobs".4. According to Barry Chusway (2002:114), namely, "Training

is the process of teaching skills and providing the necessary knowledge, as well as attitudes, so that they can carry out their responsibilities with standards".5. According to Armstrong (2000: 198), he expressed his opinion that "Training is a planned concept that is integrated, careful, and designed to produce the understanding needed to improve worker performance".

From the study of several experts above, it can be concluded that training is a short-term education to teach knowledge, skills, and abilities needed to carry out their duties and obligations, so that employees contribute to agencies and companies through the skills they have acquired, apply them in their work, and continue to improve the quality of their work.Training is a process that aims to prepare human resources to be able to work and carry out certain jobs, help them improve their behavior, and develop all of their potential. In a training, there is a continuous reciprocal relationship between the trainer and the participants, which is achieved by using certain techniques to modify attitudes, knowledge, and skills in order to have effective behavior to carry out certain tasks. In an organization, training is an increase in knowledge and skills so that it can make a higher contribution to organizational productivity, where employees are more mature and skilled in dealing with every change and development faced by the organization. Training is also intended to change a person's work habits and attitudes toward work, as well as the information and knowledge they apply in their daily work.

B. Category Training and Technique Training

In the context of developing human resources, training can be designed to reach goals and can be grouped into a number of different methods. In general, training can be grouped as follows (Robert L. Mathis and John H. Jackson, 2010):

- *Training is required on a regular basis, and it must be done in order to comply with the law. For example, training related to security work, as well as orientation for new employees, is required.*

- *Jobs/technical training:* training technical (*jobs training*) that enables employees to perform in a certain manner (for example, knowledge related to products, technical procedures and processes, and relationships with customers)

- *Interpersonal and problem-solving training:* training about connection Interpersonal and problem-solving training is required for both related operational and interpersonal problems and is needed to improve relational work, for example, communication between personal, managerial, and supervisory skills and solving conflict.

- *Developmental and career training:* prepare for more attention long; to add ability, neither individuals nor organizations For period front. For example, practice business, development execution, change organization, or leadership.

It is common to distinguish between the terms training and development, with development being broader and more focused on new employee capacities. This nor period front.

Human resources training can be divided into different types; at least five types of technique training exist. The normal organized training, that is:

- Skill Training, also known as skills training, is a type of training that is held with the goal of allowing participants to control new skills related to their jobs. A skill that is taught in training is usually given to an employee who is not yet mastered or has a low value in a skill, such as training management or training leadership.

- Employees are retrained to meet the demands. Work that requires more technology knowledge and an ever-evolving world forces everyone to move on and adapt, including company employees. They should always adapt to the latest advancements in technology and innovation, so that their competence is not inferior to that of other employees in the company. For example, training uses computers as well as the Internet.

- Cross-functional training is training done with a request employee to do activity work in a specific field outside of his job. Cross-training is very helpful for all employees so that they can understand the method. Work organization company in a manner wider No, only struggling on task is work. For example, staff in the finance department were asked to help with assignments and staff HRD in selecting employees.

- Creativity training is the opposite of the presumption that creativity is actually not a talent but a skill that can be learned. In companies, there are various positions that require high creativity, such as marketing, management, promotion, supervision, etc. They asked for more creativity in leading child fruit and issuing fresh and innovative new ideas for the company's interest.

- In a company, employees are not only required to work alone but also work as a team within a division, section, and even the whole team organization of the company. This training is intended for a group of employees so that they can become accustomed to working in a team, be able to put themselves in a team, and be able to work together with other team members so that work and objectives can be solved faster and more effectively.

Usually, before deciding on stage A training, the company will first conduct a training needs analysis. This analysis is critical for determining a company's training requirements. Besides that, analysis needs training, which will also help the company prepare the concept of training, including participants, support, and costs for materials training that must be delivered.

Training Source Power Man is matter, which is critical for organization, good form institution, or company management. Activity training source Power has its own objective, which is realized in a series of planned, structured, and systematic activities. This training is useful for increasing employee skill related to work so that quality performance increases and provides benefits for the progress of the company or institution. Besides that, they have adequate competence in dealing with certain situations that can arise in the real world. Program training source Power man, including

Process education for employees with procedures Which are standardized and systematic in order to bring benefits and value addition to the organization and company, in addition to the employees? Even more specifically, the human resource training program has its own objective to increase skills for a long period of time in the future.

C. Factors and Steps in Training

So that training walk with Good, so need to notice a number of factors. Based on Veithzal Rivai's explanation (2010: 225–226), in doing training, there are several influencing factors, namely, instructors, participants, materials, methods, training objectives, and a supportive environment. The necessary factors considered in training are:

- effectiveness cost

- Material program: which is needed?

- Principles learning

- Accuracy and suitability facility

- Ability and participant preferences for training

- Ability and preference of the instructor training

Even after a thorough orientation period, new employees rarely perform satisfactorily on the job. They must be trained and developed in the field of specific tasks. Similarly, if an employee has a long history of bad habits, it may be beneficial to learn new skills that will improve performance. As part of the training process, the human resources department and manager must identify the need for objective or target program training, content, and learning principles. Here are some explanations about the steps of introduction in preparation training according to Q Hani Handoko (2011:108), that is:

- Needs assessment and identification. To decide which approach to use, the organization needs to identify its training needs. The needs assessment diagnoses problems and challenges in the environment that face the organization now, and then management identifies various problems and challenges that can be overcome through training. Training can also be used if there are high levels of accidents or waste, low morale and motivation, or operational problems.

- Training Goals. After evaluating the training needs the goals are stated and targeted to reflect deep behavior and the desired condition.

- Program Contents. Program content is determined by the identification of needs and goals. Programs: possible. Make an effort to teach specific skills, convey the required knowledge, or change attitudes. Whatever its content, the program should meet the needs of the organization and the participants. Participants must also review the program content to ensure that it is relevant to their needs or motivation to follow the program. The effectiveness of the Agar content program and the principles study need attention.

- The program is participatory, relevant, and provides feedback on trainee progress; the more the principles of principle are fulfilled, the more effective the training will be.

D. **Analysis and Benefit Training**

To avoid the occurrence of inappropriate training that will result in wasted company time and money, identify training needs. This training needs analysis and is useful as a foundation for whole-effort training. Analysis needs training is systematic efforts to gather information on organizational performance issues and correct performance deficiencies. Because not everyone is ready and requires training. Furthermore, a training needs assessment can identify issues that a challenge period ahead of them can help them overcome.

Ernest J. Mc Cormick explains in Anwar King Mangkunegara (2013:46) that an organization needs to involve Power (his employee) in training activities if it is the manager's best decision. Training is expected to achieve other results than modifying employee behavior. This issue must also be supported by the organization and its goals, such as improving production and distribution of goods and services, lowering operating costs, improving quality, and making personal connections more effective.

Goldstein and evidence in Anwar King Mangkunegara's (2013:46) put forward There are three types of analysis training needed: analysis organization, analysis work and task, and analysis employee. Analyze the reality of objective organization, available resources, and an appropriate organizational environment. Matter This can be accomplished through the use of a staged survey of attitudes, employee satisfaction, and job performance. Work, perception of employees, and attitude of

employees in administration On the other side, you can use turnovers, attendance, card training, list progress employees, and data planning employees. Analysis Jobs and assignments are the basis for developing a job training program. The training program is intended to help employees improve their knowledge, skills, and attitudes towards their jobs. Employee analysis is focused on identifying specific training needs for an employee working on the job or his job. Employee training needs can be assessed individually as well as in groups. There are other reasons for the need for training and development among new employees. And exists discoveries new Which must be introduced to employees who will use it.

The benefits of training are basically to improve the ability of employees to do their jobs. Like explained by Veithzal Rivai and Ella Jauvani Sagala, (2010:217), namely, the benefits of training can be categorized for companies and for individuals. Finally, the achievement of vision, mission, objective company, human relations, and the implementation of company policies is considered. As for the benefits of training, these include:

- **Benefits for employees**

  Assist employees in making decisions and solving problems more effectively. give information about increasing knowledge, leadership skills, communication skills, and attitude. Through training and development, variable introduction, achievement performance, growth, responsibilities, and progress can be internalized and implemented. help employees overcome stress, pressure, frustration, and conflict. Increase job satisfaction and recognition. Meet the personal needs of participants and their training needs. Give advice and a road map for the growth period ahead. Assist the employee in approaching the objective personal temporary increase Skills interaction. Build flavor growth in training. Helps develop listening, speaking, and writing skills through exercise. Help remove flavor. Be afraid to carry out a new task.

- **Benefits for the company**

  Directly for increased profitability or attitude, which has a more positive *profit* orientation. Improve working knowledge and skills on all *levels* of the company. Improving HR morale Help employees to know objective company.

Assist in the creation of a company image that is more favorable. Support authenticity, openness, and trust. Increase the connection between superiors and subordinates.

- **Evaluation Training**

  Another thing that is no less important than a training process is evaluation training. After stage training, evaluation results should take into account level reaction, level study, level work behavior, level of organization, and final value. Evaluation can show whether or not a training is effective. Evaluation program training covers measuring results or specific criteria to determine the benefits of a training program. According to Werner and Desimone in Kaswan (2011: 215), evaluation of training programs is a systematic collection of descriptive information and assessment necessary to make effective training-related decisions, including selection, adoption, marking, and modification of activity.

  Whereas Kaswan (2011:218) explained, the approach to evaluation most widely used is a skeleton, which was placed by Donald Kirkpatrick.

  One theory regarding training evaluation put forward by Kirkpatrick is known as the Four Levels Technique for Evaluating Training Programs. The explanation of the evaluation theory referred to above is as follows:

  1. *Reactions* . Reaction can be defined as how much participants like a particular training program. This is intended to assess the reaction of the participants in the form of feelings, thoughts, and desires about the implementation of the training, the resource persons, and the training environment.

  2. *Learning is* defined as a changed attitude, knowledge, and skills, which are studied as well as the process of measuring them. Study in training, which is the transfer of knowledge. The intended measurement is usually carried out in a form test before and after training.

  3. *Behavior* . Behavior is done to find out how far the changes are occurring after participant training in the moment he returns to his work environment after the training, especially the change in the third behavior domain of competence (knowledge, skills, and attitude).

4. ***Result*** . Evaluation of this level is recognized as the most important evaluation at once the most difficult to do. Where results are so far where trainings have given impact or resulted in enhancement of performance for manatan participant, units, or company,

CONCLUSION

The term training refers to the efforts made by the organization in an effort to develop power factors like mastery skills, knowledge, behavior, and motivation, which aim to improve performance. Training is able to provide and add to the knowledge and skills that are specific to an employee and can be used in their work. Typically, the work assigned to an employee has already been determined in accordance with the needs of the organization.Development has more scope in its efforts to improve knowledge, abilities, attitudes, and personality traits. Long-term development that is tailored to the needs of the organization is a general characteristic.

Employees are prepared and capable of carrying out not quite enough answers and work that is different or more complex in the organization as a result of activity development. Training and development are mandatory for every company because companies or organizations cannot place employees only with the information obtained during recruitment. Another critical reason for implementing training and development activities is to ensure that the company or organization meets its objectives and achieves the best possible results.

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