# Analysis of the Effectiveness of the Implementation of Competency-Based Job Training Programs for the Workforcein the Regional Technical Work Training Unit at the Manpower Office (UPT LKD)Pasuruan Regency

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# Abstract:

**Background**: The current condition of Indonesia's workforce shows relatively low competitiveness compared to neighboring countries so that it is not yet able to compete both domestically and abroad. The low competitiveness of Indonesian workers is due to the low quality of human resources, where the quality of human resources is influenced by low levels of education and lack of work competence. To increase the competitiveness of the workforce, the best solution is through job training which is useful for increasing workforce competence.

**Materials and Methods**: The population of this study was 160 training participants at the UPT LKD Pasuruan Regency. Using Simple Random Sampling with the Slovin formula obtained a sample size of 62 people. The independent variable in this research is the effectiveness of training, job training and competence, the dependent variable is labor. To test the hypothesis, multiple regression analysis was used with the F test to determine simultaneously the effect of the independent variables on the dependent variable and the t test to determine the effect of each independent variable on the dependent variable.

**Results**: partially the effectiveness of training, job training and competence have a significant effect on the workforce at the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office as evidenced by a significance value of 0.000.

**Conclusion:** The results of this study indicate that 1) the effectiveness of the training is carried out so that each participant has more ability in the world of work, 2) there is job training as a process of teaching employees to be able to provide knowledge, skills and attitudes to do work in order to improve performance and 3) competence refers to the knowledge, abilities, skills and personality of an individual directly capable of influencing performance

Key Word: Effectiveness of Training, Job Training, Competence and Workforce

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## I. Introduction

Basically, Indonesian workers who have high skill competencies are able to compete with foreign workers who enter Indonesia. However, workers who have competency standards still belong to their respective professional groups that have not been coordinated with government policies. Meanwhile, most of the workforce working in the informal sector still has low productivity and low income. The lower earnings result in lower purchasing power, and less able to boost economic growth significantly.

Acceleration of human development is one of the three pillars are the focus of accelerating the development as the mechanism for the administration of President Joko Widodo Nawacita - Jusuf Kalla, mainly because of the 9 points of Nawacita3 of them are related to human development. This can be seen from the fifth point "improving the quality of life of Indonesian people", the sixth point "increasing the productivity of society and competitiveness in the international market" and the eighth point "to revolutionize the character of the nation".

These employment numbers have illustrated that the acceleration of human resource development is directed at increasing the competitiveness of the community. The current condition of Indonesia's workforce shows relatively low competitiveness compared to neighboring countries so that it is not yet able to compete both domestically and abroad. The low competitiveness of Indonesian workers is due to the low quality of human resources, where the quality of human resources is influenced by low levels of education and lack of work competence. To increase the competitiveness of the workforce, the best solution is through job training which is useful for increasing workforce competence.

The Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office is a Technical Implementing Unit under the Pasuruan Regency Manpower Office which was formed for the first time with the Pasuruan Regency Regulation No. 3 of 2014 concerning job training and productivity Juncto Regent of Pasuruan Regulation Number: 6 of 2015 concerning the organizational structure and working procedures of the Technical Implementing Unit of the Manpower and Training Transmigration Office of Pasuruan Regency. Regional Work Training UPT or more familiarly known by the name BLK is located on Jalan Raya Pasuruan Probolinggo KM. 04 Sambirejo Village, Rejoso District, Pasuruan Regency. Tel / fax. (0343) 5642791 postal code: 67181.

Human Resources Development (Human Resources Development) through various skills training programs carried out by the Regional Work Training Unit of the Pasuruan Manpower Office from year to year has always increased both in terms of the amount of funds and participants. The participation of the government and training institutions to equip, educate and prepare a skilled, ready to use and competitive workforce must be a priority and cannot be postponed anymore because competition in the labor market is very tight.

This training program at the Technical Implementation Unit (UPT) of the Regional Work Training at the Pasuruan Regency Manpower Office needs to be studied in depth in order to find out how effective the training was in achieving the previously expected targets. As well as remembering the duties and functions of the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office. The purpose of this study was to determine the effect of the effectiveness of training, job training, and competence on the workforce in the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office.

# **II. Material And Methods**

## Effectiveness

Makmur (2011: 7) suggests criteria or indicators of effectiveness: (1) Accuracy in timing, timeliness is something that can determine the success of an activity carried out in an organization. The right use of time will create the effectiveness of achieving predetermined goals; (2) Accuracy in calculating costs, each implementation of an activity which is attached to an individual, organization or state, accuracy in utilizing costs for an activity means that there is no shortage until the activity is completed, and vice versa, does not experience excess financing until the activity is completed well; (3) Accuracy in measurement, every activity carried out always has a certain measure of success. The accuracy of the measurement used in carrying out an activity or task that is entrusted to us is part of effectiveness; (4) Accuracy in making choices, accuracy in making choices is accuracy in choosing a need to carry out activities which include the selection of jobs, methods, objects, friends, partners and so on; (5) Accuracy in thinking can have a positive or negative effect. Accuracy in thinking will give birth to effectiveness, so that the success that is always expected in carrying out a form of cooperation can provide maximum results; (6) Accuracy in carrying out orders. The success of an organization's activities is very much influenced by the ability of a leader, one of the demands of the ability to give clear and easily understood orders by subordinates; (7) Accuracy in determining goals. The objectives that are set appropriately will greatly support the effectiveness of the implementation of activities, especially those with a long-term orientation; (8) Target accuracy. Determination of precise goals, both those set individually and the goals set by the organization is critical to the success of organizational activities. If the determined targets are not quite right, it will hinder the implementation of various activities themselves.

## Training

Training is defined as a process of teaching the skills needed by employees to do their jobs (Dessler, 2014: 208). Training can be defined as any effort made to improve the performance of workers in a particular job that is or is their responsibility, or a job that is related to their job (Gomes 2013: 197). To clarify the understanding of the concept of training, here are some training concepts from experts: Training is a series of activities designed to increase a person's skills, knowledge, experience, or change in attitude (Simamora, 2014: 209).

According to the Ministry of National Education (2009: 2), training is a learning process that allows employees to carry out work in accordance with standards. The importance of training is to improve competence and maintain competent human resources. To complement the various concepts above, three concepts put forward by management experts in the following international scope are presented. Training is defined as a systematic process to change employee behavior to achieve organizational goals (Ivancevich, Lorenzi, Skinner, Crosby, 2010: 272). Furthermore, Louis E. Boone, David L. Kurzt (2012: 209) argues that training is a systematic process for developing individual skills, abilities, knowledge, or attitudes to achieve predetermined organizational goals. Meanwhile in other literature training is also defined as an activity designed to prepare employees who attend training with the knowledge and skills required for their work (Mondy, Robert M. Noe, 2005: 202).

Competency-Based Training, can be defined as job training that focuses on mastering work ability which includes knowledge, skills, and attitudes in accordance with established standards and requirements in the workplace. The Ministry of Manpower (Kemnaker) of the Republic of Indonesia continues to promote programs to improve the quality and competitiveness of Indonesian workers. One of the concrete manifestations of this effort is through competency-based training. Competency-based training consists of training at training institutions / off the job training, assessment / assessment at training institutions, on the job training, workplace assessments / assessments, issuance of training certificates and / or competency certificates.

## Competency

Sutrisno (2017: 202) states that "competency information comes from the word competency, which means skills, abilities and authority. Etymologically, competence is defined as the behavioral dimension or superiority of a leader or staff who has good skills, knowledge and behavior". There are two terms that arise from two different schools of the concept of conformity at work. The term is "Competency" which is a description of behavior, and "Competence" which is a description of a job or work (Palan, 2007: 5).

The definition of competence according to Zainal et al. (2015: 230) as "the fundamental characteristics that a person possesses that directly influence, or can predict, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, than what average performers do". Competence according to Rampersad (2016: 194) is "a collection of knowledge, experience, skills, values and norms, as well as behaviors needed to adequately complete work". Competence according to Masdar et al. (2015: 113) is "the main tool for individuals as members of the organization in carrying out their duties and jobs as well as an important part in human resource planning for the organization".

#### Labor/Manpower

According to Law no. 13 of 2003, labor is any person who can do the job in order to produce goods and services to meet the needs of themselves and society. Labor can also be defined as the population who is within the working age limit. Labor is also called the productive group, namely from the age of 15-65 years.

Work Training Center, hereinafter referred to as BLK, is a place where the training process is held for training participants so that they are able and master a certain type and level of work competence to equip themselves to enter the job market and / or work independently or as a training venue to increase work productivity so as to improve their welfare.

#### **Research methodology**

The variables used in this study are the independent variables and the dependent variable. There are 3 independent or independent variables that influence each other, namely the variable of Training Effectiveness (X1), Job Training (X2), and Competence (X3) and the dependent or dependent variable, namely the Labor variable (Y).

Table No 1. Operationalization of Variables							
Variable Concept	Dimensions	Indicator	Measure	Scale			
Effectiveness (X1) Effectiveness is the conscious use of resources, facilities and infrastructure in a pre-	1. Training Participants	1. Material or training content	the reactions of the participants, especially the reaction is immediate.	Ordinal			
determined amount to produce a number of goods for the services of the activities it carries out.		2. Training methods	how much the trainees are able to absorb the knowledge given in the training	Ordinal			
Effectiveness shows success in terms of whether the targets have been achieved or not.		3. Attitude	The level of change in attitude from before training and after training	Ordinal			
		4. Motivation	The stronger the enthusiasm for participating in the training, the more effective the training	Ordinal			
Training (X2) Training can be defined as	1.Instructor	a.Adequate qualifications / competencies	Adequate level of ability	Ordinal			
any effort made to improve the performance of workers		b. Motivate participants	Level of ability to motivate	Ordinal			
in a particular job which is or		c. Needs feedback	Feedback ability level	Ordinal			

 Table No 1: Operationalization of Variables

is their responsibility, or a job	2.Training	a. The spirit of attending	Spirit level	Ordinal
that is related to their job.	Participants	training	participants	orumar
5	1	b. Desire to understand	Desire level	Ordinal
	3.Method	a.Training method according to the type of training	The level of conformity with the type of training	Ordinal
		b. Method compatibility with material	Material suitability level	Ordinal
	4. Material	a. Provision of material with a purpose	The level of compliance of the material	Ordinal
		b. Material suitability	Material suitability level	
	5.Training Objectives	Increase skill	Level increase skill	Ordinal
Competence (X3)	1. Need for achievement	a. Develops creativity	The level of developing creativity	Ordinal
Job training that focuses on mastery of work abilities		b. Enthusiastic to achieve high	High level of enthusiasm for achievement	Ordinal
which includes knowledge, skills, and attitudes in accordance with established		Motivation	give encouragement, appreciation for work to be the best	
standards and requirements in the workplace.		Emotional Issues	Fear of making mistakes, being embarrassed, feeling disliked all tend to limit motivation and initiative.	
		c. Feeling for success (sense of achievement)	c. Feelings of success (sense of achievement) Level of feelings for success (sense of achievement)	Ordinal
Labor (Y) Everyone who is able to do work to produce goods and or services to meet the needs of	1. Work force	An active workforce	population of working age (15 years and over) both working and looking for work (unemployed),	Ordinal
himself or the community.	2. Not the workforce	Workers who are not willing to work even though there are job opportunities	students, university students and housewives who receive income and others.	Ordinal

According to Sugiyono (2015: 80), population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. The population of this study was 160 training participants at the UPT LKD Pasuruan Regency. While the sample is part of the number and characteristics of the population (Sugiyono, 2015: 81). To determine the number of samples, the Slovin formula is used as follows:

Slovin Formula n = 
$$\frac{N}{1+Na^{-2}} = \frac{160}{1+160(0,1)2} = 62$$

Based on the calculation of the Slovin formula, it can be seen that the number of samples taken was 62 people. The sampling technique used is the Simple Random Sampling method. According to Sanusi (2016: 89), Simple Random Sampling or simple random sampling is the process of selecting a sampling unit in such a way that each sampling unit in the population has an equal chance of being selected into the sample.

## The data analysis used is:

## 1. Descriptive Analysis.

According to Sanusi (2016: 115), descriptive analysis is an analysis used to analyze data by describing or describing the collected data as is without intending to make generalized conclusions or generalizations.

# 2. F Test Analysis (Simultaneous Test).

The F test is used to test whether or not it is significant or influential simultaneously between the independent variables on the dependent variable

#### 3. t test analysis (partial test).

The t test serves to test the significance of each independent variable (X1, X2, and X3) partially to determine the most dominant influence between the effectiveness variables. training, competence, on labor variables. 4. **Multiple Linear Regression Analysis.** 

Multiple linear regression analysis, is an extension of simple linear regression, by adding the independent variables that previously only became two or more independent variables (Sanusi, 2011: 134). F test is used to test whether it is significant or not simultaneously or jointly influence the independent variables on the dependent variable.

# III. Result

# **Effectiveness of Training**

The effectiveness of training in this research is the use of a certain amount of resources, facilities and infrastructure that is consciously determined in advance to produce a number of goods for the services of the activities it carries out. The frequency distribution of training effectiveness can be seen in the following table

		Score					
No	Statement	1	2	3 N1	4	5	Mean
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	The training material has met expectations	1	3	7	23	28	4,194
		1,61%	4,84%	11,29%	37,10%	45,16%	4,194
2	The training material always follows the times / needs	0	4	9	26	23	4,097
		0,00%	6,45%	14,52%	41,94%	37,10%	4,097
3	Training method as expected	0	4	6	22	30	4,258
		0,00%	6,45%	9,68%	35,48%	48,39%	4,230
4	You always arrive on time for training	0	4	6	23	29	4,242
		0,00%	6,45%	9,68%	37,10%	46,77%	4,242
5	You always obey the rules at the UPT LKD that have been set	0	4	5	25	28	4,242
		0,00%	6,45%	8,06%	40,32%	45,16%	4,242
6	Each participant has more confidence / ability in the world of	0	0	9	26	27	4,290
	work	0,00%	0,00%	14,52%	41,94%	43,55%	4,290

 Table no 2:Responses to Training Effectiveness

#### Work training

Job training in this study is any effort made to improve the performance of workers in a particular job that is or is their responsibility, or a job that is related to their job. The frequency distribution of job training can be seen in the following table:

	•	Score					
No	Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean
1	The trainer mastered theoretical and practical training	1	4	4	26	27	4 104
	materials	1,61%	6,45%	6,45%	41,94%	43,55%	4,194
2	The trainer provides an example both inside and outside	2	7	4	27	22	2.069
	the classroom / workshop	3,23%	11,29%	6,45%	43,55%	35,48%	3,968
3	The trainer listens and pays attention to complaints,	1	5	6	27	23	
	suggestions and suggestions from the training participants		8,06%	9,68%	43,55%	37,10%	4,065
4	4 You are always excited for training		5	5	28	22	4,016
			8,06%	8,06%	45,16%	35,48%	
5	You are always active in the training activity / process	2	4	3	28	25	4,129
		3,23%	6,45%	4,84%	45,16%	40,32%	4,129
6	The training method has met your expectations	1	3	6	28	24	4,145
		1,61%	4,84%	9,68%	45,16%	38,71%	1,1 15
7	Training material according to your needs, so that it can	2	5	6	21	28	4,097
	support the work you are doing	3,23%	8,06%	9,68%	33,87%	45,16%	1,057
8	The material provided is complete and can be easily	0	3	12	26	21	4.0.40
	understood		4,84%	19,35%	41,94%	33,87%	4,048
9	9 The material is in accordance with the module		1	9	28	24	4,210
			1,61%	14,52%	45,16%	38,71%	4,210
10	After taking the training, you will be able to complete	0	3	6	28	25	4,210
	your work more easily and quickly	0,00%	4,84%	9,68%	45,16%	40,32%	4,210

 Table no 3:Responses to Work training

## Competence

The competence in this research is job training that focuses on mastering work abilities which include knowledge, skills, and attitudes in accordance with established standards and requirements in the workplace. The frequency distribution of competencies can be seen in the following table:

		Score					
No	Statement	1	2	3	4	5	Mean
INO	Statement	Strongly	Disagree	Neutral	Agree	Strongly	Wiean
		Disagree				Agree	
1	I agree that this job training can change behavior in a real way	3	3	9	24	23	3,984
	to improve performance	4,84%	4,84%	14,52%	38,71%	37,10%	3,964
2	Each participant has more confidence / ability in the world of	2	3	9	21	27	4,097
	work	3,23%	4,84%	14,52%	33,87%	43,55%	
3	Participants are able to manage themselves to improve work		5	6	24	25	4.048
	ethic	3,23%	8,06%	9,68%	38,71%	40,32%	4,048
4	Participants are more confident in completing the assigned	1	4	8	27	22	4.048
	work	1,61%	6,45%	12,90%	43,55%	35,48%	4,040
5	Participants are able to apply themselves to achieve success	1	4	7	29	21	
			6,45%	11,29%	46,77%	33,87%	4,048
		3	3	9	24	23	

#### Table no 4:Responses to Competence

## Result

The results of calculations by researchers using computer calculations with SPSS 21.0 software (*Statistical Program for Social Science*). The analysis and the results of these calculations can be summarized as follows:

	Table no 5. Multiple Linear Regression Test Results							
No	Variable	Regression Coefficient	Beta coefficient					
1.	Constant	1,700						
2.	effectiveness of training (X1)	0,277	0,642					
3.	job training (X2)	0,106	0,533					
4.	competence (X3)	0,128	0,619					

 Table no 5: Multiple Linear Regression Test Results

The multiple linear regression equation will be obtained as follows:

 $Y = 1,700 + 0,277 X_1 + 0,106 X_2 + 0,128 X_3$ 

From the above equation, it can be explained as follows:

1. A constant of 1,700 shows the magnitude of the effect of the effectiveness of training (X1), job training (X2), and competence (X3) on the workforce (Y), if the independent variables do not change, it is predicted that the workforce will be 1,700 units.

2. The regression coefficient for training effectiveness (X1) is 0.277. This means that if the effectiveness of training (X1) increases by 1 unit, then the workforce (Y) will increase by 0.277 units, assuming the other independent variables are constant.

3. The regression coefficient for job training (X2) is 0.106. This means that if job training (X2) increases by 1 unit, then the workforce (Y) will increase by 0.106 units, assuming the other independent variables are constant. 4. The regression coefficient for competence (X3) is 0.128. This means that if the competency (X3) increases by 1 unit, then the workforce (Y) will increase by 0.128 units, assuming the other independent variables are constant.

3.1. First, Second, and Third Hypothesis Test

Table no 6:T test results								
Variable	t count	t table	Significant	information				
Training effectiveness (X1)	8,620	2,001	0,000	Take effect				
Job training (X2)	6,623	2,001	0,000	Take effect				
Competence (X3)	7,678	2,001	0,000	Take effect				

The first hypothesis states that "the effectiveness of training has a partial effect on the workforce of the Manpower Office". In the table of regression calculation results, it can be seen that the t value of training effectiveness is 8,620 > t table is 2,001 and a significant value of 0,000, so the training effectiveness variable (X1) has an influence on the workforce. Based on the results of the t test, it shows that the first hypothesis in this study can be accepted

The second hypothesis states that "job training has a partial effect on the workforce of the Manpower Office". In the table of regression calculation results, it can be seen that the t value of job training is 6,623 > t

table is 2,001 and the significant value is 0,000, so the job training variable (X2) has an influence on the workforce. Based on the results of the t test, it shows that the second hypothesis in this study can be accepted

The third hypothesis states that "competence has a partial effect on the workforce of the Manpower Office". In the table of regression calculation results, it can be seen that the t value of competency is 7,678 > t table is 2,001 and a significant value of 0,000, so the competency variable (X3) has an influence on the workforce. Based on the results of the t test, it shows that the third hypothesis in this study can be accepted.

## **3.2.** Fourth Hypothesis Test

The fourth hypothesis in this study is "there is an effect of the effectiveness of training, job training and competence simultaneously on the workforce of the Manpower Office". To test this hypothesis, the F test was used with the results shown in Table no 7 below:

Table no 7.1 Test Results									
Model		Sum of Squares	df	Mean Square	F	Sig.			
	Regression	47,586	3	15,862	36,540	$,000^{b}$			
1	Residual	25,176	58	,434					
	Total	72,762	61						

Table no 7: F Test Results

From this table it can be seen that the calculated F value of 36.540> F table (0.05; 3; 58) is 2.76 and a significance value of 0.000, it can be concluded that the effectiveness of training (X1), job training (X2), and competence (X3) simultaneously (simultaneously) has a real effect on labor (Y). Thus the fourth hypothesis (H4) in this study is accepted.

The magnitude of the influence of all independent variables (X) on the dependent variable (Y) is indicated by the value of the coefficient of determination (adjusted R Square) which is 0.636, this indicates that the size of the contribution between the independent variables, namely the effectiveness of training (X1), job training (X2), and competence (X3) simultaneously explains the dependent variable of labor (Y) by 63.6% while the remaining 36.4% is explained by other variables.

## **IV. Discussion**

## 4.1. Effect of Training Effectiveness on Labor

Based on the results of multiple linear regression analysis, it shows that there is an effect of training effectiveness on the workforce. The results of this study support the results of previous research by Santoso and Jonathan (2018).

The effectiveness of the training conducted by the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office because each participant has more confidence / ability in the world of work(largest average value 4,290, table no. 2). The results of this study support the statement of Kurniawan (2005: 109) that the trust and ability of the training participants is due to the absence of pressure or tension between its implementation. This is what is able to provide encouragement to the workforce of training participants who are ready to work. The effectiveness of training can also be seen in training materials according to the times or current needs. As explained by Santoso and Jonathan (2018) that training material is a means that can be used to convey training program content or material. Selection of training materials must be in accordance with the needs and goals set by the company.

#### 4.2. The Effect of Job Training on the Workforce

Based on the results of multiple linear regression analysis, it shows that there is an effect of job training on the workforce. The results of this study support the results of Wulandari and Hendriani's previous research (2014).

Education and training is the process of teaching new or existing employees / employees about the knowledge, skills and attitudes to do work in order to increase productivity / performance. Training refers to the method used to provide employees with the skills they need to do a job (Wulandari and Hendriani, 2014).

Trainers who master training materials in theory and practice (the largest average score is 4,194 in table no 3) provide motivation for workers who are ready to work. Based on table no. 3, it shows that after participating in the training, workers are able to complete their work more easily and quickly. This shows that the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office conducts training with the apprenticeship system. Oemar Hamalik (2007: 20) explains that this system aims to prepare educated and trained personnel by placing the workers who are being prepared as workers in an institution / company for a certain period of time with the guidance of experts from the Training Center and staff of organizations / the company.

## 4. 3. The Effect of Competence on the Workforce

Based on the results of multiple linear regression analysis, it shows that there is an effect of competence on labor. The results of this study support the results of previous research by Juned and Jonathan (2016). Competence refers to the knowledge, abilities, skills and personality of individuals that directly affect their performance. This statement is supported by the results of the respondents' responses showing (table no 4) that this job training can change behavior significantly in improving performance (with an average value of 3,984). Based on the responses of respondents (table no 4), it shows that participants are more confident in completing the work that has been assigned (with an average score of 4,048). The results of this study indicate that competence includes various technical and non-technical factors, personality and behavior, soft skills and hard skills. competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Juned and Jonathan, 2016)

## V. Conclusion

#### 5.1. Conclusion

1. The effectiveness of training has a significant effect on the workforce

The effectiveness of training has a significant effect on the workforce of 0.642. The training conducted by the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office proved to be effective in increasing the confidence and self-confidence of the training participants to immediately enter the world of work.

2. Job training has a significant effect on the workforce

Job training has a significant effect on the workforce of 0.533. Trainers who provide job training organized by the Regional Work Training Unit (UPT) of the Pasuruan Regency Manpower Office are able to provide practical examples to make it easier for participants to follow developments in the world of work.

3. Competence has a significant effect on labor

Competence has a significant effect on the workforce of 0.619. The competencies possessed by the trainees can change their real behavior in improving performance

#### 5.2. Suggestion

1. To be able to determine whether the training provided is effective or not, companies need before and after comparison data. So, an assessment of employee performance is needed in the early phase, where the training program has not yet been implemented. In this phase, the company will be able to measure the extent of its human resource competencies.

2. Analysis of the potential of training participants is needed to determine what type of training program suits the potential of employees, for example developing a training program for communication and management skills. Every employee undergoing a training program according to their interests will be much more effective

3. Development of training competencies can be carried out to increase self-confidence in completing predetermined work and to have more confidence in the world of work.

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