

How to Improve Performance through Training and Development

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Abstract: *The role of human resource management in an effort to improve employee performance at the company is significant in achieving company goals. In supporting the achievement of company objectives, management can conduct training and employee development as a guide to improving employee performance and requires an assessment to measure the performance of each employee. Each company focuses all its resources to achieve the organization's mission, so the company is able to provide the best service to consumers. This study reviews theories about training and development relationships and performance with a theoretical approach and proposes a framework for analyzing training and development in companies. By using previous data to assess the impact of training and development on performance, training and development have a positive effect on improving employee and company performance where the application continues to follow the principles of training, development, and performance.*

Keywords: *Human resources, Training, Development, Performance, Performance Appraisal*

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I. Introduction

Covid-19 pandemic, or also commonly called Corona Virus (Wuhan), has been infecting the world for months. Exposure across various continents spread to hundreds of countries, including Indonesia. As a result, the impact has affected all levels of the country, changing various aspects of life, including work, education, and training. One of the training methods that can still be applied in the middle of the Covid-19 pandemic, namely the electronic learning method or what we are familiarly called e-learning. The development and growth of the company require the availability of reliable human resources. Efforts to provide these resources can be obtained through improving the quality of human resources. Qualified human resources, according to company needs, can be obtained through employee training and development programs. Employee training and development is a factor that encourages the achievement of employee competencies so as to provide the best performance for the company. Companies need to identify organizational needs so that companies can implement the types of training and development programs that will be provided to individuals in the organization. In the journal (Setyo R et al., 2019), The dynamics of an organization's external environment will influence organizational change, including human resource management practices. Organizations need additional contributions from their employees to achieve outstanding organizational performance.

Employee training and development is a factor that drives the achievement of increased employee competency in order to improve good performance for the company. The existence of the program, employees will consider themselves the work environment. In addition, it increases skills, knowledge, and dedication from experience in work. The era of technology has spurred companies to compete in human resources, to provide people with accurate and ideal information from manual to digital systems. Employees who have competence in their work will get the opportunity to follow the stages of a career path and will achieve a good career path—training activities to increase knowledge, expertise, and competence. Training activities are carried out through training, education, and training activities that discuss material knowledge, skills, and expertise—employee development activities to prepare employees so they can adjust to their duties. Employee development provides opportunities for employees to socialize their tasks and work environment; thus, training and development programs provide opportunities for employees to help in the company.

This research aims to build organizational or company awareness to be able to implement training and development programs for each employee. HR training and development in companies is closely related to HR performance results. Therefore, an assessment is needed to measure performance, and HR training is carried out after the assessment results are obtained.

II. Literature review

Human Resource Management

HR Management, according to Subekhi (2012: 21), is planning, organizing, coordinating, implementing, and supervising the procurement, development, and development of the workforce in order to achieve organizational goals. In the journal (Setyo R et al., 2017), Human resources are the most important component in an organization, because it has a role as a driver and controller of organizational activities. All organizations will certainly do everything necessary to improve quality and improve company quality with good human resource management. Sonny Sumarsono (3003, 4) human resources (HR) are services or businesses that can be provided in the production process. In another case, HR depicts the quality carried out by someone in a certain time to produce an item and service. The second understanding, HR-related to humans who can work to provide services or business. (Mathis and Jackson, 2006) Human resources (HR) is a design of formal systems in an organization for the design of the use of human resources and human potential in order to achieve organizational goals. Next is according to CIPD (The Chartered Institute of Personnel and Development, 2012), which is a planning, implementation, and maintenance strategy that involves humans (employees) in order to improve company performance in accordance with development policies and processes to support the strategy.

Training

Training is designed to give students the knowledge and skills needed for their current work (Fitzgerald, 1992) because only a few people are employed with the complete knowledge and experience needed to do the work. Becker (1962) provides a systematic explanation of investments in human resources and related productivity, wages, and worker mobility. This investment not only creates a competitive advantage for an organization (Nguyen Ngoc, 2009) but also provides innovation and learns new technologies and enhances employee skills, knowledge, and company performance. General training that increases the future productivity of workers not only in the companies that provide it but also in other companies in the labor market. Therefore, general training can be arranged informal education groups because it is beneficial for many entrepreneurs and can be obtained in other ways besides training in companies. The company will pay special training with the aim of increasing worker productivity because they will have special methods of doing their jobs. Company training depends on job characteristics, company characteristics, and worker characteristics. Black & Lynch (1996) summarizes the differences between workers who receive formal training and those who do not. Workers are more likely to receive training if their work has the following characteristics: high value-added jobs where individuals have large responsibilities, jobs that are cognitively complex (e.g., professional, technical and managerial jobs), sales jobs for complex, changing and customized products, expensive machines are used in their jobs, regular, non-temporary, full-time, and jobs where the skills learned are not useful in many other companies in the community.

Training has an important role in determining the effectiveness, efficiency of the company, and employee performance. Simamora (2003: 349) stated the benefits of training, namely:

1. Creating attitudes, loyalty, and cooperation that is more beneficial to increase the quantity and quality of productivity
2. Reducing the learning time needed by employees to reach acceptable performance standards
3. Assist in improving and developing employee personal
4. Meet the needs of human resource planning. Each organization conducting the training has a specific reason which will educate each employee or member to become more skilled so that they can provide advantages for the organization and employees.

Employee Development

Employees who have been accepted are then placed in need of employee development programs. Employee development is aimed at both new and old employees so that employees can follow the demands of the organization and participate in the organization in a real way so that employees are able to complete the best performance for the organization. Simamora (2003: 268) defines employee development as an employee career development activity towards the organization, providing a foundation for employees to be able to perform effectively and produce new achievements in the corporate environment. Employee development in its implementation is often done to help employees enter the competitive workforce that is different from previous living conditions. Employees who will participate in the development program are new employees to understand, be skilled, and expert in completing their work, and old employees so that they better understand technical skills, human skills, conceptual skills, and managerial skills. Development through coaching, counseling will help employees improve their performance and prove effective in terms of staffing to identify their suitability for work needs, continuous performance improvement, and improved employee communication (Soltani.E and Wilkinson.A., 2020). Through the development, process employees become accustomed to new

concepts and use a direct approach and apply their knowledge and other processes to complete a project or work (Eujin et al., 2019).

Human resource development is a form of investment. Therefore, the implementation of HR development needs to pay attention to factors both within the organization itself and outside the organization concerned, namely, internal factors and external factors.

Internal factors encompass the entire life of the organization, which can be carried out by both the leader and members of the company concerned. In the form of mission and organizational goals, strategies for achieving goals, and the types of technology used. External factors where the organization is in the environment can not be separated from the influence of the environment in which the organization is located. These factors are government policy, socio-cultural society, and the development of science and technology.

Employee Performance

Employee performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2009: 18). The level of success of performance includes quantitative and qualitative aspects. Fattah (In Nelli and Setyo, 2020) that factors in improving performance is personal abilities, the effort that is expended, and organizational support. In these conditions, employees can contribute well to the company. (Moeheriono, 2012: 95) performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Employee performance is closely related to the results of one's work in an organization; the results of the work can involve quality, quantity, and timeliness.

Performance standards, as explained by Abdullah (2014: 115), have functions, among others:

1. As a benchmark to determine the success and failure of valuable performance
2. Motivating employees to work harder to achieve standards, making performance standards that can truly motivate employees and need to be linked to rewards in the compensation system
3. Provide directions for the implementation of work to be achieved, both in quantity and quality
4. Providing guidelines to employees regarding the process of carrying out work in order to achieve the specified performance standards

To be used as a benchmark, the standard requirements must have certain requirements. Attended by (Abdullah, 2014: 115-116), as follows:

1. There is a relationship that is relevant to the organization's strategy
2. Reflect the overall responsibility in carrying out his work
3. Pay attention to outside factors controlling employees
4. Pay attention to technology and production processes
5. Sensitive, can be determined between what is acceptable and what is not acceptable
6. respond to challenges to employees
7. Realistic, can be achieved by employees
8. Relate to the time of achieving the standard
9. Acceptable and there are measuring tools to measure the achievement of standards
10. Standards must be consistent
11. Standards must be fair
12. Standards must approve statutory and labor regulations

Performance Appraisal

Performance appraisal as a human resource management practice (HRM) is widespread in the corporate or organizational environment, consistently to justify the position of employees in terms of supporting them and improving organizational performance (Fletcher 2001; Latham et al., 2007; Giangreco et al., 2011; Iqbal et al., 2015; Nisen, 2015; Adler et al., 2016; DeNisi and Murphy, 2017). Performance appraisal systems have two main objectives (Boswell and Boudreau, 2000) 1. Evaluative function, 2. Administrative vs. development.

The evaluative function of performance appraisal allows HR managers to make decisions related to salary increases, promotions, demotion, and dismissals. This function emphasizes identifying the good and bad performance of each employee. The development function helps HR managers make decisions for individual training, performance feedback, and overall employee development for future needs.

The main requirements needed in an effective performance evaluation (Gomes, 2003: 136), namely:

1. There are performance criteria that can be measured objectively
2. There is objectivity in the evaluation process

While from the standpoint of the usefulness of performance itself, (Sondang Siagian: 2008: 223-224) that for individuals, performance appraisal acts as feedback about various things such as abilities, fatigue, weaknesses, and potentials which in turn are useful in determining goals, pathways, plans, and career development. As for

the organization, performance appraisal is very important in relation to decision making about various things such as identifying the needs of education and training programs, recruitment, selection, program introduction, placement, promotion, remuneration systems, and various other aspects in the HRM management process. (Simamora 2004: 458) performance evaluation indicators, namely:

1. Loyalty
2. Work spirit
3. Leadership
4. Cooperation
5. Initiative
6. Responsibility
7. Achievement of targets

For companies, performance appraisal has benefits, among others, the evaluation between individuals in the organization, the development of each individual, system maintenance, and documentation (Belarmino, 2013: 62-63).

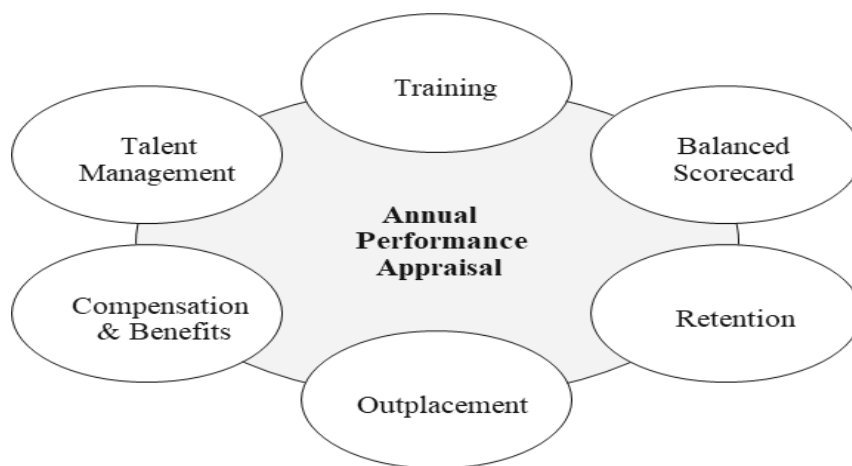


Table 1. Framework Appraisal Performance

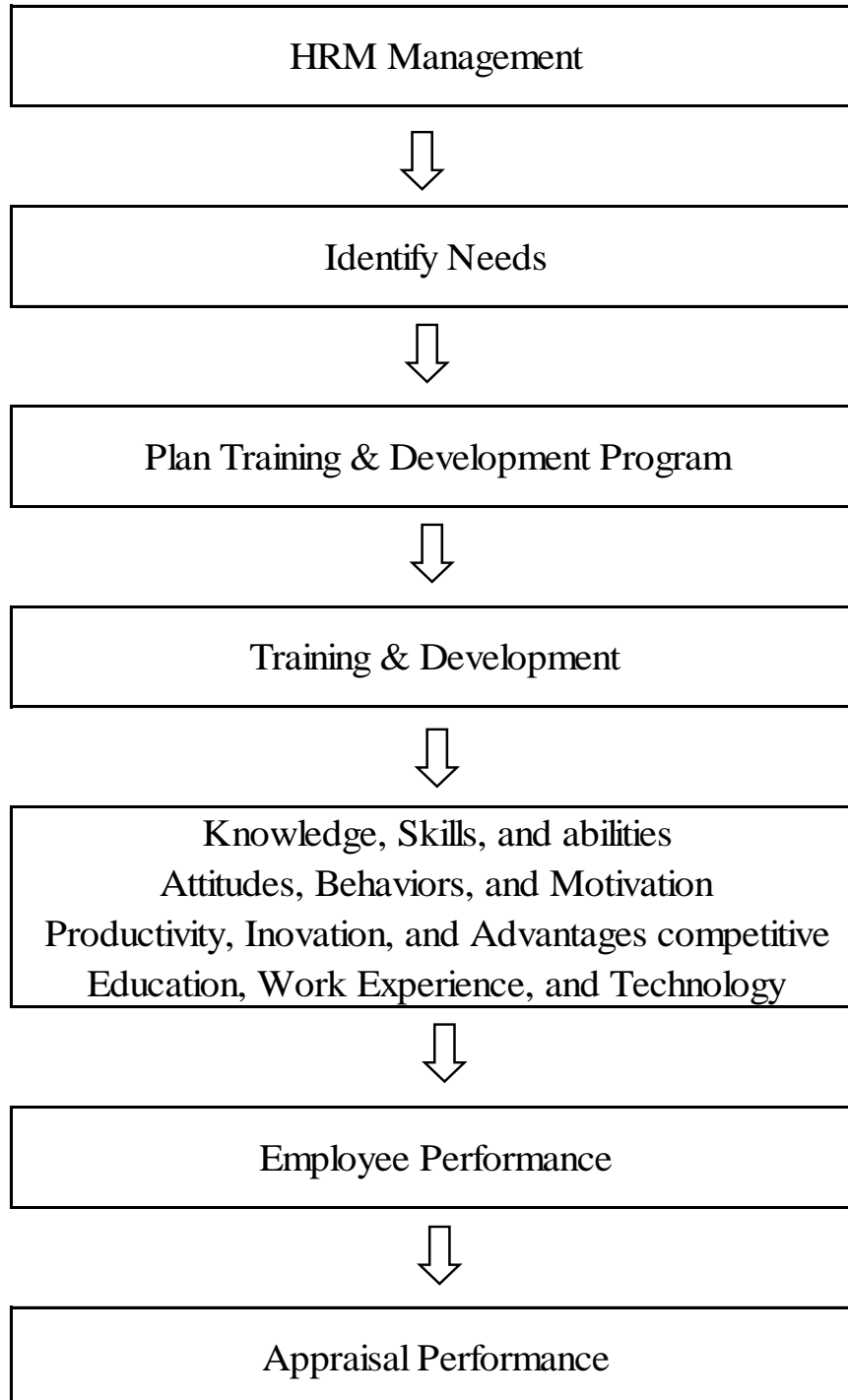


Table 2. Framework for Analyzing Training & Development

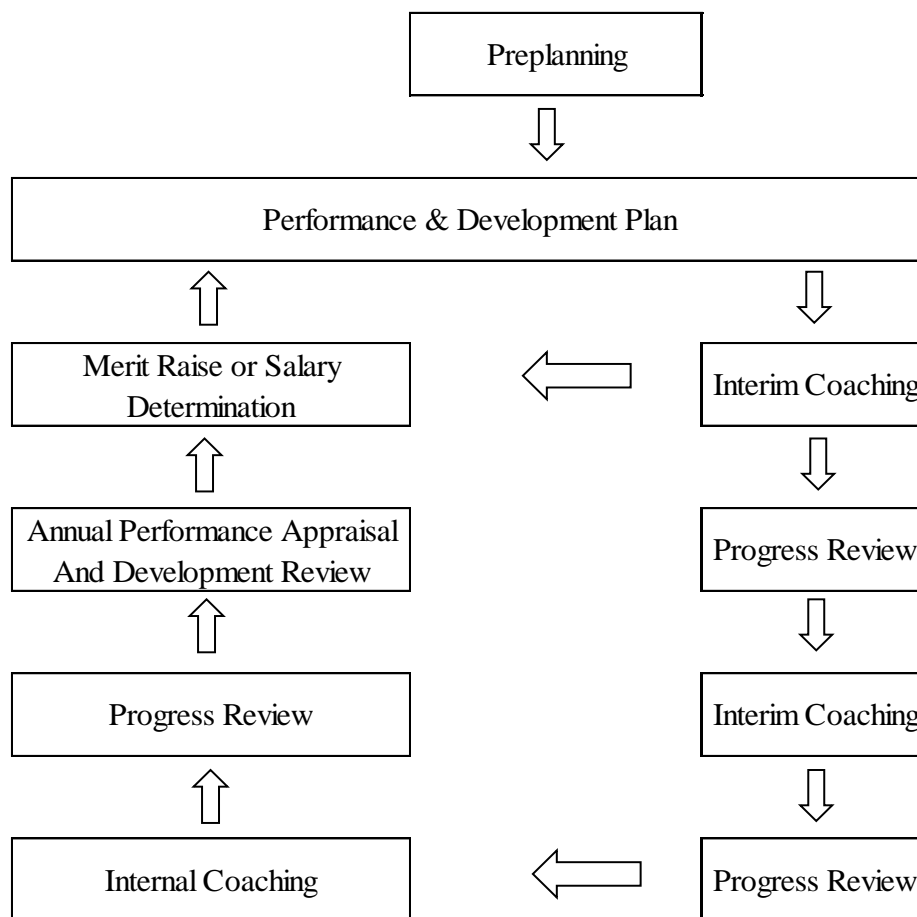


Table 3. Framework Performance Management
Castello, In the Abdullah 2014:17

III. Research Methods

This research focuses on the publication of many different journals in a number of disciplines from year to year that assesses the relationship between training, development, and performance of employees and companies scanned in articles that contain information and data. Overall the research found is used for the purpose of increasing competitive HRM, which affects the beneficial consequences of employee or company performance both financially and non-financially. Therefore, it is necessary to consider whether training and development improve employee and organizational performance, and the process of HRM results and performance appraisal must be considered together. Research samples measuring training and developing performance vary across studies. Some use items measuring training or performance while others use training and development to measure employee or company performance.

For example, (Aguinis et al., 2009) describe the benefits of training and development for individuals and teams, organizations, and communities. (Nguyen et al., 2009) that training has a positive relationship with company performance.

IV. Discussion and Conclusion

Training and development have a positive effect on employee performance that is directly related to variables such as skills, knowledge expertise, abilities, and indirect variables, namely HRM empowerment, communication, planning, coordination, attitudes, behavior, and employee motivation. It also has a positive effect on improving the performance of an organization or company related to profitability, effectiveness, productivity. See opportunities and explanations in the literature review that training and development improve employee and organizational performance. From the performance improvement, a performance appraisal is needed to determine the results of each employee, good or bad. However, there are a number of challenges in reviewing the results of studies due to the lack of consistency in their calculations and measurements. Therefore further research is needed related to this study with a focus on the resulting HRM. Almost all sectors of the company, both private and government, show that training has an influence on company performance, but in the next research, it is needed other specific sectors to provide potential and interesting results.

Finally, this research is important for HR practitioners or company management related to training and development and company performance because it has a positive influence on performance. And will open up insights for organizations or companies that rarely or do not conduct training and development on their employees. So as to get a better understanding, and HR can decide when and how to conduct training and development programs to get their best performance.

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