



Human Resources Training and Development at Mitra Packindo Machinery Surabaya

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Abstract.

This study describes human resources (HR) development and training at Mitra Packindo Machinery Surabaya. The research uses qualitative methods using data collection techniques in observations and interviews with informants. The author determines the purposive sampling technique to examine informants within the company. The informants who attended this study were one person in the Supervisor position, one person in the Digital Sales position, one person in the OM (advertising and promotion) section, one person filling the Operator position, and two people in the Warehouse Staff section. Researchers involve the triangulation strategy to test the legitimacy of the information. The results of the review show that the strategy used is proven to be feasible for educating, for example, the interaction of preparation for future workers using learning techniques within the scope of the organization and direct training, while in the representative development process, the technique used by Mitra Packindo Machinery is the job rotation method, basic for substitution and further reuse of research methods

Keywords: *Human Resources, Training, Development*

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1. Introduction

The role of entrepreneurship and its presence will affect Indonesia's progress or economic growth. With the development of the business world, it can encourage the economy in Indonesia (Hendrawan & Sirine, 2017). Entrepreneurship is meant to create a new business that is not free from risk and uncertainty to achieve profits and company development by identifying significant opportunities and resource needs (Dewi, 2013).

So many packaging product companies are very concerned about training and development to improve the quality of employees at work so that companies can progress

and develop, have high competitiveness, and innovate even more in their products. This can be achieved if the company has Human Resources (HR) who are well trained and developed.

The function of the packaging is not only as a wrapper; the packaging can give a profound first impression to make the buyer decide whether to buy or cancel the product. Packaging is part of visual communication design with many unique demands because of its ability to directly deal with consumers, such as technical, creative, communicative, and marketing demands that must be translated into visual language (Amri, 2016). According to Apriyanti (2018), there are 2 (two) packaging functions, namely first, a protective function about product protection, climate differences, transportation infrastructure, and distribution channels, all of which impact packaging. Consumers avoid the risk of damaged or defective goods with the protective function. Second,

There are several choices of materials in packaging, such as plastic, aluminum foil to recycled paper; each packaging material has its function and role depending on the type of product it protects (Mufreni, 2016).

Today, to continue to exist in the business world, companies must be able to offer the best and most attractive packaging for their products to win the hearts of consumers so that they can win a very tight competition.

Resources are all assets owned by the company to achieve its goals. HR is a core and important part of achieving company goals. The ability or skills of workers and the quality of human resources can move the company in a directed manner. The company's progress depends on the HR management carried out by the company (Uyun, 2021). According to Safitri (2019), HR plays an essential role in determining the progress or decline of a company. To be successful, companies need competent and well-performing human resources in their fields to support the achievement of company goals. Training is essentially a learning process, so employee training requires understanding how people learn. Education and training are essential facts in a company that focuses on productivity.

Everyone is encouraged and trained, and in this case, learning and practicing is a continuous or lifelong process. Through education and training, everyone is expected to improve their skills and expertise. It is undeniable that skilled people coupled with high work motivation greatly affect their productivity. Education is different from training. The training is special, and the benefits can be directly practiced in the workplace. At the same time, education in general and the benefits are indirect as a reference to add insight, ideas, and theoretical knowledge (Bariqi, 2018). It is undeniable that skilled people coupled with high work motivation greatly affect their productivity. Education is different from training. The training is special, and the benefits can be directly practiced in the workplace while teaching in general, and the benefits are indirect to add insight, ideas, and theoretical knowledge (Bariqi, 2018). It is undeniable that skilled people coupled with high work motivation greatly affect their productivity. Education is different from training. The training is special, and the benefits can be directly practiced in the workplace, while teaching in general and the benefits are indirect to add insight, ideas, and theoretical knowledge (Bariqi, 2018).

According to Kaswan (2011), the definition of job training is a process of increasing employee knowledge and skills. According to Simamora (2014), job training aims to improve employee performance that is not satisfactory due to lack of skills.

Of course, new HR training is not carried out haphazardly, every preparation made by the company must have a reason to know the direction of the trial being held, and towards the end of the preparation period, it tends to be assessed, regardless of whether the training target has been achieved.

According to Khurotin (2018), training can be done in various ways. Several strategies can lead the training of HR who have just joined the company, but every company must choose the right strategy or method.

In addition to HR training, companies also need to develop HR (Kadarisman, 2013). Increasing HR assets is an action that must be equipped with associations, skills, knowledge, and abilities following the work they do. With this movement of progress, it is natural to choose to improve and overcome shortcomings in doing a better job, following the development of science and innovation utilized by the association. Increasing HR is to work on work continuity in achieving work results that the company does not fully complete. Improved employability is implemented by developing human resources through coaching-counseling, job rotation, understudy, and training methods.

According to Rohmah (2018), there are various benefits of development carried out by each company, namely: first, the benefits for the company are expanding work efficiency; the existence of friendly relations between superiors and subordinates; faster and more precise in the decision-making process; increasing guarantees for all workers in associations with higher corporate responsibility; empower executive transparency; smooth the course of solid correspondence; resolve clashes practically and functionally. Second, the benefits for employees are increasing the capacity to overcome the various problems they face; generate a high sense of enthusiasm to continue to develop the capacity of self-ability further; assimilation and operationalization events for inspirational elements; increase the capacity of self-ability to reduce pressure, dissatisfaction, and struggle, so that it will increase self-confidence; increase job fulfillment; increasing recognition of one's capacity with another; increase employee guarantees to be even more independent; reduce the fear of facing new ventures, and new tasks in the future; help make better choices; using data and information on various projects that can be carried out in specialized and scientific capacities. help make better choices; using data and information on various projects that can be carried out in specialized and scientific capacities. Help make better choices, using data and information on various projects that can be carried out in specialized and scientific capacities.

Some factors need to be considered and also considered in conducting training and HR development, including the relationship with job analysis; the materials and training methods carried out must be useful for the HR so that the training received can support the work being carried out; active participation, HR must participate so that there is a two-way training with trainers, with participation such as asking if the material is not clear, it will help HR itself in the process of understanding and understanding the training material; selection of training participants, of course not all human resources can participate in the training program, there must be a selection of human resources. So that human resources

who have met the qualifications can take part in the training; motivation, HR must have sufficient motivation in participating in training, so that the acceptance of training materials can be maximized; training and development methods must follow the objectives of the training and also in line with the company's vision and mission; Individual differences in human resources certainly have different abilities, different bits of intelligence and also different motivations in participating in training. This can be an obstacle in delivering training materials, so trainers need to design training materials that can cover all human resources, which are the subject of training.

Mitra Packindo Machinery (MPM) is a company engaged in printing plastic packaging. MPM is a plastic packaging solution for products needed by consumers and is also committed to providing supporting materials such as vacuum plastic, nylon plastic, induction alu foil, and others. Since 2013, MPM has marketed its products to various parts of Indonesia. We are committed to improving our services and adding variety to our products until now. Furthermore, to assist in the smooth distribution and delivery of orders in a timely and accurate manner, we cooperate with several very experienced shipping companies, such as JNE, Tiki, Wahana, Pos Indonesia, J&T, and others.

With so many packaging industries in Indonesia, including this MPM company, the author is interested in researching the company's human resources because there are competent and qualified human resources or employees to support the company's vision and mission from now on. After all, employees are the most valuable asset for the company. In this way, research analysis must focus on the company's education and human resource development and be reliable.

Based on the results of previous research by Wijaya (2013) entitled "Analysis of Training and Human Resource Development at the Wie Sin Soy Sauce Factory in Lombok", this HR training is very effective and successful in training employees. The development method used is the job rotation method, training method, and understudy method. This method has proven effective for employees who work at the Wie Sin Soy Sauce Factory. There is also a previous study by (2013) with the title "Training and Development of Human Resources at A&W Restaurant in the City of Tomorrow Surabaya" with the job rotation development method and training using on-the-job training and understudy methods. The training and development carried out have been appropriate, but the research has limitations, namely, first, training and development for prospective employees that have been determined must be carried out following existing procedures; second, in developing employees, don't just choose employees who have the potential and are diligent, lazy employees must be encouraged so that they can develop; Third, the results of the evaluation of the development program must be presented transparently.

Research by Hadinata (2015), namely "Analysis of Research and Development Methods of Human Resources at CV X" provides a research conclusion that training and employee development provides benefits for training the speed and accuracy of employees' abilities in carrying out their duties and responsibilities. The company uses the Hands-on training method, the type of on-the-job training. This method tests employees' practical work skills, such as sewing, cutting, printing, ironing, and packaging—indicators of movement's success based on production quality. The company conducts employee

development intending to increase the capacity of existing supervisors and managers. The method used is the Job Rotation method and the Coaching method. The application of the development method is appropriate because it includes the development of practical skills that will be needed and managerial skills and interpersonal skills, where the Job Rotation method is used to fulfill practical skills, and the Coaching method is used to achieve organizational, interpersonal skills. Previous research by Komeliantari (2020) with the title "Analysis Strategy of Human Resource Development PT Kreasi Cipta Utama." Participants who take part in education have met the qualification requirements in supporting the educational program organized following the expectations and goals of the company so that the program can contribute to the company's performance. This research is a qualitative descriptive study by examining HR development strategies. This research was conducted in a hotel service company in Indonesia. Different HR development strategies may produce different results. The suggestions in this study are for further researchers to expand the study of science, especially in HR development, by conducting research related to HR development strategies.

The author researched MPM companies to know the implementation and success of companies related to on-the-job training, understudy, and job rotation methods. Of course, the research results are expected to have research novelty by referring to previous research.

2. Research Method

The research method used in this research is qualitative. The study uses a naturalistic approach in finding and creating interpretations or descriptions of phenomena around the company. Qualitative methods produce analytical procedures that do not use statistical analysis or other quantitative data (Tohirin, 2012). Therefore, the information obtained has an unstructured character. The data obtained by researchers from various sources get deep and broad thoughts from each research informant—sources of data obtained from primary and secondary data. Primary data were obtained directly through interviews with several employees as research informants, and information was also obtained through observations of research subjects.

The triangulation method is also used by researchers so that the validity of the data obtained is of high quality and reliable. According to Alfansyur & Mariyani (2020), triangulation is a method used to eliminate doubts, even though many do not recognize the true meaning and the purpose of triangulation for a study. To reduce doubts regarding the data obtained, a researcher must first master the criteria for the validity of the data (Zamili, 2015).

3. Results and Discussion

In this study, the researchers selected 6 (six) informants who were employees or permanent employees of MPM. The first informant was named Nita, who served as Supervisor, the second was Ino as digital sales, the third named Ivana, who held the operator position, the fourth informant was Amel in the OM (advertising and promotion) division, and the fifth was named William in the warehouse staff position. The last six named Bram also served in the warehouse staff section, where the six people had passed tests as prospective employees and participated in employee training and development.

3.1. Results

The results obtained from collecting through interviews with informants and analysis of research data:

Informant 1 (Nita - Supervisor)

One of the company's steps to prepare prospective supervisors is to understand all division parts. In addition, companies also need to provide training to prospective employees by memorizing various items, knowing how to pack well, and managing which time needs to be done first because many employees here could work concurrently. This issue is implemented to improve exemplary service quality by providing direction to employees if there are consumers who complain, so they must be ready to take full responsibility. The training is carried out with the aim that prospective employees know what to learn and what their job descriptions will be after being given training.

In addition to training, the company also needs to prepare an employee development strategy that is purposeful and useful to remember the job descriptions of each employee better. In addition, for prospective development supervisors, it is necessary to use the understudy method, which is considered quite capable because they have been taught and carry out the responsibilities that have been taught. If there are potential employees by demonstrating their ability to master and quickly understand work. However, not as fast as others, it is necessary to retrain using on-the-job training methods; the company's training and development have met the standards.

Informant 2 (Ino - Sales Digital)

Every company needs to prepare prospective supervisors in the future; the step that the company must prepare is to know what each part of its co-workers is doing in the same environment; in addition to developing the prospective Supervisor, the company will use the understudy method for those who can follow it as a prospective supervisor such as the example of informant Ino in the Sales department who feels capable because he has studied it before, and understands a little about all kinds of work. Before carrying out the series of tests, in general, MPM companies conduct tests for their previous prospective employees; for example, informant Ino as a Salesperson, has also experienced employee training tests during the early days of working at MPM. The informant also explained that prospective employees must know the function, type, and memorize the names of the goods that the MPM company will sell and help in the packaging section. The informant also explained that the purpose of conducting training for prospective employees is so that prospective employees know their job descriptions and what jobs are suitable for these prospective employees.

To improve the quality of good service, the MPM company again provides teaching to employees, such as if the employee sends the wrong item, the employee must still replace the postage and is responsible if the incorrect item is sent, this is done to continue to provide good quality service to customers. The MPM company carries out a series of employee developments so that employees understand the benefits and objectives of this event so that they learn how to work quickly and precisely what it is like. The MPM company tries to implement an employee development system with the job rotation method, which has its

benefits and advantages, such as covering or handling his friends' work when his co-workers need more energy to complete a job.

Potential and diligent employees will be retrained using the on-the-job training method, a test method for employees who master every field of work in MPM companies. Like the informant Ino in the Sales division, an employee who can almost master every field of work in the MPM company, which is a little helpful in helping other friends' work when there is a lot of work that needs to be done first.

According to Ino's informant, the training and development carried out at the MPM company said that the things being held, such as training and human resource development, currently meet the standards. However, some factors cause the training and development that is being held is not very good. meet its effectiveness because everyone has different characteristics and attitudes that sometimes can't be the same in accepting and learning

Informant 3 (Ivana - Operator)

MPM companies need to prepare prospective supervisors in the future; the steps that the company must prepare are that an employee must know everything, each division has duties and other sections that are certainly different, and to develop prospective supervisors, the company will use the understudy method for Those who have been able to follow it as a supervisor candidate, such as an informant named Ivana in the operator section, feel that they are not capable because they lack qualifications and have never tried the Supervisor's duties and responsibilities directly.

The informant had experienced being a prospective new employee when registering at the MPM company. In general, MPM companies conducted tests for their previous prospective employees; for example, Ivana's informant in the Operator section also experienced employee training tests during the early days of working at MPM. The informant also explained that prospective employees must understand the function and what types of packaging goods are used, memorize the various sizes of packaged products sold, and understand the job descriptions of their colleagues in the MPM company. The informant also explained that the purpose of training prospective employees is to know that what the trainer is training can be understood well by the prospective employee.

According to the informant, to improve the good quality service, the MPM company again teaches employees to be careful when checking the goods to be sent whether are appropriate or not so that there are no errors due to negligence; this is done to continue to provide good quality good service to customers. The MPM company carries out a series of employee developments so that employees understand the benefits and objectives of this event, so that employees understand their respective job desks more, learn quickly, and are responsive, and the MPM company tries to implement an employee development system with the job rotation method which has its benefits and advantages, so that employee not get bored while working on company employee current job desk, and could understand the job desk of teammates

Potential and diligent employees will be retrained using the on-the-job training method, a test method for employees who master every field of work in MPM companies. Informant Ivana, an employee in the Operator division, said that the sales and OM (advertising and promotion) divisions were parts the informants could not master.

According to the informant, the training and development carried out at the MPM company said that the things being held, such as training and human resource development, currently meet existing standards. However, they also have any factors that cause the training and development held not to fulfill its effectiveness due to each employee having their expertise in a particular field.

Informant 4 (Amel - OM)

OM is a position in product photography, advertising, and promotion held by informant Amel. They are preparing prospective supervisors to be ready for the MPM company in the future. The company must prepare steps are that an employee must know all the duties and job desk of other sections, at least know, and understand them a little. To develop these prospective supervisors, the company will use the understudy method. For those who have been able to follow it as a prospective supervisor, such as an informant named Amel, employees feel they could be able to due to the difficult position doing caused big responsibility.

Every time people register with an MPM company; new joiners feel become a new prospective employee when writing at this MPM company because generally, MPM companies do testing for their previous prospective employees; for example, the informant Amel in the OM section has also experienced employee training tests during his tenure early work in this MPM. The informant also explained that prospective employees in the OM section must learn how to make good and right advertisements, prepare excellent and attractive advertising strategies, and promote products on all current social media correctly and adequately in MPM companies. The informant also explained that conducting training for prospective employees is to understand how the company works here and understand the parts that future employees will learn later.

To improve good quality service, the MPM company again provides teaching to employees, namely trying not to make mistakes during the delivery process. According to informants in the OM section, the main thing is to make good and correct advertising photos and match the original goods when photographed; this is carried out to continue to provide good quality service to customers. In addition, the MPM company carries out a series of employee development activities. According to the informant, it is to remind employees of their respective duties and responsibilities and learn to find ways to develop abilities or skills so that they are fast, thorough, and neat in their work.

The MPM company tries to implement an employee development system with a job rotation method with its benefits and advantages; it can help colleagues when they need more energy to do something, learn the position, and understand how it works. Potential and diligent employees will be retrained using the on-the-job training method, a test method for employees who master every field of work in MPM companies. Informant Amel, who holds the position of OM, informs that checking for new joiners and digital sales are things that the informant has not mastered

The training and development carried out at the MPM company must have standardized the existing elements and can never be separated from this; the informant said that the things being held, such as training and HR development, are currently good and meet existing standards, although they also have what factors caused it that the training and

development held did not fulfill its effectiveness because it was certain that each person or individual had a different way of working in the MPM company.

Informant 5 (William - Warehouse Staff)

In preparing prospective supervisors in the future, the MPM company must prepare a strategic plan in determining the prospective Supervisor; according to the informant, the steps that the company must prepare are that an employee must be able to understand all positions and sections within the MPM company, and to develop the prospective Supervisor the company will use the method understudy for those who have been able to follow him as a prospective supervisor, such as an informant named William in the Warehouse Staff section, feels that they cannot because the position has never been tried directly.

Every time they register with the MPM company, recruits have experienced being a prospective new employee when writing at this MPM company because generally, MPM companies conduct tests for their previous prospective employees; for example, William's informant in the Warehouse Staff section has also experienced employee training tests on early days of working at this MPM. The informant also explained that prospective employees who served in the Warehouse Staff section were required to memorize goods and their types, how to retail large incoming goods into small items with new packaging, and good and safe packing methods so that when they were sent, they were not damaged or damaged when received by the customer. The informant also explained that the purpose of conducting training for prospective employees is to get the correct position to be assigned to what section and place,

For the sake of improving good quality service, the MPM company again gives teaching to employees, namely trying not to make mistakes during the process of sending goods, and according to the information provided by informants for the Warehouse Staff section, not to pack goods carelessly, so that the goods received are safe, and try not to send the wrong goods for customers, this is done to continue to provide good quality service to customers. MPM Company carries out a series of employee developments to improve skills and abilities, work fast, and learn new things to support expertise.

The MPM company tries to implement an employee development system with the job rotation method, which has its benefits and advantages; it can be the same to find out the duties and work of friends and learn the part. Potential and diligent employees will be retrained using the on-the-job training method, a test method for employees who master every field of work at MPM Company. Informant William informs about printing e-commerce labels, and the Digital Sales section is a position that has never been studied.

The training and development carried out at the MPM company must have standardized the existing elements and can never be separated from this; the informant said that the things being held such as training and HR development are currently good and meet existing standards, although sometimes they have a system which changes, also has any factors that cause it that the training and development held have not fulfilled their effectiveness because it can be ascertained that each person or individual does not necessarily have the same speed, accuracy, and character in the MPM company.

Informant 6 (Bram - Warehouse Staff)

MPM companies need to prepare prospective supervisors in the future; the steps that the company must prepare are according to the employee's informant, at least they must know the job desk in all parts, and know how it works as well, in addition to developing the prospective Supervisor, the company will use the understudy method for those who have to be able to follow it as a prospective supervisor, for example, Bram's informant in the Warehouse Staff section informed that he had never tried the qualification, so he still didn't know if he could follow it or not. Before carrying out the series of tests, generally, MPM companies conduct tests for their previous prospective employees; for example, the informant has also experienced employee training tests during his early work at MPM, that prospective employees must be able to memorize what goods are sold, check goods before they are sent, learn how to pack solid and safe, and receive goods that have just arrived, which will then be rechecked. The informant also explained that the purpose of training prospective employees is to understand what part and position their job desk will be and know what they have learned from the trainer.

To improve good quality service, the MPM company again provides teaching to employees such as rechecking the goods to be sent so that there are no wrong items, ensuring that the packaged products are safe so that when buyers or customers receive them, they are not damaged or defective, this is done to continue to provide good quality service to customers. Furthermore, MPM Company conducts a series of employee developments so that employees understand the benefits and objectives of this event, retest the skills of employees, whether they are developed or not, are better or not, and are required to learn new things again. The MPM company tries to implement an employee development system with a job rotation method with its benefits and advantages.

For employees who have the potential and are diligent, retraining will be carried out using the on-the-job training method, a test method for employees who master every field of work in MPM companies. According to information from Bram in the Warehouse Staff section, the advertising division, digital sales, and the operator section are parts or positions that cannot be mastered. The current training and development at the MPM company must have a standard that exists in general. The informant said that the things being held, such as training and human resource development, are currently very standard in general what this company teaches. However, it also has what factors are involved. Causing it that the training and development held have not fulfilled their effectiveness because each individual's way of learning is not the same; some are fast in learning and slow in education, some are fast at work, and some are slow but careful. This is a factor causing the lack of effectiveness in training and human resource development.

3.2. Discussion

Employee Training Analysis

The location of the employee training is at the MPM Surabaya office. The training time is carried out for 1 (one) week using on-the-job training. This method is very effective in training prospective employees, so that employees have an overview of the work and what parts are in this MPM company, the purpose of the training is to improve abilities according to company standards, improve safety at work, save cost control, improve health, and productivity at work.

According to Hutajulu & Supriyanto (2013), there are several benefits of HR training, including Increasing the number and nature of efficiency; Reducing the learning time that workers expect to achieve the implementation norms set by the company; Creating a more productive attitude of dependence and participation; Meet the needs of HR management; Minimize the number and cost of work accidents; Assist workers in their improvement and progress.

This on-the-job training program uses practical methods and training methods. According to Susanti (2018), the advantages of on-the-job training techniques namely: Generally simple and do not cost much; Practice while creating or delivering something in the company; No space required; Get quick feedback; Employees receive special training in their field of work.

Following what is applied in MPM companies of the many benefits and advantages of this method, there must also be weaknesses or limitations in using this method, such as Senior workers are most likely not able to fully direct, because it will crash their part of the job, such as buyers who requested that everything be done quickly, so like it or not, senior employees must prioritize their work at this MPM company, assuming they have to show little by little to be able to teach new employees, old workers may lack high inspiration, so their direction cannot be optimal; Even though seniors and a mature group preparation manage it, mistakes can happen at any time. For example, it could be wrong to send goods due to too many orders coming in, making it challenging to allocate time for teachers; Employees are required to be able to learn quickly with the time that the company has provided. This resulted in a shortage when MPM employees had to apply the method.

Employee Development Analysis

Employee development is still carried out at the MPM Surabaya to carry out their responsibilities optimally and functionally to improve the quality and skills of these HR professionals. According to Sunyoto (2012), the following are some of the benefits of HR development, including Total expansion of authoritative work efficiency; Development of dynamic cycles or more accurate decision making; Increased morale for company employees; Facilitating productive discussion and communication; The existence of conflict can also lead to the advancement of a mature sense of solidarity and a family atmosphere among individuals in the company if it is appropriately resolved; Helping HR so that they can make good and correct decisions; Improve HR expertise in solving various problems experienced; Increase employee satisfaction at work; The existence of data from various programs that can be used by employees for the development of each employee technically and intellectually; Reducing fear in facing new tasks in the future.

Although employee development has many benefits in the company, employee development must also be carried out by paying attention to the stages (Sunyoto, 2012): Determining the need for which ways to plan spending to support training to be more efficient for the company. As a result, so that the expenditure plan is actually used to support the workforce improvement program that is carried out in accordance with the company's needs; Setting goals, the goals to be achieved can be specific but can include behavior or maybe both; Determination of program content, in program improvement it must be clear what is to be completed, one of which shows new abilities that have not been

carried out by workers; Identify principles in learning, because most of them assume that everything that happens in the company is part of the educational experience and can be used as a learning standard that has been adequately applied; Implementation of situational programs which have the meaning of prioritizing the interests of the group and the needs of members; The evaluation of program implementation can be said to be successful with the assumption that company members or employees experience increased interaction in change, significantly increasing their capacity to complete tasks and changing the way they behave which is reflected in mentality, discipline, and hard work attitude.

On average, these stages can be applied to MPM companies to develop their employees to be even better in the future. For this reason, the job rotation method is used where the development method involves moving employees from one job section to another, in different sections, with other job desks and various positions. All of this is done and planned based on learning objectives. Although the advantage of job rotation is that employees get a broad picture of various positions and positions and different responsibilities, employee collaboration between individuals must be developed, making it easier to adjust to the work environment at MPM companies.

For employees who are potentially more diligent and work better than their teammates, a retest will be conducted using the understudy method, which is part of HR development. The minimum requirement to be able to take the test is that employees must know all the fields of work in this MPM company. The goal is to prepare prospective supervisors in the future who will be helpful in the company to manage all types of existing work so that they can run well efficiently and save more costs at work. Another benefit of supervisors in this company is that they can help with the duties and responsibilities of other colleagues when a teammate is absent or out of commitments.

4. Conclusions

Based on the results of the analysis and reviews, the conclusions in this research are the employee training procedures implemented by MPM companies, namely lectures, studying company theory for one week, Procedures for on-the-job training, and practice working while practicing for one week as well. In addition, the employee development procedure implemented by the MPM company is job rotation, by placing employees in different positions or sections, re-applying on-the-job training, and understudy training procedures.

The employee training and development implemented by the company have shown the conformity of the company's official procedures.

The suggestions given in this research are, firstly, employee training and development that has been implemented must continue to be carried out and adjusted to clear standards and procedures to improve the skills or abilities and commitment of employees to become qualified and competent employees; Second, improving the quality of employees can be done fairly without discrimination. Do not just choose employees who have the potential and are active, but employees who seem ordinary must be encouraged to attend training and development periodically. This contains a positive view where employees feel they have the company's support to feel motivated to work better and compete healthily; Third, the employee development program assessment results must be transparently informed to

employees who are exploring development programs. Less experienced employees can get direction regarding training programs and further development.

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