Training Need Analysis for PT Krakatau Sarana Infrastruktur Employees

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Abstract. *Nowadays, changes occur very quickly, especially in the field of technology, which requires companies to be able to adapt to these changes. Training and development is one of the most effective ways to continuously improve the knowledge and skills possessed by employees. When conducting training, of course the company must do it correctly so that it is in line with the company's goals and is on target. Training needs analysis is one of the most important stages before holding training because this stage determines which employees will take part in the training and what kind of training will be held. This research uses a qualitative approach using a case study design to obtain in-depth data. Data collection techniques for this research used interview, observation and documentation methods. The primary data source comes from interviews with 3 sources and observations and the secondary data source comes from the employee competency GAP report as the main data for training need analysis. The results of this research show that there are still several employees whose competencies do not meet the requirements required by the company. Therefore, companies should be able to continue to update employee competency GAP reports so that training needs analysis can continue to be up to date and can carry out training according to targets and objectives.*

Keywords: training needs, employee competencies, competency gaps

INTRODUCTION

The imbalance in available employment opportunities with the rate of population growth is one of the causes of high unemployment rates. To face this problem, people must be able to improve their quality, such as taking training and certification so that they can be superior to others. Apart from that, the government can strive to open or create diverse job opportunities in various fields. The presence of industrial infrastructure services can reduce people's worries about the lack of job opportunities and the presence of industrial infrastructure services can make developments in a community or region. Investment in industrial infrastructure services is often considered important for economic growth and development because it can improve people's quality of life, increase productivity and create jobs.

One of the state-owned enterprises (BUMN) which operates in the field of industrial infrastructure services is PT Krakatau Sarana Infrastruktur. In ensuring that all company activities can run smoothly according to objectives, PT KSI certainly places quality human

resources as its employees. Because by having qualified or competent employees who understand the company's goals and culture, you can be sure that the company's performance can run smoothly. PT KSI has competency qualifications that must be possessed by its employees which will later be compared in the results of the competency GAP analysis in the report entitled "Employee Hard Competency GAP".

In the report on the results of the training needs analysis for 2021 - 2022, there are some employees whose GAP fulfillment has not reached the limit determined by the company, namely 70%. This means that there is still a gap between the competencies possessed by employees and the competencies required by the company. For employees whose GAP fulfillment is still below 70%, they must undergo further training because it can affect the employee's performance regarding competencies related to the employee's technical work. Apart from that, in 2021 - 2022, only a few employees' performance will increase because the majority of their performance is stable and some even experience a decline.

In working on the "GAP Hard Competency" document which is used to analyze employee training needs, several errors were discovered which could hinder the progress of the training needs analysis. When carrying out the analysis, documents related to training that had been held as well as employee competency data for 2021 - 2022 were also provided. It turned out that the employee competency data provided had not been updated and there were still several employees who no longer worked at PT KSI, but their names were still listed in the training needs assessment. Apart from that, employees who have moved divisions apparently have their data still listed in the division before they were moved and there are employees who have moved divisions for approximately a year, but there are still many gaps in fulfilling the competencies they should have.

The formulation of the problem examined in this research is: What is the process of training need analysiss in conducting training and development at PT Krakatau Sarana Infrastruktur? Whereas, The purpose of this research is to find out how the needs assessment is carried out by PT Krakatau Sarana Infrastruktur in conducting training and development programs and to provide input and suggestions to PT Krakatau Sarana Infrastruktur so that it can be used as material for the company to consider in conducting training needs analysis.

RESEARCH METHOD(S)

In this research, the approach applied is a qualitative approach. According to Creswell (2012), qualitative research involves various methods to explore and understand the meaning that arises from social problems or certain situations. This research design uses a case study type of research which functions to obtain in-depth data. The topic used in this research is the analysis of employee training needs to achieve the competencies required by employees at work or required by the company. Because the approach used in this research is a qualitative approach, the methods that will be used are interviews, observation and documentation.

In this research, researchers used the Miles and Huberman model in analyzing data in the field. First, data collection which functions to collect comprehensive information through various specified sources and types of data. Second, data reduction, which means carrying out the process of selecting, focusing, simplifying and abstracting from the information obtained during research. Third, display data to make it easier to understand what is happening in the form of brief descriptions, charts and relationships between categories. Fourth, drawing conclusions to check and test the correctness of the data that has been collected.

Data validity is an important concept in conducting research to prove the truth of the research and data obtained. According to Sugiyono (2013: 270), there are four data validity tests in qualitative research, namely credibility, transferability, dependability and confirmability tests. The following is a data validity test that researchers carried out:

Credibility

Credibility testing is a research process carried out by researchers whose findings or sources can be trusted. In this research, researchers analyzed the training that PT Krakatau Sarana Infrastruktur employees had attended, studied employee competency data for 2021 - 2022, and analyzed employee training needs in 2023 using the competency data obtained.Data credibility testing can use triangulation to test the credibility of research results.In this study, researchers used source triangulation and technique triangulation. Source triangulation was obtained from conducting an analysis to find employee competency gaps and analyzing the training needs of employees supported by data sources from the person responsible for training and development, namely Vina Erina Rakhmawati. Meanwhile, technical triangulation was carried out by conducting interviews with three members of the Human Capital division and observing documents resulting from competency and training analysis.

Transferability

The transferability test is a research process that functions to transfer research findings or results. In this research, researchers analyzed the training needs required by employees so that they could meet existing competency gaps. This research was carried out in line with the objectives and topics being studied as well as conducting interviews and observations to add the necessary information and data.

Dependability

Dependability testing is a research process that aims to ensure the reliability and consistency of research findings or results. This is done by testing the entire research process. In this research, researchers determine objectives that are in line with the topic and collect data through interviews and observations so as to obtain accurate information according to events in the company.

Confirmability

Confirmability testing is a research process that aims to guarantee that research results are based on valid and trustworthy data. In this research, research results were obtained through interviews with three Human Capital employees related to training and development as well as by observing and documenting documents that had been obtained to support the research.

The unit of analysis is the subject that will be used as research material to obtain data that is in accordance with the facts. The unit of analysis in this research is employees in the Human Capital division of PT Krakatau Sarana Infrastruktur. Researchers will focus their research on the process before training and development is carried out until it is completed. It is hoped that this research can proceed according to the stated objectives and remain on the subject matter so that it does not spread to other problems.

FINDINGS AND DUSCUSSION

The results of data collection were obtained through observation, interviews and documentation. In obtaining data, researchers conducted observations first, followed by interviews and collected documentation to become supporting data. Then, the results of observations and interviews are processed and analyzed so that they become appropriate data for research. Observations were carried out when the researcher did an internship at PT Krakatau Sarana Infrastruktur and was placed in the Human Capital division. During the

internship, the researcher carried out several jobs, one of which was making a GAP employee competency report for 2021 and 2022. Making this report aims to help the Human Capital division analyze what training should be held and what training is needed by employees. Interview activities were carried out with three Human Capital employees because they were directly related to training activities. Researchers interviewed managers because managers always supervise and know all the work, senior employees because they have full responsibility for providing training and development, as well as employees who help prepare training and development procurement. Interviews were conducted directly when the researcher was carrying out an internship at the company.

In the research findings that have been obtained, training certainly needs to go through several stages such as training need analysiss, designing training, conducting training, and evaluating. In this research, the author will examine one of the stages of conducting training, namely training needs analysis. Training needs analysis is important because it is the basis for forming training and so that it can implement the next stage. There are three levels in conducting training needs analysis:

Organizational Analysis

This organizational analysis functions to find out what training is suitable to be held after analyzing the company's vision, mission and strategy. If there are changes, it will affect the way the company works and the competencies that employees must have. Therefore, organizational analysis can be very helpful in determining training even if the company is not undergoing any changes. From the results of the interviews that were conducted, information was obtained that the purpose of conducting an organizational analysis was to ensure that there were no changes to the company's vision, mission or strategy so that it could determine what training was suitable to be held. When a division requests training, the request will first be analyzed by the Human Capital division, whether the training request is in line with the company's strategy or not. In addition, the Human Capital division has prepared training plans for each division in the company after carrying out an organizational analysis first.

Task Analysis

Task analysis functions to find out the job descriptions and job specifications that employees have in each position they hold. Each position has different competencies because the responsibilities at work are also different. From the results of the interviews that were conducted, information was obtained that job descriptions and specifications were important

things to analyze. Job description analysis is carried out to find out the employee's division, the position held by the employee, and the duties or responsibilities held by the employee. Meanwhile, job specification analysis is carried out to determine the knowledge, skills and attitudes that employees have in carrying out their work. Because each position has different tasks, the competencies possessed by employees will also differ depending on the tasks they have. Moreover, when an employee gets a promotion or is transferred to a division, the employee will start from the beginning again to meet the competency requirements in doing their job.

Individual Analysis

Individual analysis functions to find out whether employees have achieved all the work competencies required by the company or not. If an employee has not met the required competencies, the employee must take part in training that will be held. This training will be useful for employees to fill competency gaps and increase knowledge and skills which will later influence employee performance. In individual analysis, PT Krakatau Sarana Infrastruktur uses two methods, namely from the results of assessment tests and employee competency GAP reports. From the results of the interviews that were conducted, information was obtained that the assessment tests were used by the company to help analyze employees' knowledge or abilities while working at the company. Meanwhile, the competency GAP report has an important role in carrying out individual analysis. In this report, companies can see what competencies employees must have and what competencies employees already have.

From the results of the individual analysis carried out on the employee competency GAP report, it was found that there were still 17 out of 50 employees who had not met the competencies required by the company. There are several factors that cause employees not to meet their competencies, namely employees who have just received a promotion so their competency has increased, employees who have been transferred to a new division which means the competencies they have fulfilled are also different, as well as old employees who have not had time to take part in training due to busy schedules or conflicting schedules.

In the results discussion section, the data and information obtained comes from interviews, observations and documentation. This research was conducted to find out how the training needs analysis process was carried out by PT Krakatau Sarana Infrastruktur. According to Snell & Morris (2019), training needs analysis is divided into three, namely organizational analysis, task analysis and individual analysis. Organizational analysis is related to the

company's vision and mission, structure, culture and strategy. Task analysis is related to the employee's position in the division so that employees must have competencies appropriate to their position. Individual analysis relates to the employee himself, whether the employee has all the competencies required by the company and how the employee performs in carrying out the work.

Judging from the results of the interviews described previously, the training needs analysis implemented by the company includes changes that occur in the company (organizational analysis), positions or tasks carried out by employees (task analysis), as well as competencies that must be possessed by employees (individual analysis). These three things are important and are interconnected with each other when conducting a training needs analysis. PT Krakatau Sarana Infrastruktur's main document or data for conducting training needs analysis is the employee competency GAP report.

From the results and discussions previously described, it can be said that PT Krakatau Sarana Infrastruktur makes a competency GAP report every year as a reference for creating a training agenda for the next year. The company also conducts assessment tests as supporting documents for planning training. Apart from that, the results of training evaluations can also help companies to get feedback regarding the training that has been carried out, whether it is in accordance with the objectives or whether the participants are right on target so that the company can correct mistakes and improve the quality of the training that will be held.

CONCLUSION AND RECOMMENDATION

Training and development are very important activities for companies and employees, both to meet current and future needs. Training and development can increase knowledge and skills so that employee performance can also increase. Therefore, PT Krakatau Sarana Infrastruktur often holds training for its employees so that they can become quality human resources. By having quality employees, the company's goals and activities can run well and smoothly.

Based on the results of the research that has been carried out, the researcher can draw the conclusion that the company has its own strategy in providing training and development for its employees, especially at the stage of training need analysis. In conducting a training needs analysis, it is divided into three stages, namely organizational analysis, task analysis and individual analysis. Each stage is very important and interconnected so it must be carried out

carefully because if you carry out the analysis incorrectly it can have an impact on the selection of training participants.

Suggestions that can be given by researchers regarding this research are that companies can use various sources and methods in collecting data such as conducting short interviews and surveys, reviewing and updating the training needs analysis periodically so that it remains up to date, and companies must be careful in analyzing the results of training evaluations because From the evaluation results, it can be seen whether employees can apply the results of their training in their daily work or not.

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