

## ENHANCING EMPLOYEE PRODUCTIVITY THROUGH TRAINING DEVELOPMENT AT PT BPR TUNAS JAYA GRAHA

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### ABSTRACT

*This study analyzes the development of employee training programs at PT BPR Tunas Jaya Graha to enhance performance productivity. Employee training is essential for human resource development, improving knowledge and skills. A qualitative approach was employed to understand the training development strategies and the factors that support and hinder their implementation. The findings indicate that a well-structured training development strategy positively impacts employee productivity. Supporting factors include competent instructors, adequate facilities, and active employee participation, while inhibiting factors consist of limited budget, insufficient facilities, and time constraints. The study emphasizes the importance of effective evaluation and optimal resource management to improve employee performance.*

**Keywords:** *Training Development, Employee Productivity, Qualitative Analysis, Resource Management*

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### Introduction

Employee training is not merely a function within human resources; it is a strategic tool that drives the development, retention, and optimization of talent within organizations (Bapna et al., 2013; Barusman, 2019; Dixit & Sinha, 2020). As businesses strive to remain competitive in a rapidly changing global marketplace, the importance of investing in employee training has never been more critical (Reddy, 2017; Wassell & Bouchard, 2020; Wilona & Defrizal, 2024). PT BPR Tunas Jaya Graha, a significant player in the financial services sector, recognizes the pressing need to enhance employee productivity and performance through robust training initiatives. This recognition stems from an understanding that well-trained employees are not only more competent but also more adaptable and motivated, which in turn drives organizational success (Barusman & Habiburrahman, 2022; Mamaqi, 2023; Upadhyay, 2023).

The overarching goal of this study is to thoroughly analyze the development and implementation of employee training programs at PT BPR Tunas Jaya Graha, with a particular focus on their impact on productivity and performance outcomes. While existing literature extensively covers the general benefits of training in enhancing employee skills, knowledge, and competencies, there remains a significant gap in understanding how specific training strategies can be tailored to fit the unique needs and challenges of an organization like PT BPR Tunas Jaya Graha.

This research endeavors to fill this gap by providing a detailed examination of the training development process within the organization (Amertha et al., 2021; Fakhira & Darusman, 2022; Travilta Oktaria et al., 2024). It will explore the various stages involved, including the identification of training needs, the design and development of training content, the methods and technologies employed for delivery, and the processes for evaluating training effectiveness (Barusman, 2019; Hartoyo & Efendy, 2017; Kaushal & Singh, 2023). Moreover, this study will delve into the organizational and external factors that either support or hinder the success of these training programs (Mitre, 2021). These factors could range from the availability of resources, such as time and budget, to the level of managerial support, employee engagement, and the alignment of training programs with the organization's strategic goals (Setiadarma & Rahardjo, 2020).

By analyzing these elements, this study aims to offer actionable insights that will not only improve the effectiveness of current training initiatives at PT BPR Tunas Jaya Graha but also contribute to the broader

understanding of how training programs can be optimized to drive employee performance and, by extension, organizational productivity. Ultimately, the findings from this research will serve as a valuable resource for HR practitioners and organizational leaders seeking to leverage training as a key component of their human resource development strategy.

## **Methodology**

This study adopts a qualitative research approach to thoroughly explore the training development strategies at PT BPR Tunas Jaya Graha. The choice of a qualitative method stems from its ability to delve deeply into the complex and nuanced experiences, perceptions, and attitudes of those involved in the organization's training programs (Halim, 2023; Murti, 2020). By focusing on the rich, contextual understanding of these processes, the research aims to uncover the factors that contribute to both the success and challenges of these training initiatives (Granado, 2019; Maheshwari & Vohra, 2018).

The research design is based on an exploratory case study framework, which is particularly well-suited for examining contemporary phenomena within their real-life context. This approach allows for an in-depth investigation into the specific training programs at PT BPR Tunas Jaya Graha, with an emphasis on the development, implementation, and outcomes of these initiatives. Data collection was carried out using a combination of qualitative methods to ensure a comprehensive and triangulated understanding of the training development strategies.

The primary data collection methods included in-depth interviews, observations, and document analysis. Semi-structured interviews were conducted with key stakeholders, including HR managers, training instructors, and employees who have participated in the programs. These interviews provided detailed narratives about their experiences, perceptions of the training's effectiveness, and insights into both the strengths and areas for improvement in the training programs. To gain a firsthand understanding of the training processes, direct observations of several training sessions were also conducted. These observations focused on aspects such as delivery methods, participant engagement, and the interaction between instructors and trainees, offering valuable insights into the real-time dynamics of the training environment. Additionally, a review of training materials including curricula, instructional guides, and feedback forms was undertaken to contextualize the findings from interviews and observations. This document analysis provided a deeper understanding of the content and structure of the training programs, and how they align with the organization's strategic goals.

The data collected were analyzed using thematic analysis, a method chosen for its effectiveness in identifying and interpreting patterns within qualitative data. The analysis process began with familiarization, where the researcher immersed themselves in the data by repeatedly reading interview transcripts, observation notes, and documents. This was followed by a systematic coding process, where significant statements and segments of data were identified and assigned to various themes related to the research questions. These codes were then grouped into broader themes, which were refined and adjusted to ensure they accurately reflected the data. The final themes were interpreted in relation to the research objectives, offering insights into the effectiveness of the training programs and the factors influencing their success or limitations.

To enhance the credibility and validity of the findings, data triangulation was employed by cross-verifying information from different sources interviews, observations, and document analysis. This approach helped to identify consistencies and discrepancies, providing a more comprehensive and reliable understanding of the training development strategies at PT BPR Tunas Jaya Graha. Throughout the research process, ethical considerations were rigorously observed. Informed consent was obtained from all participants, ensuring they were fully aware of the study's purpose and their role in it. Confidentiality and anonymity were strictly maintained, with all data securely stored and used solely for research purposes.

## **Result and Discussion**

### **Results**

The study underscores the pivotal role that a well-structured training development strategy plays in enhancing employee productivity. Essential elements for an effective training strategy include clear methodology, defined objectives, program quality, job relevance, skilled instructors, supportive facilities, active participation, and robust evaluation. The findings reveal that training methods must be congruent with both the content and the needs of the participants to maximize effectiveness. Interactive and practical approaches, such as hands-on exercises and simulations, were found to be particularly engaging and beneficial, fostering active learning and improved retention compared to traditional lecture-based methods (Barusman, 2019; Dixit & Sinha, 2020).

Moreover, the explicit communication of training goals and objectives emerged as a significant factor in enriching the training experience. Clearly articulated objectives enable participants to grasp the purpose and relevance of the training, thereby enhancing their motivation and engagement (Hartoyo & Efendy, 2017). This clarity also facilitates the measurement of training success against its intended outcomes. Another key finding is the necessity for regular updates and expansions of training programs. High-quality programs that are frequently reviewed and updated ensure that employees acquire the latest skills and knowledge needed to meet evolving job demands and technological advancements (Amertha et al., 2021; Fakhira & Darusman, 2022).

The study also highlights the importance of aligning training content with job roles. Training that is directly applicable to employees' job functions leads to more immediate and relevant improvements in their performance (Mitrea, 2021). Competent instructors were identified as crucial to program success; those with relevant expertise and experience delivered more impactful training by addressing participants' real-world challenges and providing practical solutions (Upadhyay, 2023). Adequate facilities and resources, including modern equipment and materials, were deemed essential for the smooth execution of training programs, supporting an effective learning environment (Kaushal & Singh, 2023).

Active employee participation was found to be vital for the success of training programs. Interactive sessions that encourage employees to contribute, ask questions, and collaborate with peers result in more effective learning outcomes (Setiadarma & Rahardjo, 2020). Continuous assessment of training needs, processes, and outcomes was also crucial for ensuring program effectiveness. Regular evaluations help pinpoint areas for improvement, measure the impact of training, and make necessary adjustments to enhance overall effectiveness (Barusman & Habiburrahman, 2022).

## **Discussion**

The study identifies several factors that support or hinder the effectiveness of training programs. Supporting factors include the presence of skilled instructors, adequate facilities, high levels of employee participation, alignment of training with job requirements, and strong management support. These elements collectively contribute to the successful implementation and impact of training programs, aligning with findings from previous research (Barusman, 2019; Kaushal & Singh, 2023). Conversely, inhibiting factors such as budget constraints, inadequate facilities, time constraints due to heavy workloads, and ineffective evaluation systems can negatively affect training quality and effectiveness (Mitrea, 2021).

The study offers new insights into the specific challenges faced by PT BPR Tunas Jaya Graha in implementing effective training programs. One notable challenge is the variation in skill levels and experiences among employees, which necessitates a more tailored and individualized approach to training (Dixit & Sinha, 2020). Additionally, external factors such as unexpected changes in business priorities can disrupt training schedules and impact participant attendance (Hartoyo & Efendy, 2017). These findings suggest that a flexible and adaptable training strategy is essential to address varying employee needs and respond to changing organizational contexts.

Overall, while PT BPR Tunas Jaya Graha has several effective training development strategies in place, addressing the identified inhibiting factors and adapting to new challenges will be crucial for further enhancing the impact of their training programs. The insights gained from this study can guide the refinement of training strategies to better meet employee needs and align with organizational goals (Amertha et al., 2021; Upadhyay, 2023).

## **Conclusion**

The research concludes that a well-developed training strategy can significantly enhance employee productivity at PT BPR Tunas Jaya Graha. However, to achieve optimal results, it is crucial to address the challenges of limited resources and time constraints. Effective evaluation and resource management are essential to continuously improve the quality of training programs. This study highlights the importance of aligning training content with job roles, ensuring active participation, and providing adequate support facilities. Future research should explore innovative training methods and technologies that can overcome the identified barriers and further enhance the effectiveness of employee training programs. By addressing these key areas, PT BPR Tunas Jaya Graha can foster a more skilled and productive workforce, ultimately contributing to the organization's overall success.

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