

**ANALYSIS OF TRAINING AND CAREER DEVELOPMENT PROGRAMS ON
EMPLOYEES OF PT GRAMEDIA ASRI MEDIA BRANCH WORLD EMERALD
BINTARO TANGERANG SELATAN**

Pusporini Palupi J., Rita Larassati
Pamulang University, South Tangerang, Indonesia
E-mail: pusporini.palupi09@gmail.com

Abstract: This study aims to determine the training held by PT Gramedia Asri Media World Emerald Bintaro, to determine career development at PT Gramedia Asri Media World Emerald Bintaro, to determine training in career development at PT Gramedia Asri Media World Emerald Bintaro. The research method used in this research is a qualitative method. The sampling technique used was non-probability sampling technique, namely purposive sampling. Data collection techniques using observation, interviews, documentation and triangulation. Data analysis techniques used data collection, data reduction, data presentation and conclusions. Based on the test results, the existing training in the company is deemed good enough and according to the standards, it's just that the training instructors feel boring and the materials used are just that because they haven't received new material from the head office. There is no career development in the company because the company uses a contract work system. Training in career development carried out by companies cannot guarantee that career development is held because the company wants to always update employees.

Keywords: *Training, Career Development*

1. Introduction

Currently, the business environment is growing and developing very dynamically, requiring management that can accommodate any changes that will occur effectively and efficiently. The survival and growth of a company is not only determined by the success in managing finances alone, but also by the success in managing the human resources of the company. Human resource management means that the company must be able to unify the perceptions or perspectives of employees and company leaders in order to achieve company goals.

One of the most common ways that companies integrate perceptions is through training. Training will provide opportunities for employees to develop skills and abilities at work so that what is known and mastered can help employees. Apart from training, it is important for employees to get career development at work. Career development is the result of the interaction between an employee's individual career and the company's career management process.

This study aims to analyze the Job Training Program (X) and Career Development (Y) for the employees of PT Gramedia Asri Media, World Emerald Bintaro branch. PT Gramedia Asri Media already has 177 bookstores throughout Indonesia. Along with the development of technology, books have begun to be displaced by online media or online book provider sites. Therefore, PT

Gramedia Asri Media is committed to improving services to consumers in order to remain competitive in this globalization era. Phenomenon in the field based on interview information from a staff in personnel, explained that the training conducted by the company for its employees is very lacking, even though training is needed to increase their insight into work. Likewise, the absence of career development in the company, which affects the quality of employee work. According to Hasibuan (2016: 80) "training is an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to the needs of the job or position through training". Based on the understanding described above, training is a systematic process of the organization to develop individual skills, abilities, knowledge or attitudes that can change employee behavior to achieve predetermined organizational goals.

According to Sentot Imam (2019: 73) "career development is the personal effort of an employee in realizing his career plan, this embodiment can be supported or not supported by the HR department". The absence of career development at PT Gramedia Asri Media, World Emerald Bintaro Branch affects the quality of employee work, even though career development is very much needed for the future of employees. Surely all employees want to get maximum work results, by occupying a better position. With career development, apart from being a tribute to the employees themselves, employees also feel that their work is appreciated by the company. Seeing the importance of job training and career development for employees, where companies will also benefit if employees participate in job training and have career development opportunities, this research will make job training and career development opportunities as the variables studied.

2. Research Method

This type of research is qualitative. According to Sugiyono (2017: 42), qualitative research is a study that examines the perspectives of participants with interactive and flexible strategies. Qualitative research is aimed at understanding social phenomena from the participant's point of view. Qualitative research data does not use the term population, but according to Spradey (2017) it is called a "social situation" which consists of three elements, namely: places, actors, and activities that interact synergistically. The population at Gramedia Emerald Bintaro is 64 employees. This social situation can be stated as an object of research that wants to be known and researched about "what happened" in it.

In order to obtain data, the researcher determined the source of the data on the interviewee. This is done by purposive sampling, which is a technique for determining research samples with certain considerations that aim to make the data obtained more representative. Sampling in this study was taken from several criteria, especially employees who have worked until now at least 4 to 5 years. The characteristics of the sample to be selected are based on the following: Male and female sex, having a minimum education of SMA / SMK, Position as a Store Associate, Cashier, Big Cashier, Data Entry, Administration SPV, and operational SPV Working period 4 - 5 years. The sample as the main informant amounted to 13 people, and the sample as triangulation or core employees amounted to 2 people.

Norman K. Denkin quoted by Mudjia Rahardjo (2012) defines triangulation as a combination of various methods used to study interrelated phenomena from different points of view and perspective. According to him, triangulation includes four things, namely: (1) method

triangulation, (2) inter-researcher triangulation (if the research is conducted in groups), (3) triangulation of data sources, and (4) theory triangulation.

Researchers also conducted in-depth interviews in general by means of question and answer. Then performed data analysis from interviews, data editor, data presentation, and drawing conclusions.

3. Results and Discussion

3.1. Analysis of Training Programs to Enable Employee Career Development

From the first discussion regarding the training provided so far, whether it is good enough, the researcher can conclude that the existing training at PT Gramedia World Emerald Bintaro is not good enough because it only uses the same material in every training. According to Randall (2015), a good training program is the provision of training with the right method and has clear reasons and objectives why the training needs to be done. The main purpose of holding the training is to eliminate deficiencies that cause employees to work below standard, both current deficiencies and anticipation of deficiencies that will occur in the future. Training is very important indeed to be given to employees at companies with constant or decreasing productivity levels. The training method needed by the company is direct work practice (on the job training), this system assigns direct employees the task of training employees. Therefore, the success of training really depends on the leader's ability to provide training for employees. The advantage of this method is that the training participants are able to be directly involved in daily operational work by practicing, while the disadvantage is that it is less effective, especially if the staff providing the training are less experienced. The number of trainings according to company procedures is twice a year. According to Jones & George (2017), training can be divided into two, namely training and development. In terms of the material provided, the training teaches technical and mechanical materials to support the smooth operation of the company, while the material development provided is usually theoretical and conceptual in forming ideas. Meanwhile, in terms of material coverage, training usually has material that has a special purpose and is related to current work, while the development of the material is to open horizons so that it broadens knowledge. In terms of timeframe, the training is short term and development is long term.

From the second discussion regarding the training instructor, the researcher can conclude that the training instructor is quite good and cooperative, it's just a bit boring. Instructors play an important role in advancing the abilities of employees who are given training.

From the third discussion regarding expected training, researchers can conclude that good training according to employees of PT Gramedia World Emerald Bintaro is training that is accompanied by material and practice and is also supported by experienced training instructors.

From the triangulation answers regarding whether the training provided is really needed by employees, the author can conclude that the training at PT Gramedia World Emerald Bintaro is indeed needed by employees. According to Simamora (2017), the benefits obtained from training are: increasing the quality and quantity of productivity, helping employees improve and develop their personality within the organization, and creating an attitude of loyalty and more profitable cooperation, both between the organization and employees, between leaders and employees, employees, and also among employees within the organization.

In the following, the authors conducted interviews with key informants and triangulated about the training provided by PT Gramedia World Emerald Bintaro to employees, the first discussion with questions *“How has the training been provided so far? Is that good enough”*,

Sultan (Store Associate) answered as follows:

“In my opinion, the training itself is not good enough because the training is just that, there is no new innovation”. (Sultan/05/03/2020).

Main Informant 1

This was also expressed by Fajri (Store Associate):

“In my opinion, this is not good enough because the presenter for the training was not good at explaining the material”. (Fajri/05/03/2020).

Main Informant 2

A similar statement was made by Riki (Store Associate):

“In my opinion, it's not good enough, maybe because of the atmosphere, the training is just there, not trying new things, so I think it should be looking for a new atmosphere”. (Riki/05/03/2020).

Main Informant 3

Then continued by Yuni as cashier who said that:

“I think the training here is not good enough because it is too passive and there are no other activities”. (Yuni/05/03/2020)

Main Informant 4

Then continued by Sekar (Store Associate) who stated:

“In my opinion, it is not optimal because the training is too monotonous”. (Sekar/05/03/2020).

Main Informant 5

Next Anang (Store Associate) says:

“In my opinion, at Kompas Gramedia, job training is not good enough, because it does not go through a direct training process, and training is only through material”. (Anang/05/03/2020).

Main Informant 6

Then Resfa as the cashier answered:

“I think it's not good enough because the training is just that”. (Resfa/05/03/2020).

Main Informant 7

Followed by Silvi as a Store Associate said:

“Not good enough because there is no new material”. (Silvi/05/03/2020).

Main Informant 8

Then Rika as the cashier answered:

“The training is not optimal because it only uses theory and uses monotonous material, it is better if training is done with practice”. (Rika/06/03/2020).

Main Informant 9

Followed by Naya as cashier who said:

“The training was not good enough because it only used materials and there were no other activities”. (Naya/06/03/2020).

Main Informant 10

Then Vinka as the Grand Cashier said:

“The training is not optimal because the training instructors only focus on explaining the material”. (Vinka/06/03/2020).

Main Informant 11

Followed by Yeni as Store Associate said:

“Not good enough, the material is just that and it is done continuously in the same room, try occasionally looking for a new place to make it more fun”. (Yeni/06/03/2020).

Main Informant 12

Followed again by Fandi as EDP replied:

“Training is not optimal because it is not accompanied by practice”. (Fandi/06/03/2020).

Main Informant 13

In the discussion about training at PT Gramedia World Emerald Bintaro, the main informants stated that the training was not optimal because it only used the same material in every training and there was no new material.

So, the researchers interviewed reliable sources at PT Gramedia World Emerald Bintaro, namely triangulation 1 and triangulation 2.

Mr. Rizky as Operational Supervisor gave the following statement:

“When viewed from the point of view of material delivery preparation, the training provided is quite good, in terms of delivery methods and supporting tools for presenting training materials. However, the material is only that, because no update has yet been obtained from the head office. Maybe that's why employees feel that the material they get is just like that”. (Rizky/25/3/2020).

Triangulation 1

Mrs. Lilis as the Administration Supervisor also gave the following statement:

“Actually, it is quite good and in accordance with applicable company standards. It's just that, the training that is carried out only uses material, so every employee is different in responding to the material presented. Maybe it should be done in practice so that it is balanced between the material provided and the practice carried out”. (Lilis/25/3/2020).

Triangulation 2

3.2.Employee Career Development at PT Gramedia World Emerald Bintaro

From the discussion about employee career development and guarantees in the career development of PT Gramedia World Emerald Bintaro employees, researcher can conclude that at PT Gramedia World Emerald Bintaro there is no career development and also no guarantee for career development. Even though career development is really needed by employees and is one of the main considerations. But if the employee wants to level up, the employee must re-apply for the desired position with the appropriate education. According to Flippo (2018), career development is a series of work activities that are separate but still complementary, sustainable and have meaning for employees' lives. From the employee's point of view, position is one of the most important things in a career. A higher position will have the impact of greater income, greater responsibility and better knowledge. From the discussion about the career development expectations of PT Gramedia World Emerald Bintaro employees, researcher can conclude that the career development of employees at PT Gramedia World Emerald Bintaro is to become permanent

employees. According to Mangkunegara (2016), permanent employees are employees who have an agreement or contract with the company or institution where they work for an unspecified period of time, which can be said to be permanent. Generally, employees with permanent status have more rights than employees with non-permanent status. Permanent employees are also said to be safe employees, meaning that they have received certainty about their work so they do not think about when the work contract will expire, be extended or not, so that employees remain only focused on their work.

From the discussion of career development prospects, researchers can conclude that at PT Gramedia World Emerald Bintaro, there is no career development, because the head office itself does not provide opportunities for employees to get career development. The Head Office reasoned that it wanted to always update employees. Whereas career development is good for companies to reduce employee turnover.

In the following, researchers conducted interviews with key informants about career development at PT Gramedia World Emerald Bintaro, the first discussion with the question “What do you think about career development in the company? Are there guarantees in career development?”

Sultan as Store Associate replied:

“Here, there is no career development even though it is actually important, there is no guarantee at all, so we only work as a Store Associate and only on a contract system.”. (Sultan/05/03/2020).

Main Informant 1

Then Fajri as Store Associate answered:

“For here, there is no career development because here it uses a contract system, here also there is no guarantee for career development”. (Fajri/05/03/2020).

Main Informant 2

Riki as Store Associate says:

“In this company, there is no career development. In fact, in my opinion, career development must be done, because it is very good, but there is not even here, there is also no guarantee for career development”. (Riki/05/03/2020).

Main Informant 3

Continued by Yuni as cashier said:

“Here, there is no career path, even though it is very much needed here and there is no guarantee for a career path”. (Yuni/05/03/2020).

Main Informant 4

Then Sekar as Store Associate replied:

“There is no career path and no guaranteed career path”. (Sekar/05/03/2020).

Main Informant 5

Continued by Anang as a Store Associate said:

“There is no career development because it is based on the labor law regulations that apply to the contract system, so we are just stuck here spending the contract period. Even if you want to work, your contract still ends”. (Anang/05/03/2020).

Main Informant 6

Then Resfa as the cashier answered:

“As for here, we don't have a career path. Because we follow a contract system and there are no guarantees for career development”. (Resfa/05/03/2020).

Main Informant 7

Continued by Silvi as a Store Associate said:

“There are no career paths in the company and no guarantees for career development”. (Silvi/05/03/2020).

Main Informant 8

Then Rika as the cashier, answered:

“There is no career development and no guarantees for career development”. (Rika/06/03/2020).

Main Informant 9

Continued by Naya as cashier said:

“There is no career development, because the company uses a contract system and there is no guarantee whatsoever in career development”. (Naya/06/03/2020).

Main Informant 10

Then Vinka as the Grand Cashier replied:

“Employee career development does not exist, even though it is very important for the employee's future. The company also makes no guarantees in career development”. (Vinka/06/03/2020).

Main Informant 11

Yeni as Store Associate said:

“There is no career development, if you want to be promoted you must have higher education and re-apply, there is no guarantee of career development from the company”. (Yeni/06/03/2020).

Main Informant 12

Then Fandi as EDP answered:

“There is no career development at the company and there is no guarantee of career development, it's just that when the contract ends, you can take a 3-month break and you can re-enter the same position with a new contract”. (Fandi/06/03/2020).

Main Informant 13

In the discussion regarding career development at PT Gramedia World Emerald Bintaro, the main informant stated that at PT Gramedia World Emerald Bintaro there is no career development and also no guarantee for career development. So, employees only work with a contract system, even though career development is needed by employees and is one of the main considerations.

Mr. Rizky as the Operations Supervisor gave the following statement:

“For our company, there is no career development prospect, because we are still using the contract work system, and even then, the contract is not sustainable. The reason is that our company always wants employee updates. So, there is no career development in this company.”. (Rizky/25/03/2020).

Triangulation 1

Mrs. Lilis as Administration Supervisor also stated:

“For Gramedia, there is no career development because the head office does not provide opportunities for employees to become permanent employees. The reason is because companies always want to find better employees than the previous ones. So that in the company's thinking, changing old employees to new ones will increase the quality of Gramedia store employees. If an employee wants to be promoted or leveled up, he must re-apply for the desired position by following company procedures and the appropriate education level”. (Lilis/25/03/2020).

Triangulation 2

3.3. Analysis of Strengths, Weaknesses, Opportunities, Threats (S.W.O.T)

SWOT is an acronym for Strengths, Weakness, Opportunities, and Threats from the company's external environment. According to Jogiyanto (2016), SWOT is used to assess the strengths and weaknesses of the company resources and the external opportunities and challenges that exist.

PT Gramedia Asri Media, World Emerald Bintaro branch, in achieving the long-term goal of becoming the largest, distributed and integrated retail company by providing market-oriented products, superior services, innovative, and ethical business behavior.

PT Gramedia Asri Media is the only company in the field of book printing and book sales in Indonesia and the fastest growing company in Indonesia. This is because PT Gramedia Asri Media always prints the latest books according to the needs of the world of education and society.

PT Gramedia Asri Media, World Emerald Bintaro branch, is one of the companies that gives high dedication in the world of science through books so that it has a high reputation and is made a permanent partner by schools, lecturers, and educational staff from the Ministry of Education and Culture. Below is the SWOT analysis obtained in this study.

The conclusion from the SWOT analysis of PT Gramedia Asri Media is related to the opportunities the company has, namely by expanding the network to small cities, holding promotions, improving services and holding more frequent book fair events. As for the weaknesses and threats that PT Gramedia Asri Media faces, the weaknesses that the company faces are not providing a comfortable reading place, book prices are relatively expensive, and imported book prices depend on the dollar exchange rate. The big threat is competing with technology that has a lot of information that can be accessed online so that many people are not interested in reading books anymore.

4. Conclusion and Suggestion

4.1. Conclusion

Training is an important means of developing superior human resources. Through training, companies will get important input in facing challenges in the era of competition, namely employees will have unique abilities and skills to complete the work they are carrying. The training at PT Gramedia Asri Media, World Emerald Bintaro branch, was deemed good enough and in accordance with company standards. It's just that the training instructor of this training is considered boring and the material used is fixed and there is no development. This is because they haven't received any new materials from the head office. If employees have special training instructors, perhaps employees will find the training very motivating their work to be carried out.

The head office should always update the materials to be used, even though they use the same material because if it is always updated and uses special instructors, the employees will feel that the training is very important.

Career development is an outcome or result that comes from the interaction between individual employee careers and career management processes that apply in the company. It's just that at PT Gramedia Asri Media, World Emerald Bintaro branch, there is no employee career development. According to I Komang (2018), career development is a personal improvement made by a person to achieve a career plan as well as an improvement by the HR department to achieve a work plan in accordance with the organizational path or level. Career development is very useful for companies so that the wheels of the company can run well because there is a job rotation that occurs in it besides that the company can reduce the number of employees resigns. For employees, career development can provide a very important welfare guarantee for employees.

4.2 Suggestion

- a. In increasing the skills and insights of training participants, it is better if training instructors can provide a participatory and innovative atmosphere so that participants are more motivated to participate in the training, so that more diverse methods are needed as well as more creative application.
- b. The frequency in training activities needs to be increased as it can increase knowledge, abilities and insights. Increase the number of training programs that are also supported by facilities and infrastructure in improving human resources.
- c. Companies should apply a career development system because a good career development system can improve employee performance.

Reference

- Bungin, B. (2017). *Metodologi Penelitian Kualitatif, Komunikasi, ekonomi & kebijakan publik serta Ilmu sosial lainnya*. Jakarta: Kencana.
- Tisnawati, Ernie dan Kurniawan Saefullah. (2019). *Pengantar Manajemen*. Prenadamedia Group.
- Hanafi, M. M. (2010). *Manajemen Keuangan*. Yogyakarta: BPFE.
- Hasibuan, H. (2019). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Herry. (2019). *Manajemen Sumber Daya Manusia*. Yogyakarta: Gava Media.
- Imam, S. dkk. (2019). *Pengantar Manajemen*. Depok: Rajawali Pers.
- Isniati dan Rizky Fajriansyah. (2019). *Manajemen Strategik: Intisari Konsep dan Teori*. Yogyakarta: Penerbit Andi.
- Kasmir, D. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta: Rajawali Pers.

- Kaswan. (2019). *Manajemen Sumber Daya Manusia Strategis: Konsep, Sejarah, Model, Strategi, dan Kontribusi SDM*. Yogyakarta: Penerbit Andi.
- Ganyang, MT. (2018). *Manajemen Sumber Daya Manusia Konsep dan Realita*. Bogor: In Media.
- Noor, J. (2015). *Analisis Data Penelitian Ekonomi & Manajemen*. Jakarta: PT Gramedia Widiasarana Indonesia (Grasindo).
- Priansa, D. (2019). *Pengembangan dan Pelatihan Sdm Perusahaan*. Bandung: Simbiosis Rekatama Media.
- Sinambela, L. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Siswanto, H. (2016). *Pengantar Manajemen*. Jakarta: Bumi Aksara.
- Syafiie, I. (2019). *Ilmu Manajemen*. Bandung: Pustaka Reka Cipta.
- Wibowo. (2017). *Manajemen Kinerja*. Depok: Rajawali Pers.