

# **Analysis Of Job Training at PT Patra Jasa**

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## **Abstract**

**This study was conducted at PT Patra Jasa, which aims to determine the work training program for PT Patra Jasa employees. The method used in this study is qualitative with data collection methods of observation, interviews, and documentation.**

**The purpose of this study was to determine the SOP for work training, to determine the work training process, to determine the obstacles and challenges faced by PT Patra Jasa.**

**The results obtained in this study state that in work training at PT Patra Jasa, the Standard Operating Procedure (SOP) has been well prepared and implemented to ensure the effectiveness, efficiency, and consistency of work training. The SOP includes various steps ranging from identification to evaluation of the effectiveness and impact of training. The training process at PT Patra Jasa goes through several stages such as identifying needs through data analysis, surveys, and interviews, training planning, implementing training, to evaluating the results. Identification of needs is carried out through data analysis, surveys, and interviews to determine the training needs of each division. However, job training faces obstacles and challenges such as difficulty in determining the implementation schedule due to the large number of training requests, limited facilities and budget, and less effective implementation if done online or not attended by employees because they cannot leave their jobs. To overcome these obstacles and challenges, a strategic approach is needed that involves careful planning, adequate resource allocation, and adjustment of training programs according to the specific needs and situations of the company.**

**Keyword:** *Job Training, SOPs, Training Challenges*

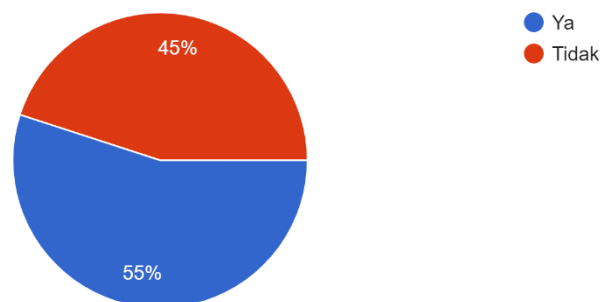
## 1. Introduction

Currently, the success of a company is determined by many factors, especially the human resources created in it will greatly affect the survival of the company (Lestari et al., 2023). In the era of globalization, companies are required to strive to maximize all their activities to make the company better. This phase of globalization makes every company in Indonesia experience very fierce competition, so companies must have efforts for their human resources in order to compete with other companies in order to maintain their companies. However, it is not uncommon to still find obstacles and challenges experienced by companies so that employees become less motivated and ignore how important job training is and instead consider training to be difficult. Please note that in fact, training is a very important thing for employees to do. Therefore, the company must be able to unite the perspectives of each employee to achieve a common goal, namely through job training carried out by the company. Job training is a process where individuals or groups within a company learn new skills, improve their competencies to improve their performance in the work environment, and can update their previously acquired knowledge to develop (Tamsuri, 2022). The existence of job training activities in companies is certainly something that we have heard familiarly both in the world of work in companies, institutions, agencies and organizations. Job training makes businesses able to grow because the presence of trained employees will keep up with the times with dynamic movements to improve their skills. Not only to improve quality, job training will certainly help employees see the work ethic of HR to hone themselves.

Based on Government Regulation No. 31 of 2006 which discusses the National Job Training System, job training or activities that we usually call training are a level of skills and expertise that is in accordance with the level and qualifications of a job that instills work competence, productivity, discipline, attitude, work ethic, improving and developing positions or jobs. In other words, job training is the process of providing knowledge and developing skills and work attitudes (professionals) so that employees become more qualified and able to do their work according to standards (Nurhayati & Atmaja, 2021). Therefore, it can be said that the holding of this training or training is a process in developing knowledge following the standards that the company has made previously so that it can be applied to its employees. This of course not only has an impact on the company but also so that employees can grow and develop into more qualified individuals or individuals.

Did you experience any problems during your work training?

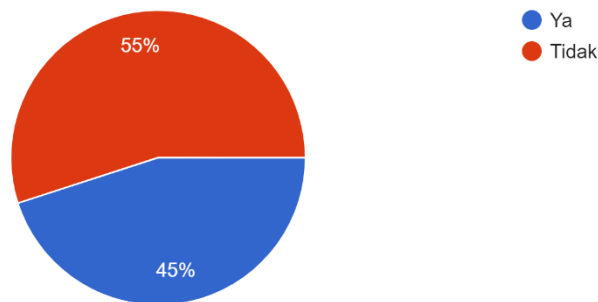
20 responses



**Figure 1.** Pre-Research Did you experience any problems during your job training?

Based on the diagram above, it can be seen that 45% stated that they did not experience obstacles when conducting job training, while 55% stated that they experienced obstacles.

Is the job training process at PT Patra Jasa going well and in accordance with your criteria?  
20 responses



**Figure 2.** Pre Research Is the job training process going well and in accordance with your criteria?

Based on the results of the diagram above, regarding the job training process and its conformity with the criteria, 45% answered that it had gone well and 55% of employees answered that it had not gone well.

One of the studies that discusses job training, namely research conducted by Gustiana et al. (2022) entitled "Training and Development of Human Resources" which was researched using qualitative methods and literature studies or library research, by reviewing books literature in accordance with the theory discussed. The novelty of the research conducted by researchers lies in the method used, namely qualitative research which was researched directly at the company PT Patra Jasa. The researcher will also explain the training procedures implemented by the company under study.

Therefore, based on the background of the problems and phenomena that have been described by the author above, job training at PT Patra Jasa is a very interesting topic to be researched by relating various factors that exist in the science of Human Resource Management. Therefore, the researcher is interested in analyzing more deeply about the "Job Training Analysis at PT Patra Jasa".

## 2. Literature Review

### 2.1 Human Resource Management Goals

According to Uraidi et al. (2023) Human Resources (HR) or human resource management has a role in managing employees. The following is the role of HR in managing employees:

1. HR Planning

HR is important in planning human resource needs because they must understand technological changes and identify the skills required by employees.

2. Training and Development

The primary role of human resource managers is to identify employee skill gaps and create training programs to improve digital skills. This job training is important so that companies can compete in the digital era.

3. Succession Planning

HR must ensure there is a good succession plan in place to replace employees who are unable to adapt to the change, including identifying and training potential replacements and ensuring a smooth transition.

#### 4. Employee Communication and Engagement

HR must maintain open communication with employees, inform the company's goals related to work in the digital era, explain the changes that will occur, and listen to employees' opinions and concerns.

## 2.2 Definition of Training

Training or coaching is a systematic process to improve competence, change behavior to support the achievement of company goals and has a long-term nature and the ultimate goal is that employees working in the company are expected to be able to improve their competence, both soft skills and hard skills, in order to achieve company goals (Suprapti, 2019). The following is training according to researchers:

- a. According to Safitri (2019), job training is very important for workers so that they can better master the work they carry out and as an effort to prepare workers to face work tasks that are considered not yet mastered and as an effort to improve employee performance. This step is taken to avoid the worst possibility in terms of work abilities and responsibilities, so that the workforce can complete tasks more effectively and efficiently.
- b. According to Mutholib (2019), training is an activity to improve employees' work abilities in understanding practical knowledge and its application in order to improve the skills, abilities and attitudes required by the company to achieve goals which are also adapted to the demands of the work that will be carried out by an employee.
- c. According to Hafid (2020), training is a form of education and training which in the process is structured systematically and organized with a process of planning, implementation and assessment with the aim of gaining knowledge or skills to become someone who is superior in their work, so that they can be more effective. and efficient in working and achieving company goals. Training is something at the beginning that employees must understand in order to develop a ready attitude and enthusiasm for work.

## 2.3 Training Objectives and Benefits

Job training certainly has significant goals and benefits for the company's operations and overall success. The following are the objectives and benefits of job training according to Lutfi (2024):

### a. Purpose

In general, job training aims to achieve three main things:

#### 1) Knowledge

Employees trained by the company are expected to acquire sufficient knowledge to carry out the tasks that will be assigned to them.

#### 2) Skill

New employees who have been trained are expected to be able to carry out tasks when placed in a predetermined process.

### 3) Attitude

After undergoing job training, new employees are expected to have interest and awareness of the work they will do.

#### b. Benefit

Effective job training brings significant benefits to employees and the company. For companies, this training produces an expert and skilled workforce, increases work efficiency, effectiveness, and productivity, reduces costs due to errors, and improves the quality of work output, sales, and profits. Managers also benefit by having skilled employees, being able to delegate more tasks, apart from handling the little things, ensuring the smooth running of tasks, and supporting career advancement. Meanwhile, employees gain new knowledge and skills, increase confidence and job satisfaction, reduce study time, and understand the work and work culture in the company.

## 2.4 SOP (Standard Operating Procedure) Training

SOP or standard operating procedures are included as a reference and guideline for a company in carrying out all activities within the company, especially job training. A job training activity will be said to be successful and successful if the activity is carried out in accordance with the company's existing standard operating procedures. SOP is the main goal as a guide to simplify the entire work process in a company. SOP is a standard, way of working, or standardization in carrying out all activities within the company. Apart from that, SOP is one of the main references regarding steps or stages that are related to applicable activities which are work activities in a company (Sagala & Harahap, 2022).

Developing SOPs for employee training is also very important to make the company have standards for running and evaluating the success of training programs. According to Adithia (2023) there are several procedures in employee training programs which are important components for the sustainability and success of company training. Training SOPs are very important for several reasons:

- a. Quality assurance throughout the organization  
SOPs ensure that the training provided to all employees is high quality and consistent. Companies can ensure that every worker has the same knowledge and skills to achieve the desired goals by having clear and structured procedures.
- b. Reduce time spent on administrative task  
With training SOPs, administrative work such as arranging training materials, scheduling and monitoring employee progress will be well structured. The steps outlined will help reduce the time and effort required to restructure each training session or resolve any errors that may arise. As a result, management can focus more on strategic planning and evaluate training results more efficiently.
- c. Saving time and money in the face of a crisis  
SOPs can serve as valuable guidance in dealing with crisis or emergency situations. By having established procedures, companies can respond to problems quickly and effectively, reducing the risk of loss and minimizing negative impacts on

productivity and operations. In addition, appropriate training can also prepare employees to face emergency situations more readily and skillfully.

## **2.5 Job Training Process**

After determining the type of training required to achieve competitive advantage, it is important to select a training model that is able to effectively apply, improve and refine employee knowledge, skills and attitudes. According to Tunggul (2021) the steps that need to be taken are as follows:

a. Planning stage

This phase begins by setting the most important training objectives. This involves creating a curriculum that covers what employees need to learn and a training needs analysis. Moral aspects of work must also be considered.

b. Training design process

The second step involves creating a supportive training environment because the training process depends on the interaction between the individual and the environment.

c. Evaluation process

The planned training evaluation process is an activity that evaluates the effectiveness of training implementation, not an assessment of participant performance. During training, assessments are carried out to change, improve and improve performance after training.

## **2.6 Training Indicators**

According to Wahyuningsih (2019) there are 5 indicators used in training, namely:

a. Training objectives

The training objectives must be realistic and can be conveyed in such a way that the training is carried out to develop work skills so that participants can increase awareness of the work that must be done by the participants.

b. Material

In the form of work management, essays, work correspondence, work psychology, work discipline and ethics, and work reporting, teaching materials can be used.

c. Methods used

In training, the method used is a teaching method with a participatory approach such as group discussions, seminars, exercises, practices (demonstrations) and games, educational events, tests, group work visits and studies (comparative studies).

d. Participant qualifications

Participants are employees who have passed the qualification requirements, such as permanent employees and employees with recommendations from leaders.

e. Trainer qualifications

Trainers/trainers to participants must meet the qualification requirements such as: having skills related to training materials, being able to generate inspiration and motivation in participants and using participatory methods.

## 2.7 Training Obstacles and Challenges

According to Toto (2021) in implementing training and education, there are several obstacles that can disrupt the training process. These obstacles include:

a. Personnel/Employee Capabilities

The issue of personnel or employee performance is the main concern. This includes the extent to which administrators, managers, employees, and team members understand and are able to carry out their duties well.

b. Technological Changes

Changes in technology and systems are inevitable. Therefore, companies need to conduct reviews and developments in the use of new technologies, while improving employees' ability to cope with such changes. Changes in work systems and other systems in the company can have an impact on the interaction between the old system and the new one.

c. Material

The importance of ensuring that the material delivered in training and education is in accordance with the needs of human resources. The material must be delivered in a way that can be understood by the training and education participants.

d. Instructor

The role of instructors is also very important in the implementation of training and education. A competent instructor will help the trainees to understand the material presented better.

e. Approach

This approach includes the techniques used by instructors to communicate material to participants. Various approaches can be used by instructors in delivering their material to participants.

## 3. Material and Method

### 3.1 Design Study

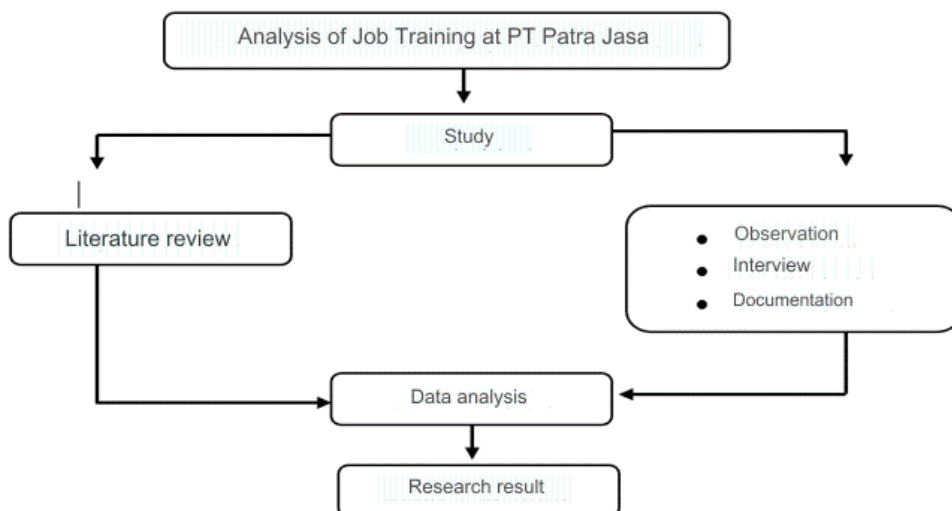


Figure 3. Research Design Scheme

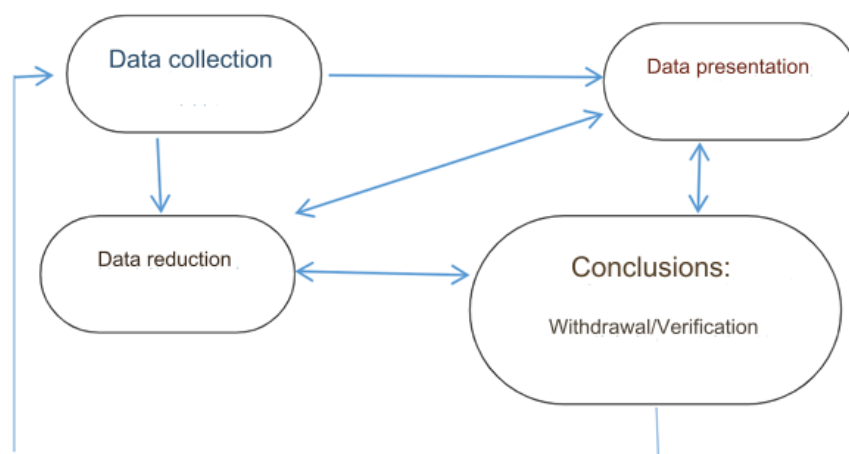
The method used in this research is qualitative research using a case study design. Qualitative research is research that uses an inductive thinking process to achieve an understanding of reality so that the researcher is involved in the situation and setting of the phenomena studied in this research and the researcher must always focus on the reality or events in the context being studied (Adlini et al., 2022). In qualitative research, researchers conduct research objectively on the subjective reality being studied. In this research, subjectivity applies to the reality studied from the researcher's perspective. In-depth interviews, participant observation, document analysis, narrative analysis, and phenomenological analysis are some of the data collection techniques generally used in qualitative research, which focuses more on quality than quantity.

According to Uraidi et al. (2023) case studies are important for researchers to determine problems, conduct research, and persuade. Therefore, one important aspect of the case study method is that it involves collaborative discussion about the problem at hand. This is done so that researchers can identify what they know and what they need to know to understand the case and define the problem to investigate.

### 3.2 Data Analysis

Data analysis techniques in qualitative research are the most important part in carrying out steps to analyze the data that has been obtained. According to Octaviani & Sutriani (2019) data analysis is the process of organizing and grouping data to identify existing patterns or themes, with the aim of understanding their meaning. Through data analysis, efforts are made to group and classify data so that it can be organized into relevant themes, patterns or categories. Without organizing data, research, theses, articles or other scientific works will face problems. From the arrangement of the data, various interpretations or interpretations will be generated to provide meaning to the analysis, explain patterns or categories that have been identified, and explain the relationships between related concepts.

Researchers as writers will use data analysis techniques carried out interactively in accordance with data analysis methods in the field including the process of data collection, data reduction, data presentation and drawing conclusions. The process of interactive qualitative data analysis will be described as follows:



**Figure 4.** The process of analyzing qualitative research data



The steps in carrying out data analysis are as follows:

a. Data Collection

According to Fadli (2021) data collection in qualitative research is an important aspect that requires special attention, because the quality of research is very dependent on the quality and completeness of the data obtained. To validate the conclusions that have been made, the researcher returns to the field, repeating the questions with different methods and sources, but with the same goal. This is done so that the conclusions that have been produced can be trusted with a high level of credibility. By carrying out this step, data collection is considered complete after further validation is carried out.

b. Data Reduction

Data reduction is the process of summarizing data, organizing it into certain concepts, categories and themes, the results of data reduction are then processed in such a way as to provide a more complete and complete picture Rijali (2019). Researchers will summarize data regarding job training as well as processes and obstacles that exist at PT Patra Jasa. Data reduction is very important for researchers to facilitate the presentation and confirmation of research results so that they can proceed to data analysis at the next stage.

c. Data Presentation

The next stage carried out after data reduction is the presentation of data in the form of descriptions, relationships between categories, charts, and the like. The aim of presenting data is to simplify and facilitate understanding of what is happening and the theories formed in this context are inductive, which means they are discovered based on data obtained from the field and continuously tested through continuous data collection (Fadli, 2021). In this research, the researcher will present data according to data sources that have been obtained through observation, documentation, and also the results of interviews which are real data from the researcher's findings.

d. Drawing Conclusion

This conclusion is the final result of all the data that has been analyzed and then packaged into one unit. This activity aims to explore the meaning of the data that has been collected by looking for relationships, similarities and differences. The process of drawing conclusions is carried out by comparing the suitability of the subject's statement with the meaning in the field of the job training program while working at PT Patra Jasa.

#### **4. Result and Discussion**

Researchers conducted research by conducting interviews with informants who understand job training at PT Patra Jasa. The following are details of the participants interviewed by the researcher:

**Table 1.** Participant Data

<b>Number</b>	<b>Name</b>	<b>Age</b>	<b>Gender</b>	<b>Length of Work</b>	<b>Division</b>
1	Participant A	44 years	Male	2 years	Learning & Development
2	Participant B	42 years	Male	3 years	Learning & Development
3	Participant C	43 years	Male	1 year	Learning & Development
4	Participant D	22 years	Female	9 years	Learning & Development
5	Participant E	45 years	Female	6 years	Learning & Development

The existence of job training at PT Patra Jasa also aims to improve the overall performance of the organization, increase loyalty and work motivation, as well as help determine future training needs.

**a. Standard Operating Procedures (SOP) for Job Training**

Based on the results of interviews conducted by researchers, the existence of Standard Operating Procedures (SOP) regarding job training implemented at PT Patra Jasa is certainly very much needed and is based on several important reasons to ensure the effectiveness, efficiency, and consistency of training. PT Patra Jasa aims to create a comprehensive and effective job training SOP, which not only meets the company's operational needs but also supports employee development and welfare.

Job training SOPs include various main stages: identification of competency standards by the relevant function which are then submitted to the HC function, review of competency standards at least once a year by the HC function, creation of a worker competency matrix according to predetermined standards, training if competency does not meet the standards, needs analysis training (TNA) by the HC function, recommendation of personnel for training by the HSSE function with the approval of the relevant director, provision of annual training information by the HC function, documentation of training results, evaluation of the effectiveness of training in improving HR competency and awareness of the K3 system, evaluation of the impact of training on performance, supervision of evaluation of training effectiveness by the HC function, periodic reviews for opportunities to improve HR management, and documentation of all training records by the HC function.

According to Sagala & Harahap (2022) regarding SOPs, SOPs are standards, ways of working, or standardization in carrying out all activities within the company. SOP is one of the main references regarding steps or stages that are related to applicable activities which are work activities in a company. Based on the data analysis above, the SOP steps implemented at PT Patra Jasa are in accordance with this theory because SOP standards are provided clearly and it is

ensured that all steps in job training are carried out in a standardized and efficient manner. SOPs are also very important guidelines for company operations.

According to Arief et al. (2022) "Standard Operating Procedures are also defined as a written standard that is used to encourage and mobilize a group to achieve organizational goals". The quote states that SOPs are written standards used to encourage and mobilize groups in achieving organizational goals. Standard Operating Procedures (SOP) for job training at PT Patra Jasa have been designed with detailed and systematic steps, covering all important aspects from planning to evaluation which are in accordance with this theory.

When associated with theory, the SOP at PT Patra Jasa is good and in accordance with existing standards. A good job training SOP is the foundation for the job training process to be carried out well. However, during the training process, several obstacles were still found that became challenges in implementing the SOP. This makes the SOP must always be identified and addressed through periodic reviews, improving facilities and resources, and strengthening the evaluation system. The SOP must also be updated along with the development of technology and new training methods. Thus, the SOP can continue to be relevant and effective in supporting job training to achieve company goals.

#### **b. Job Training Process**

This training process is a concept that is closely related to SOP but has significant differences in its application and purpose. The training process at PT Patra Jasa refers to a series of activities carried out to develop employee skills, knowledge and competencies which cover all stages from the identification process to evaluation of training results. In carrying out the job training process at PT Patra Jasa, there are several things to pay attention to to ensure the training runs well and effectively:

- 1) Identification of Training Needs: Collect data through surveys, interviews and performance evaluations to analyze training needs from all divisions.
- 2) Training Planning: Make a list of participants, determine the schedule, materials, duration, location, budget, facilities, and contact vendors who will help with preparations.
- 3) Training Implementation: Invite employees, confirm facilities with vendors, and implement training by starting from the participant attendance list.
- 4) Training Evaluation: Measuring the effectiveness of the training program through filling out forms and post-training tests, providing feedback, and recording results and recommendations for annual evaluation.

The training carried out includes ethics training, In House Training, FMS training, and International Women's Day workshops, with the benefit of increasing integrity, professional competence, performance, and an inclusive work environment.

If an analysis is carried out regarding the process of job training that has been presented according to Tunggul (2021) which states that the job training process includes the planning stage, the training design process, and the evaluation process. The training process at PT Patra Jasa is relevant to the concepts explained by the theory, including comprehensive planning, design and evaluation steps. Each phase, from identification of training needs to evaluation and feedback, is carried out systematically to ensure training effectiveness and efficiency. The main focus is on developing employee skills, knowledge and competencies, taking into account important aspects such as schedules, materials, facilities and instructors. Evaluation after training is used to provide feedback and continue to improve the training program so that it remains relevant to the needs of employees and the company.

According to Othayman et al. (2020) "trainers have the opportunity to consider how they can play a more significant role in supporting delivery as part of the organization's training and development plan". The quote states that trainers have the opportunity to play a more significant role in supporting the delivery of part of the organization's training and development plan. The training process at PT Patra Jasa is in line with this theory because it includes activities from identifying needs to evaluating training results, aimed at improving employee skills, knowledge, and competencies. The steps include identifying needs through Training Need Analysis (TNA), comprehensive planning by considering various important indicators, implementation involving coordination with vendors, and evaluation to measure effectiveness and provide feedback.

### **c. Obstacles and Challenges of Job Training**

Of course, job training carried out at PT Patra Jasa is often faced with various obstacles and challenges that can affect its effectiveness and success. The following are several obstacles and challenges that usually occur at PT Patra Jasa:

#### **1) Implementation Schedule**

Determining the schedule is a challenge if the training being conducted has many training requests. The training schedule sometimes changes due to various factors such as changes in location or training room, as well as changes that occur because employees cannot attend the training. Several times the training schedule is also held on Saturdays where it is carried out outside of employee working days and takes up holidays to gather with family.

#### **2) Facilities**

If training is being conducted, there will be a prior determination regarding the implementation schedule, sometimes the required room is not available on the schedule which will certainly hinder the training process. The room that is not available is usually because the room has already been used as a meeting location. In selecting instructors or trainers, it is also a challenge for the company because they must try to get competent instructors who have experience and are experts in their fields.

### 3) Budget

In managing the budget to implement this training, it is a challenge for PT Patra Jasa because they must be able to divide the budget well from the many trainings implemented. Basically, quality training will cost quite a lot of money because in terms of facilities, instructors, technology, and materials it will be better. For example, training is carried out online to adjust the training budget because if it is carried out offline it will cost a larger budget because it considers the facilities and also the training instructors. Delays in budget disbursement also hamper training planning. However, in overcoming these obstacles and challenges, PT Patra Jasa requires good planning, routine evaluation, and effective communication between all parties involved.

### 4) Training Participants

On the day of implementation, sometimes there are employees who cannot attend the scheduled training because they cannot leave their work which is considered more important. In the implementation of training, it is also often carried out online, which according to employees is still less effective if done online. When training is carried out online, employees feel sleepy and bored compared to offline. There are still employees who feel that the training is not in accordance with the training being carried out. The implementation of training is certainly attended by employees from various different backgrounds ranging from education, skills, and experience that require different training approaches. It is not uncommon to find different evaluation and assessment results when the training is completed.

If an overall analysis is carried out according to Rosmayati (2023), it is stated that several obstacles are faced in developing human resources (HR) in organizations, including limited funding for HRD programs such as seminars, training, assessments, etc., a lack of quality top and middle level management teams, working conditions that are inadequate for organizational effectiveness, as well as a lack of communication between administrators, committees and members. Apart from that, the lack of training infrastructure such as appropriate policies, appropriate placement of employees after training, and adequate training materials are also problems that need to be addressed to improve organizational performance.

The results of the above theoretical identification are in line with the overall discussion of the obstacles and challenges at PT Patra Jasa because it experiences various obstacles in implementing training, including unstable scheduling problems, limited facilities, budget delays, and lack of employee participation. Uncertainty of schedules and training on holidays disrupt work effectiveness. Training room facilities that are sometimes not available and challenges in getting quality instructors are obstacles in implementing training.

According to Mussie et al. (2021) "A total of 44.4% of our participants received on-the-job training on DR-TB, which they perceived as inadequate." In these findings, things were inadequate, such as facilities, information, and also a lack of human resources. The obstacles and challenges that occur at PT Patra Jasa are in line with this theory which emphasizes the importance of adequate facilities, careful planning and training approaches that suit the needs of participants. To overcome this problem, PT Patra Jasa needs to improve planning, strengthen communication, and carry out regular evaluations to ensure the training provided is effective and in line with employee needs. This includes the availability of adequate facilities, sufficient budget allocation, as well as the delivery of relevant and interesting material for training participants.

If synthesized to overcome these constraints and challenges, a strategic approach is needed that involves careful planning, adequate resource allocation, and adjustment of training programs according to the specific needs and situations of the company. In addition, involving employees in the planning process can increase training participation and effectiveness.

## **5. Conclusion, Implication, and Recommendation**

### **5.1 Conclusion**

Based on data processing, analysis, data, and data descriptions that have been described in the discussion, this research can be concluded as follows:

- a. Standard Operating Procedures (SOP) at PT Patra Jasa have been well-structured starting from standard identification to periodic reviews and documentation. However, during the training process, several obstacles were still found that became challenges in implementing SOPs. This makes SOPs must always be identified through periodic reviews. Thus, SOPs can continue to be relevant and effective in supporting job training to achieve company goals.
- b. The training process at PT Patra Jasa goes through a series of stages starting from identifying training needs, planning, implementation, to evaluating results. Identification of needs is carried out through data analysis, surveys, and interviews to determine the training needs of each division.
- c. Job training at PT Patra Jasa includes various obstacles and challenges such as changes in training schedules, limited facilities, budget allocation, and implementation of training that is sometimes not attended by participants because they cannot leave their jobs. To overcome these obstacles and challenges, a strategic approach is needed that involves careful planning, adequate resource allocation, and adjustment of training programs according to the specific needs and situations of the company.

### **5.2 Implication**

Based on the results of this study, it can be seen that the SOP for job training at PT Patra Jasa has been designed in detail and structured in accordance with related theories. In addition, the job training process is not only to meet the company's operational needs but also

to support employee development, increase efficiency and productivity, and ensure long-term success.

However, there are still several obstacles and challenges such as difficulties in determining training schedules, limited facilities, challenges in distributing training budgets, and implementation of training that still encounters obstacles and challenges. To overcome these obstacles and challenges, a strategic approach is needed that involves careful planning, proper budget allocation, and adjustment of training programs according to company needs, as well as involving employees in the planning process to increase participation and effectiveness of training. In addition, there are suggestions and recommendations from participants who state "record every training schedule and activity to minimize errors", "conduct two-way communication so that information in determining the schedule is clearer", "always confirm in advance with employees regarding the job training that will be carried out". This explains that participants have suggestions and input in overcoming obstacles and challenges in job training at PT Patra Jasa. In addition, participants also felt that the effectiveness of this training was very important to support employee performance in the future and could also help the company achieve its goals..

### **5.3 Recommendation**

Based on the conclusions, implications, and limitations of the above research, the researcher provides several recommendations that are expected to be material for suggestions and inputs that are useful for future researchers as follows:

- a. For further researchers who will conduct similar research, they can conduct comparative studies between various companies in order to provide a more comprehensive understanding of job training. By comparing approaches between companies, research can find similarities and differences, and identify the best training that can be applied by other companies.
- b. For future researchers, it is expected that they can conduct research by adding a quantitative approach and adding other variables that are considered to have a significant influence on the dependent variable and can explain the dependent variable.
- c. For further researchers who want to conduct similar research, they can add related evaluations of job training assessments and data that have been carried out so that the results of the research obtained are better and more accurate. In addition, further researchers are expected to add more sources and other theories that are not included in this study so that the results can be used as comparisons and become innovations.
- d. For companies to always develop a sustainable evaluation system and update training SOPs periodically in order to minimize obstacles and challenges that occur. Thus, training will have a more positive impact on employee competency development and the achievement of company goals.

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