



TRAINING ANALYSIS IN IMPROVING EMPLOYEE COMPETENCY AT PT VANAYA CENDEKIA SOUTH JAKARTA

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Abstract

This research aims to learn about analytical Training influencing employee competence at PT. Vanaya Scholar South Jakarta. The research method used is a qualitative type of research using a sampling technique, namely purposive sampling. This research uses SWOT analysis techniques, observation and direct interviews with key informants and informants. The results of this research indicate that employees at PT routinely carry out Training. Vanaya Scholar South Jakarta has had both positive and negative Training. Positive Training is routinely carried out on a predetermined schedule for each employee. The negative Training that is available is that much of it has yet to be implemented during operations, and the manager's role is to supervise employees. If there are employees who work without using SOP procedures and MUI Halal procedures, they will be subject to sanctions. The sanctions given to employees trigger employees to be more responsible and work using SOP and MUI Halal procedures. The factor that influences Training on employee competency is the need for rewards and recognition for employees. Efforts to increase employee competency are successful, and they involve regular Training so that they can do all the work as expected by the company without feeling that the work is a burden to them, which increases the company's turnover. The company can provide employee welfare.

Keywords: Training, Competency and Employees

INTRODUCTION

Human resources are the main factor in an organization. The form and purpose assist the organization in realizing its vision and mission. Therefore, to realize the vision and mission of the organization, superior human resources are essential in achieving organizational or company goals. With the increasing development of the restaurant world in Indonesia, the role played by companies operating in the fast-food restaurant sector is essential to society's needs. In the development of globalization, many companies are required to maximize employee competence. Companies must be able to analyze factors that can influence employee competence. In overcoming this problem, human resources (HR) are the most essential thing whose development must be paid attention to because having good and professional human resources will help maximize company performance.

According to Ading Sunarto (2020), the reward system is another critical aspect in developing human resources for innovation. The right reward system provides a solid force to strengthen commitment, direct employee professional growth, and shape the company culture to be more innovative. The HR department should look at existing reward mechanisms and ask whether they are doing the right things to develop employees and organizational culture. It should include compensation strategies, performance management tools, and other targeted recognition and reward programs.

According to Rivai (2015:1), human resource management is one area of general management that includes planning, organizing, implementing and controlling. With good human resources, the resulting performance will affect the company's progress; if not, it will hinder its progress.

PT. Vanaya Scholar South Jakarta was founded in 2009 and is under the auspices of Usaha Jaya Mas Bhakti, who is owned by a businessman named Edi Amin, who has approximately 18 branches. PT. Vanaya Scholar South Jakarta itself is a fast food restaurant that provides ready-to-eat products which are currently popular with the public with the inherent taste of Indonesian spices, and the location is designed with a modern design complete with yellow wall paint due to the company's symbol. PT. Vanaya Pakar makes every effort to provide service, comfort and friendliness to customers.

PT. Vanaya Scholar has 18 branches, namely Rest Area Merak Jakarta KM45, Ciputra Mall, Rest Area Cibubur Square KM10, Koja Trade Mall, Sunter Mall, Mega Bekasi Hypermall, Rest Area Jakarta-Merak KM68A, Rest Area Jakarta-Merak KM68B, Giant Cilegon, ITC Cempaka Mas, Tip Top Ciputat, PIK, Citra Raya, Tip Top Depok, Bangka Trade Center, Koja Ruko, Tip Top Tambun, Senen, Rest Area Merak Jakarta KM45. The first restaurant at Brooster Chicken opened at the Merak Jakarta Rest Area KM45. Currently, PT owns more than 50 products. Of course, Vanaya Scholar's main product is chicken, a very best seller; not only is the chicken product a people's favourite, but its burgers are also a product that PT customers often buy. Vanaya Scholar. This company is releasing a new product called the Asian Chicken package, which is chicken covered in bon chilli sauce. This new product is also quite popular with spicy lovers.

A phenomenon that occurs in companies is employee job training in tests, which are held once a month. Test results are significant for improving employee competency. It can be demonstrated in completing daily tasks like service and product quality. PT. Vanaya Scholar's Ciputat South Tangerang branch has a turnover target set by the company; the importance of regular Training in improving employee competency so that employees can become quality employees and carry out their work through the procedures implemented and comfort the employees themselves.

Along with the variety of restaurant businesses that exist today, Creating competition in the restaurant business competes fiercely to attract several customers who are the target market for each company. With the increasing development of business, it is getting tighter. Fast food restaurants compete with each other on strategies to grow and develop their business and maintain their presence in the eyes of customers, either with similar competitors (fellow fast food restaurants) such as McDonald's, A&W, Pizza Hut, KFC or even with companies that provide substitute products from restaurants. Fast food (fast food). Apart from that, customers' trust in this business also depends on the service provided by each restaurant. The services provided certainly impact employee competence due to the Training provided by the company.

Meanwhile, the desired things differed from what was expected during the Training. Many employees needed to understand what was explained during the Training, which made employees work during operations that did not comply with standard SOP procedures. There were even employees who

already understood the SOP and verification. Still, when work is carried out differently than the SOP because employees follow the SOP procedures stated and verified per section, it will increase the length of service and shorten the time. Employees need more concern for standard SOP procedures and routine Training to stay active when it is time for Training.

According to Rivai and Sagala (2011:212), Training systematically changes employee behaviour to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job. Training is also a learning effort organized by government and non-governmental organizations or companies to meet organizational needs and achieve organizational goals.

The definition put forward by Sudjana (2010: 11) is that Training is a learning effort organized by an organization (government agency, non-governmental organization, company) to meet needs or to achieve organizational goals, so Training can be interpreted as an educational activity to improve the behaviour of participants. Current Training to better behaviour as desired by the organization.

Training as part of education contains a learning process to acquire and improve skills, takes a relatively short time and methods that prioritize practice over theory. This definition illustrates that Training is designed to develop human resources through identification, assessment and planned learning processes.

Table 1 PT Vanaya Scholar employee training data for 2022

No	Bulan	Materi	Pelatihan Diikuti	Quantity	Jumlah peserta
1.	January	Verification section	Employee	4 (four)	5(five)
		<i>Dining</i>	<i>section</i>	once a month	employee
		discussion	<i>dining</i>	hold Training	
		regarding service		per section	
		given to		4 (four)	
		customers			
2.	February	Verify section	Employee	4 (four)	5 (five)
		discussion cashier	sections	once a month	employee
		about speed or	cashier	hold Training	
		service taking		per section	
				4 (four)	
3.	March	Kitchen verification	Employee	4 (four)	5 (five)
		(product quality)	sections	once a month	employee
			kitchen	hold Training	
				per section	
				4 (four)	

No	Bulan	Materi	Pelatihan Diikuti	Quantity	Jumlah peserta
4.	April	Prep verification	Employee	4 (four)	5 (five)
		discussion	section prep	once a month	employee
		About		hold Training	
		chicken slaughtering		4 (four)	
		by SOP			
5.	May	Efforts to improve	<i>Manager,</i>	1 (one)	3 (three)
		turnover to achieve	listen	once a month	manager
		targets and	<i>manager,</i>		branch
		understand the obstacles	<i>leader listen</i>		Ciputat
		when operational	<i>manager</i>		
6	June	Launch of new Asean chicken package products and discussion regarding new product promotions	<i>All employees and all managers Ciputat branch</i>	Once every 2 (two) months	23 employees
7.	July	Collaborative Training between Brooaster Chicken and Shopee Pay	<i>Cashier dan manager</i>	Once every 1 (one) year	8 (eight) employees
8.	August	Training regarding knowledge of MUI Halal SOP	<i>All Employees</i>	Once every 1 (one) year	20 employees
9.	September	Training regarding knowledge of MUI Halal SOP	<i>All Branch Manager Ciputat</i>	Once every 1 year	3(three) manager
10.	October	Training to launch a new drink, namely the cappuccino float	<i>Employee section cashier, manager</i>	Once every 6 (six) months	8 (eight) employee
11.	November	Training programs new computer	<i>Employee section cashier, manager</i>	Once every 4 (four) years	8 (eight) employee

No	Bulan	Materi	Pelatihan Diikuti	Quantity	Jumlah peserta
12.	December	Collaborative Training between Brooaster Chicken and Telkomsel via SMS	<i>Employee section cashier, dan manager</i>	Once every 4 (four) years	8 (eight) employee

Source: PT. Vanaya Cendekia Tahun 2023

The data above is PT training data. Vanaya Scholar, where every 4 (four) months, always holds training or training per section to re-sharpen employee knowledge through verification. In its operations, employees are divided into 4 (four) sections, namely, dining is responsible for cleaning the front of the room and serving customers, the cashier is responsible for serving customer transactions, the kitchen is responsible for cooking according to customer orders, prep is responsible for cutting chicken and cooking rice. Of the 4 (four) sections, each has verification, which contains procedures per section that employees must master.

Table 2 Competency data from PT primary test results Vanaya Scholar of 2022

No	Nama	Section	Hasil Test												Jml	Rata-Rata	Ket
			1	2	3	4	5	6	7	8	9	10	11	12			
1	Arif Yuliyono	<i>Prep</i>	70	80	75	71	75	70	82	60	60	75	85	76	879	73,25	B
2	Desi Rahayu	<i>Cashier</i>	90	90	91	80	70	83	70	75	94	75	80	90	988	82,33	A
3	Didit Darmansyah	<i>Dinning</i>	60	65	70	77	90	100	70	90	96	80	88	80	966	80,5	B
4	Erik Agus Wibowo	<i>Kitchen</i>	80	70	60	65	70	80	71	73	82	60	60	94	865	72	B
5	Fitriani	<i>Dinning</i>	60	83	88	70	74	61	65	88	70	90	93	90	932	77,69	B
6	Irfan Putra	<i>Prep</i>	60	70	66	71	71	75	90	100	70	90	80	81	940	78,33	B
7	Ilham	<i>Kitchen</i>	71	80	90	75	75	60	96	60	67	71	77	78	900	75	B
8	Iqbal Faturrohman	<i>Kitchen</i>	69	60	60	90	90	80	81	70	72	73	77	80	902	75,16	B
9	Kusaelin	<i>Cashier</i>	74	85	96	70	87	80	80	60	100	90	97	92	1.011	84,25	A
10	M Reza Pahlepi	<i>Dinning</i>	68	60	79	80	81	90	60	70	70	70	82	82	892	74,33	B
11	Nabila	<i>Cashier</i>	83	70	70	60	60	60	64	80	75	75	81	60	778	64,83	C
12	Nira	<i>Dinning</i>	65	76	67	88	69	90	70	89	71	90	72	93	940	78,33	B
13	Nur Afifah	<i>Cashier</i>	91	63	84	91	90	65	65	65	70	73	80	80	917	76,41	B
14	Putri Laduni	<i>Dinning</i>	74	70	75	66	81	81	81	76	67	82	77	70	900	75	B
15	Rakha EkaS	<i>Prep</i>	82	82	68	50	78	69	50	83	90	91	70	76	889	74,08	B
16	Rosmawati	<i>Cashier</i>	51	51	60	79	84	85	85	85	93	100	70	70	913	76,08	B
17	Sofyan	<i>Prep</i>	61	72	86	94	100	95	87	73	62	52	52	71	905	75,41	B
18	WahyuDedi	<i>Kitchen</i>	73	63	50	60	60	60	50	40	50	51	70	82	709	59,08	D
19	Wahyu Aji	<i>Prep</i>	41	50	64	72	83	90	10	91	84	71	65	90	901	75,08	B

No	Nama	Section	Hasil Test												Jml	Rata-Rata	Ket
			1	2	3	4	5	6	7	8	9	10	11	12			
									0								
20	Yudi Wahyudi	Kitchen	51	66	73	85	43	91	100	92	86	74	67	53	881	73,41	B

Source: PT. Vanaya Cendekia Tahun 2023

Competence is an individual's ability, demonstrated by good performance in a position or job. Competency is a collection of knowledge, skills and behaviour used to improve performance, condition or quality that is adequate or very high quality and can perform a specific role. First, competency combines knowledge, skills and behaviour to improve performance. A strong indicator of competency here is increasing performance to a good or excellent level. Third, combinations and behaviour are capital to produce performance.

Competency data from PT primary test results. Vanaya Scholar was obtained when doing research. The basic test is a test that managers routinely carry out for employees to assess their abilities/understanding of procedures per section and MUI Halal procedures. There are 20 employees in the company. The competency test for essential activity is carried out once every 1 () month. The manager has determined the average score, the score is 40.00 – 49.00, get a terrible score (E), for an average score of 51.00 – 59.00, get a bad score (D), the score is 61.00 – 69.00 get a grade with a fair grade (C), a grade of 71.00 – 79.00 gets a good grade (B) and finally if the employee gets an average grade of 81.00 – 100 gets an excellent grade (A). The data above shows that there were no employees who got a terrible score (E), while there was 1 (one) employee who got a bad score (D), named Wahyu Dedi, with an average score of 59.08. The number of employees who get good grades (B) makes employees of PT. Vanaya Scholar has the competence to master the product in each section, Those who got a good score (B) were Erik Agus Wibowo with an average score of 72.0, Fitriani with an average score of 77.69, Irfan Putra with an average score of 78, 33, Ilham with an average value of 75, Iqbal Faturhman with an average value of 75.16, M Reza Pahlepi with an average value of 74.33, Nira with an average value of 78.33, Nur Afifah with an average value 76.41, Putri Laduni with an average value of 75, Rakha Eka Sanjaya with an average value of 74.08, Rosmawati with an average value of 76.08, Sofyan with an average value of 75.41, Wahyu Aji with an average value of 75 .08 and the last one is Yudi Wahyudi with an average value of 73.41.

METHOD

The type of research used is descriptive qualitative research. Descriptive qualitative research analyses data by describing or describing the data collected appropriately without intending to make generally accepted conclusions or generalizations (Sugiyono, 2012). However, this must be avoided by a researcher because every researcher must be as neutral as possible to ensure the truth obtained becomes valid or scientific. According to Bogdan and Taylor in Moleong (2012: 4), "qualitative

research is a procedure research that produces descriptive data in the form of written or spoken words from people and observed behaviour."

According to Mukhtar (2013:10), the descriptive qualitative research method is used to discover knowledge about the research subject at a particular time. The author of this study used descriptive qualitative research because the researcher wanted to know and get the depth of information related to the topic (Sugiyono, 2012).

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RESULTS AND DISCUSSION

Results from SWOT Analysis

SWOT Analysis for PT Usaha Sari Boga (Broaster Chicken) Ciputat South Tangerang branch:

Strengths:

1. **Help each other between other sections:** Collaboration and teamwork are evident within the organization, which can lead to improved efficiency and service quality.
2. **Responsibility for assigned tasks:** Employees are accountable for their designated responsibilities, which can lead to better task management and completion.
3. **Focus on service during training:** Training programs emphasize service, which can enhance customer satisfaction and loyalty.
4. **Constantly developed competencies:** The company prioritizes the development of employee skills, ensuring they stay relevant and competent in their roles.
5. **Regular training:** Ongoing training initiatives contribute to employee growth and adaptability to changing circumstances.

Weaknesses:

1. **Dependency on SOP procedures:** Over-reliance on Standard Operating Procedures (SOP) may hinder creativity and flexibility in problem-solving.
2. **Need for employee awareness of area cleanliness:** Lack of attention to cleanliness standards could affect the overall customer experience and brand reputation.
3. **Poor relationship between managers and employees:** Weak communication and cooperation between management and staff may lead to inefficiencies and dissatisfaction.

4. **Inadequate attention to employee welfare:** Neglecting employee welfare can lead to low morale, high turnover, and ultimately impact service quality.
5. **Facilities and goods not suitable for use:** Inappropriate facilities and equipment may hinder operations and compromise service quality.

Opportunities:

1. **Enhancing customer trust:** Adhering to SOPs can increase consistency and reliability, thereby enhancing customer trust and loyalty.
2. **Improving employee-manager relationships:** Better communication and cooperation can lead to a more engaged and motivated workforce.
3. **Evaluation during daily briefings:** Regular evaluation and feedback sessions can identify areas for improvement and foster a culture of continuous learning and development.

Strategies:

SO (Strengths-Opportunities):

1. **Utilize SOP adherence to foster teamwork:** Encourage employees to use SOPs as a tool for collaboration and mutual support across sections.
2. **Leverage SOP adherence to build customer trust:** Consistently following SOPs can strengthen the brand's reputation for reliability and quality.
3. **Utilize regular evaluations to enhance training:** Incorporate feedback from daily briefings to improve training programs and address skill gaps effectively.

WO (Weaknesses-Opportunities):

1. **Improve communication and cooperation:** Implement strategies to foster better relationships between managers and employees, such as joint holiday events and regular communication channels.
2. **Enhance training on SOP mastery:** Provide targeted training sessions to ensure all employees understand and can effectively implement SOPs in their daily tasks.
3. **Prioritize employee welfare:** Take proactive measures to support employee well-being, such as implementing welfare programs and addressing concerns promptly.

In summary, by capitalizing on its strengths, addressing weaknesses, seizing opportunities, and implementing strategic initiatives, PT Usaha Sari Boga (Brooaster Chicken) Ciputat South Tangerang branch can enhance its overall performance, service quality, and employee satisfaction.

DISCUSSION OF RESEARCH RESULTS

The research results above are collecting data from informants and key informants carried out by researchers using research procedures. This research uses a qualitative descriptive method regarding training analysis to improve PT employee competency. Vanaya Scholar. The research results include interviews, discussion group forums (FGD), and SWOT analysis. In conclusion, what is stated in the strengths data is that routine Training is held once a month to increase competence and form a sense of responsibility in employees when working. It is also one of the company's strategies to improve services so that they have opportunities. Increase company turnover and customer satisfaction.

If the explanation regarding the strengths and opportunities of the company also has weaknesses, what can be concluded during the interview is that facilities such as restaurant equipment are damaged. Many items are empty, resulting from frequent complaints from managers and employees from customers. Make emotional and result in a less harmonious relationship between managers and employees. Employees working without enthusiasm can also be called carelessly, not by SOP procedures, not only because the equipment is damaged and many items are empty but also because the company's lack of concern for employee welfare can threaten the company. External threats also exist, such as extreme competition between fast food restaurants, more attractive fast food restaurant promotions and lower prices and the location of outlets close to canteens with internal and external weaknesses and threats. The company makes its boomerang for the company.

CONCLUSION

Based on the results and analysis that have been carried out, the author can conclude that the Training provided at PT Vanaya Scholar to employees can be seen from the routine Training carried out once a month and constant evaluation of the company's shortcomings and the manager's role is to supervise at the time. Operational, whether the knowledge conveyed during Training is applied during operations. The Training that the company routinely carries out at PT Vanaya Scholar is for employees so that each employee has competence so that the competence of employees at the company increases. As explained above, routine Training carried out in companies dramatically influences the increase in employee competency. If employee competency increases, company turnover will increase so that the company will pay attention to employee welfare.

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