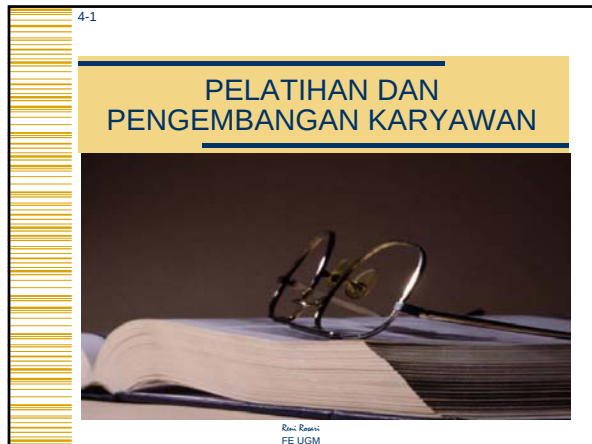




4-2

PELATIHAN DAN PENGEMBANGAN KARYAWAN

- ♦ **ORIENTASI KARYAWAN** — suatu prosedur untuk memberikan para karyawan baru informasi mendasar mengenai latar belakang perusahaan
- ♦ **TRAINING (PELATIHAN)**
 - proses pengajaran ketrampilan dasar sesuai tuntutan pekerjaan kepada karyawan baru
 - suatu usaha terencana yang dilakukan perusahaan untuk memudahkan karyawan mempelajari pekerjaan
- ♦ **DEVELOPMENT (PENGEMBANGAN)** — segala upaya untuk meningkatkan kinerja manajemen saat ini atau masa depan dengan memberi bekal pengetahuan, perubahan sikap, atau peningkatan ketrampilan

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Masa Orientasi

- ♦ **Orientasi Karyawan** memberi karyawan baru dengan informasi yang mendasar mengenai latar belakang perusahaan
- ♦ Program mungkin disusun mulai dari yang singkat, informal sampai dengan kursus yang formal dan waktunya lama

Sample orientation day checklist

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Mengapa Orientasi penting

- ♦ Orientasi menjelaskan hal-hal mendasar tentang perusahaan — sering disediakan di dalam buku karyawan (*employee handbook*)
- ♦ Peraturan dan kebijakan sering didiskusikan
- ♦ Membuat karyawan baru merasa senang
- ♦ Menggambarkan organisasi — *the big picture*
- ♦ Mendefinisikan perilaku kerja yang diharapkan
- ♦ Sosialisasi karyawan baru terhadap cara-cara yang ada di dalam perusahaan

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Mempelajari the Ropes

- ♦ **R**ealistic **O**rientation **P**rograms for new **E**mployees' **S**tress (**ROPES**)
- ♦ Warn about disappointments
- ♦ How to cope is key
- ♦ Supervisors should monitor newcomers

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Pelatihan

Definisi

- ♦ Mengajari karyawan baru ketrampilan dasar yang mereka butuhkan untuk menyelesaikan pekerjaan
- ♦ The hallmark of a good manager
- ♦ Lack of productivity

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Mengapa Pelatihan Meningkat

- ♦ Tidak saja pelatihan teknis – tetapi juga pelatihan di luar (*outside training*)
 - Team building
 - Decision making
 - Communication
 - Customer service
 - Technology and computer skills
- ♦ Pelatihan membantu manajemen mencapai tujuan strategis

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Mengapa Pelatihan Meningkat

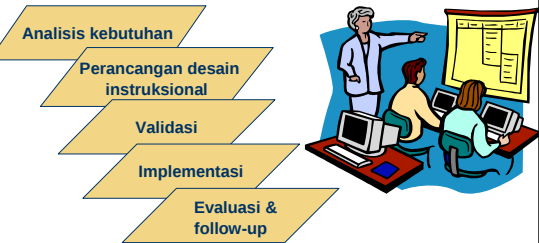
Pelatihan berperan dalam meningkatkan produktivitas dan daya saing perusahaan, karena pelatihan dapat:

1. menambah pengetahuan karyawan tentang pesaing-pesaing dan budaya luar, dimana pengetahuan itu sangat penting bagi keberhasilan perusahaan di pasar dunia
2. meningkatkan keahlian dan ketrampilan karyawan sehingga bisa menjalankan teknologi baru, misalnya pemakaian robot dan komputer
3. membantu karyawan agar dapat bekerja secara efektif dalam tim
4. mendorong budaya perusahaan agar tetap menekankan pada inovasi, kreativitas, dan belajar
5. mengatasi keusangan keahlian karyawan
6. mendorong karyawan untuk selalu siap bekerja sama dengan kelompok lain

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5 langkah dalam Proses Pelatihan dan Pengembangan



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High Leverage Training Strategy: Pendekatan Sistematis

- ♦ Pelatihan berubah dari fokus utama pada mengajari karyawan ketrampilan khusus kepada fokus yang lebih luas menciptakan dan berbagi pengetahuan (*creating and sharing knowledge*) → **High Leverage Training**
- ♦ Pelatihan dikaitkan dengan tujuan strategis bisnis, didukung oleh manajemen puncak, berdasarkan pada model rancangan *instructional*, melakukan perbandingan dengan organisasi lain (*benchmark*)
- ♦ Tujuannya adalah untuk memperoleh keunggulan bersaing dan menciptakan *learning organization*, yaitu suatu organisasi yang karyawannya secara terus menerus berusaha mempelajari hal-hal yang baru dan menerapkannya untuk meningkatkan produktivitas dan kualitas pelayanan perusahaan

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Merancang Sistem Pelatihan yang Efektif

Salah satu sistem pelatihan yang dapat mendorong daya saing perusahaan adalah **instructional design process**, yaitu suatu pendekatan sistematis untuk mengembangkan program pelatihan yang memiliki komponen-komponen berupa:

1. melakukan penilaian kebutuhan
2. mempersiapkan karyawan agar bersedia belajar
3. menciptakan lingkungan belajar
4. menjamin adanya transfer pelatihan
5. memilih metode pelatihan
6. mengevaluasi pelatihan

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Components of Instructional Design

1. **Melakukan penilaian kebutuhan**
 - Organizational analysis
 - Person analysis
 - Task analysis
2. **Mempersiapkan karyawan agar bersedia belajar**
 - Attitudes and motivation
 - Basic skills
3. **Menciptakan lingkungan belajar**
 - Identification of learning objectives and training outcomes
 - Meaningful material
 - Practice
 - Feedback
 - Observation of others
 - Administering and coordinating program




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Components of Instructional Design (cont.)

4. **Menjamin adanya transfer pelatihan**
 - Self-management strategies
 - Peer and manager support
5. **Memilih metode pelatihan**
 - Presentational methods
 - Hands-on methods
 - Group methods
6. **Mengevaluasi program pelatihan**
 - Identification of training outcomes and evaluation design
 - Cost-benefit analysis

Well done



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Proses Penilaian Kebutuhan



Dorongan untuk melakukan pelatihan

- Performance problems
- Technological change
- Internal/external customer complaints or request
- Job redesign
- New legislation
- Customer change
- New products
- Basic skill deficiencies

Analisis Orang

- Is it a training, motivation, or work design problem?
- Who needs training?
- Are employees ready for training?

Analisis Tugas

- Identify tasks
- Identify knowledge, skills, and behavior

Analisis Organisasional

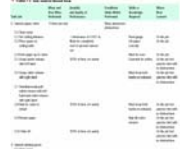
- How does training fit with the company's strategic goals?
- Does the company have the resources to buy or develop training?
- Do managers and employees support training?

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Analisis Tugas




- Task analysis** - a detailed study of a job to identify the specific skills required
- Job descriptions and job specifications are used
- A **task analysis record** form lists 6 types of information used to determine training requirements



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Analisis Kinerja



- Performance analysis** – verify that there is a deficiency and decide if it can be fixed
- Sample performance deficiencies:
 - Doesn't meet sales quotas
 - Too many plant accidents
- Set specific objectives

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Metoda Pelatihan



1. **Teknik Presentasi** – meliputi: instruksi dalam kelas, video teleconference dan teknik audiovisual
2. **Teknik Hands-On** – meliputi: pelatihan di tempat kerja, simulasi, permainan bisnis dan studi kasus, behavior modelling, interactive video
3. **Group-Building Technique** – meliputi: petualangan (outdoor activities) dan pelatihan tim

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Metode Pelatihan Tradisional




- On-the-job training
- Apprenticeship training
- Informal learning
- Job instruction training
- Lectures
- Programmed learning
- Audiovisual tools
- Simulated training

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On-the-job Training

- ♦ Learn by doing – 4 steps to success

Step 1 Prepare
 1.
2.
3.
4.
5.
6.

Step 2 Present
 1.
2.

Step 3 Tryout
 1.
2.
3.
4.

Step 4 Follow-up
 1. Designate to whom the learner should go for help.
 2. Gradually decrease supervision, monitor quality.
 3. Correct faulty work before it becomes a habit.
 4. Compliment good work; goal is to achieve quality.

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Job Instruction Training

- ♦ List each step in order with key steps

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Lectures

- ♦ Give listeners signals
- ♦ Keep conclusions short
- ♦ Maintain eye contact
- ♦ Control your hands
- ♦ Break long talk into shorter series
- ♦ Practice makes perfect
- ♦ Don't begin on wrong foot
- ♦ Be alert to your audience
- ♦ Make sure all can hear
- ♦ Speak from notes not script

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Programmed Learning

Programmed learning (or **programmed instruction**) is a step-by-step self-learning method that consists of three parts:

- ♦ Presenting
- ♦ Responding
- ♦ Feedback

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Teknik Pelatihan Tradisional yang lain

- ♦ Apprenticeship Training
- ♦ Informal learning or daily interaction
- ♦ Audiovisual tools
- ♦ Simulated training

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Electronic Training

- ♦ Computers and the Internet have revolutionized training
- ♦ CBT or CD-ROM
- ♦ Electronic Performance Support Systems
- ♦ Distance and Internet based
 - Tele-training
 - Videoconferencing
 - Internet training
 - Learning portals

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Electronic Training (Cont.)

- ♦ Job Aids
- ♦ Electronic performance support system (EPSS)

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Tele-training

- ♦ **Teletraining:** A trainer in a central location teaches groups of employees at remote locations via television hookups.

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Videoconferencing

- ♦ Videoconferencing allows for distance teaching or training
- ♦ Many PC's currently can participate in remote training with programs like
- ♦ Instructors might need to change some teaching habits

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Learning Portals Insight

- ♦ Corporate web pages or enterprise information portals focus learning on company specifics
- ♦ Some are highly specialized portals like

fatbrain

Learn.com

THINQ
LEARNING THAT POWERS BUSINESS

ScheduleEarth

click2learn

SkillsSoft

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Pelatihan untuk Tujuan Khusus

- ♦ Literacy training techniques
 - 50% of workers may read below 8th grade level
- ♦ AIDS education
 - One million workers may be infected; this can cause anxiety in others

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Pelatihan untuk Tujuan Khusus

- ♦ Global business training samples include:
 - Executive etiquette for global transactions
 - Cross-cultural technology transfer
 - International protocol and presentation
 - Business basics for the foreign executive
- ♦ Language training

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Pelatihan untuk Tujuan Khusus

- ♦ Diversity training
- ♦ Better cross-cultural sensitivity
- ♦ Results examples:
 - Improving technical skills
 - Socialization
 - U.S. work ethic

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Pelatihan untuk Tujuan Khusus

- ♦ Customer service training
- ♦ Almost two-thirds of U.S. workers are in service jobs

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Pelatihan untuk Tujuan Khusus

- ♦ Teamwork training
 - Outward Bound
 - "Recipes for Success"

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Definisi

Lifelong Learning



- ♦ **Lifelong learning** provides continuing training from basic remedial skills to advanced decision-making techniques throughout an employee's career
 - New & old skills alike are learned & updated continuously

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Definisi

Pengembangan Manajerial

- ♦ **Management development** is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills with an aim to enhance the future performance of the company itself

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Pelatihan Manajerial On-the-job

- ♦ Job rotation
- ♦ Coaching/understudy approach
- ♦ Action learning

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Apakah perempuan lebih baik sebagai manajer?

- ♦ What do you think?
- ♦ Have you ever worked for a female manager?
- ♦ What are the positives?
- ♦ Negatives?

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Pelatihan Managerial Off-the-job

- ♦ The case study method
- ♦ Games
- ♦ Seminars
- ♦ University programs
- ♦ Role playing
- ♦ Behavior modeling - 4 steps
- ♦ In house development

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Pengembangan Eksekutif Global (Global Executive Development)

- ♦ Candidates backgrounds
- ♦ Family situations
- ♦ Brief candidates on all relocation policies
- ♦ Comprehensive training
- ♦ Provide a mentor
- ♦ Establish a repatriation program

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4-40

Evaluasi Program Pelatihan

Mengapa program pelatihan perlu dievaluasi?

- ♦ Untuk menentukan apakah tujuan program pelatihan tercapai atau tidak
- ♦ Untuk menentukan apakah isi dan administrasi pelatihan memuaskan atau tidak
- ♦ Untuk menentukan manfaat dan biaya finansial program
- ♦ Untuk membandingkan biaya dan manfaat dari berbagai program pelatihan guna memilih program mana yang paling baik

Untuk mengetahui manfaat ekonomi program pelatihan – analisis biaya manfaat, yaitu menentukan besarnya biaya, manfaat pelatihan, dan menganalisis biaya-manfaat tersebut

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Evaluasi Program Pelatihan

Hal-hal yang perlu dievaluasi dari program pelatihan adalah:

- ♦ Hasil pelatihan. Dapat diklasifikasikan menjadi 4 kategori: reaksi, belajar, perilaku, dan hasil
- ♦ Evaluasi Desain. Sejumlah rancangan evaluasi yang dapat diterapkan dalam program pelatihan adalah *Pretest/Posttest* dengan kelompok pembandingan, *Pretest/Posttest*, hanya *posttest*, *time series*

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Evaluasi Program Pelatihan

- ♦ **Controlled experimentation** is preferred way to design a study as it has a control group which gets no training
- ♦ Measure 4 outcomes of the study:
 - Reaction
 - Learning
 - Behavior
 - Results

Training
evaluation
form



Training Evaluation Form	
Reaction	
Learning	
Behavior	
Results	

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Pengukuran efektivitas pelatihan:

- ♦ **Reaction criteria (Reaksi)**
 - Lowest level – trainees impressions or feelings about the programs
- ♦ **Learning Criteria (Pembelajaran)**
 - Final written exams or performance tests
- ♦ **Behavior Criteria (Perilaku)**
 - Measures of performance back on the job
- ♦ **Result Criteria (Hasil)**
 - Provide the ultimate measure of training program's utility in terms of its contribution to the organization's objective

Examples:

- Cost reduction
- Reduction in turnover
- Absenteeism
- Grievances
- Increases in production quantity, quality, profits and workgroup morale

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Ringkasan

- ♦ The training process consists of five steps:
 - Needs analysis
 - Instructional design
 - Validation
 - Implementation
 - Evaluation
- ♦ Make training material meaningful

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4-45

Ringkasan

- ♦ Basic training methods:
 - On-the-job
 - Apprenticeship
 - Informal learning
 - Job instruction
 - Lectures
 - Programmed learning
 - Audiovisual tools
 - Simulated
 - Computer-based
 - Electronic performance support systems
 - Internet-based

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Ringkasan

- ♦ We saw a number of special purpose training methods
- ♦ On-the-job training is a common technique.
 - Coaching/understudy method
 - Job rotation
 - Special assignments and committees
- ♦ Management development imparts knowledge, changes attitudes or increases skills

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4-47

Ringkasan

- ♦ Managerial on-the-job training types include job rotation, coaching, and action learning
- ♦ Training program effectiveness is measured in four ways:
 - Reacting
 - Learning
 - Behavior
 - Results



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