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IMPLEMENTATION OF TRAINING AND HUMAN RESOURCES DEVELOPMENT BASED ON POLITEKNIK NEGERI MEDAN WORK CULTURE

Muhammad Alfahmi,
Departement of Management Universitas Pembangunan Pancabudi
muhammadalfahmi043@gmail.com

Abstract

This study aims to describe the implementation of training and development of human resources based on the work culture of the Politeknik Negeri Medan. For the world of higher education itself, training and human resource development are considered very important, because they have human resources who can meet the operational needs of banks and have a high sense of responsibility for the quality of graduates produced in order to create and fill jobs in the future. The type of research in this research is qualitative with descriptive method. Training and development as well as facilities are factors that can improve employee performance. Especially for the Medan State Polytechnic, the facility factor has a more dominant influence. Therefore, it is recommended that the leadership of the Medan State Polytechnic, in addition to conducting training and development, should emphasize increasing the facilities needed by employees. This can be done by prioritizing the procurement program for facilities that can improve employee performance, such as administrative equipment and transportation facilities.

Keywords: *Human Resource Development, Politeknik Negeri Medan, Culture*

*Corresponding author:
muhammadalfahmi043@gmail.com*

INTRODUCTION

At this time the Indonesian people have entered the era of globalization and modernization in which in this era all aspects have progressed, especially in the field of technology and information (Hasudungan & Kurniawan, 2018). All challenges must be faced by the people of Indonesia, especially demanding people to become quality human beings with all their abilities and competencies. In connection with this progress, the organization must be able to utilize and manage human resources optimally to keep it in line with existing progress and developments (Tufa, 2018). So that resources become one of the keys in competition between organizations in performing a service to the community. With the existence of quality human resources (HR) in an organization, it can be an important asset in the company which in the future can be a supporter of the progress of the organization (Septiani & Royda, 2022).

So that the existence of quality human resources (HR) can determine the quality of humans as holders of an important role in advancing the organization concerned (Ningrum, 2016). The competition that occurs will have an impact on the way an organization works. This is due to the desire in each organization to become an organization that excels in terms of performance. Human resources greatly determine the process of running an organization's performance in completing the tasks and functions of the organization itself (Fadhli, 2017). The success of an organization is very dependent on the quality of its resources, especially human resources. Success in this case can be interpreted as an achievement achieved by the organization in the form of increasing the performance of each employee (Hambali, 2017).

Performance improvement that occurs within the organization is a form of developing existing human resources. With the development of human resources, the goals of the organization will be easier to realize. Because the quality of human resources is considered capable of carrying out their duties and functions as employees in an organization (Šebestová & Popescu, 2022). Therefore, to realize the desired goals of an organization, it is necessary to have a leader's commitment to make it happen in the organization.

It is undeniable, a company must have a target and a goal to be achieved. To achieve a desired goal, the company must have good or adequate human resources (Susan, 2019). This is because human resources are an important asset of the company, therefore human resources must be disciplined and their performance improved so that the organization can develop properly according to company goals. Performance as the quality and quantity of the achievement of tasks, whether carried out by individuals, groups or companies (Abdullah, 2017). In this case, it means that there is a close relationship between individual and organizational performance. Associated with the previous paragraph to improve employee performance can be achieved by providing training to employees.

Training for employees is one of the functions of human resource management to obtain good and appropriate human resources or employees. This is an effort to prepare employees to face work assignments and is an activity to improve individual skills. Obisi (2012) suggests that training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for a limited purpose.

According to research conducted by Sulaefi (2017) entitled *"Pengaruh Pelatihan dan Pengembangan Terhadap Disiplin Kerja dan Kinerja Karyawan"* the results of the analysis show that HR training and development has a significant influence on employee work discipline. This can be interpreted, if HR training increases, work discipline will increase as well. For this reason, the company must pay attention to indicators in training, for example the instructor of the training program must be in accordance with the required competencies, employees who will take part in the training must go through an assessment first so that the training material is in accordance with the tasks and work in the field.

According to Martin, Kolomitro, & Lam (2014) defining training is a teaching and learning process using certain techniques and methods conceptually it can be said that training is intended to improve the skills and work abilities of a person or group of people. These goals will affect the performance of employees in the organization. According to Fajrina, Militina, & Achmad (2020), performance is a result achieved by employees/employees in their work according

to certain applicable criteria. In addition to training, the organizational culture created in a company or organization will affect the performance and discipline of employees. Organizational culture refers to a system of shared understanding held by other members. This system of shared understanding, on closer inspection, is a series of important characteristics that become values for an organization.

According to Ng'ang'a & Nyongesa (2012), organizational culture is a shared perception or system of shared meanings held by members that distinguishes the organization from other organizations. Meanwhile Arsulawaneri (2020), organizational culture is the values, attitudes that have been believed by employees, so that it has become employee behavior in everyday life. In an organization, it is always expected to have a good organizational culture, because good or bad organizational culture growth will relate to the success or failure of the organizational goals to be achieved. Organizational culture that grows strong is able to spur the organization towards better development. This means that any improvement in organizational culture in a more conducive direction will make a very significant contribution to improving employee performance.

That training focuses on the job. Training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve employees. Training as part of education that involves the learning process to acquire and improve skills outside the education system that applies in a relatively short time with methods that prioritize methods that prioritize practice over theory. With regard to the notion of training, (Richardo, 2015) suggests that training is a process in which people achieve certain abilities to help achieve organizational goals.

In addition Amaddin (2015) defines training as: The teaching and learning process using certain techniques and methods conceptually it can be said that training is intended to improve the skills and work abilities of a person or group of people. The dimensions of the training include: First, Instructors, considering that trainers are generally oriented towards skill improvement, the trainers chosen to provide training materials must really have adequate qualifications according to their fields, are personal and competent, besides that the instructor's education must really good for doing training. Second, participants, training participants, of course, must be selected based on certain requirements and appropriate qualifications, besides that training participants must also have a high enthusiasm for participating in the training.

Third, the material, human resource training is a material or curriculum that is in accordance with the objectives of human resource training to be achieved by the company and the training materials must be updated so that the participants can understand the problems that occur in the current conditions. Fourth, the method, the training method will better ensure the continuity of effective human resource training activities if it is in accordance with the type of material and components of the training participants. Fifth, Objectives are defined goals, particularly related to the preparation of action plans (action play) and target setting, as well as the expected results of the training to be held, besides that the training objectives must also be socialized beforehand to the participants so that participants can understand the training. Sixth, namely the target, that the training objectives must be determined with detailed and measurable criteria.

The development of the workforce is felt to be increasingly important in a company because of the demands of the job or position (Davidescu, Apostu, Paul, & Casuneanu, 2020). This can be done by increasing the skills and knowledge of the workforce which is manifested in various tangible forms, for example: providing training, holding seminars, providing training courses and others. The company must choose a development method that is in accordance with the company's goals so that the results achieve the target. The potential of each employee must be known by the company before carrying out a development program, because by knowing this potential, career paths can be directed according to their abilities so as to produce optimal productivity. Training and development has a major contribution in the organization because it can function as an agent of change for individuals in the organization. Training and development can be a medium or vehicle for transferring or internalizing organizational strategic values, building organizational culture, organizational core

competencies to members or individuals, in order to increase morale and boost performance in line with predetermined performance standards.

Because the training is carried out as a solution to the problem of individual performance and organizational performance (Nababan, Sumantri, Tanjung, & Hasudungan, 2022). Organizations in Indonesia themselves are too busy to screen talent from some individuals for the pure interest of the company without paying attention to employee development plans, if further reviewed, training and human resource development programs that are carried out properly can give quite good returns for the company. Human resources are an important part in the sustainability of the company, it is necessary to process human resources in order to create a harmony about what is needed by employees and what is needed by the company (Piwowar-Sulej, 2021). In today's competitive business environment, companies strive to obtain and maintain superior human resources. Efforts to develop the quality of human resources in a company or organization, one of which is to implement training and human resource development programs, for the world of higher education itself training and human resource development are considered very important, because they have human resources that can meet the operational needs of the bank. and have a high sense of responsibility for the quality of graduates produced in order to create and fill jobs in the future.

RESEARCH METHOD

The type of research in this research is qualitative with descriptive method. This study intends to provide an in-depth description of the object of research, namely the implementation of training and human resource development based on the work culture of the Medan State Polytechnic. This type of research is descriptive qualitative, meaning research that seeks to describe current problem solving based on data (Creswell & Creswell, 2018), so it also presents data, analyzes and interprets. It can also be comparative and correlative. Descriptive research is helpful especially in longitudinal, genetic and clinical research.

Table 1.1
Number of Human Resources for each Work Unit

No	Work Unit	Population
1.	General & Finance	39
2.	Academic & Student Affairs	10
3.	Staffing	9
4.	Leadership Administration	9
5.	Majoring in mechanical engineering	25
6.	Electrical engineering major	30
7.	Civil Engineering major	20
8.	Accounting major	11
9.	Department of Commercial Administration	3
10.	Computer major	5
	Total	161

Source: Politeknik Negeri Medan

The data collection techniques used by researchers are observation, interview, documentation, and literature study (Hasudungan, 2021). Data analysis in qualitative research is carried out before entering the field, during the field and after completion in the field. In this case, the analysis has started since formulating and explaining the problem. Before going into the field, and continuing until the writing of research results (Sugiyono, 2017). Data analysis was carried out through several stages according to Miles & Huberman (1994) namely data collection, data condensation, data display, conclusion drawing/verification. To check the validity of the data, triangulation was carried out in testing the credibility. This is defined as checking data from various sources in various ways, and at various times. Thus there is triangulation of sources, triangulation of data collection techniques, and time.

RESULT AND DISCUSSION
Brief History of Medan State Polytechnic

The Politeknik Negeri MedanEducation Program is a vocational education pathway at the tertiary level that equips graduates with skills that are supported by sufficient basic knowledge and a strong discipline attitude. With this provision, it is hoped that the alumni of the Politeknik Negeri Medancan develop into professionals in their fields, especially in the industrial sector and in the business field in general. In Indonesia, the Politeknik Negeri Medaneducation system has been pioneered since 1973, starting with the opening of the Swiss Mechanical Polytechnic (PMS) in

Bandung in 1976 which became a model for professional education, which is now known as the Manufacturing Polytechnic (Polman).

The legal basis for the establishment of the Polytechnic is the decision of the Director General of Higher Education, Ministry of Education and Culture No. 032DJ/KEP/1979, concerning the establishment of Polytechnics in six regions that have State Universities, namely the Polytechnic of the University of North Sumatra, the Polytechnic of Sriwijaya University, the Polytechnic of the University of Indonesia, the Polytechnic of the Bandung Institute, the Polytechnic of Diponegoro University and the Polytechnic of the University of Brawijaya.

All the activities of the six Polytechnics above are controlled centrally by the Technical Education Development Center (TEDC) Bandung. TEDC was later changed to a Polytechnic Education Development Center (PEDC), which also functions as an educational institution for lecturers/instructors who will serve in state polytechnics throughout Indonesia. The physical construction of the USU Polytechnic began in 1980, and the initial procurement of equipment was almost completed in 1982, while the educational program began in September of the 1982/1983 academic year, with three engineering study programs, namely: Mechanical Engineering, Civil Engineering, Electrical Engineering, and in the academic year 1983/1984, the Electronic Engineering study program was opened. The Telecommunication Engineering Study Program was opened in 1987 and the Energy Engineering Study Program in 1988. Operational education developed with the assistance of experts from Switzerland, called Swisscontact.

In 1985, in line with the development of Polytechnics in Indonesia, the USU Medan Polytechnic added a department in the field of Commerce with 3 study programs, namely: Business Administration, Banking & Finance and Accounting with the help of experts from Australia, called the Australian Project. Decree of the Minister of Education and Culture of the Republic of Indonesia No. 35/DIKTI/kep/1990 dated 5 September 1990 was issued to reaffirm the number of study programs at Medan State Polytechnic, namely: Mechanical Engineering, Energy Engineering, Civil Engineering, Electrical Engineering, Electronic Engineering, Telecommunication Engineering, Business Administration, Banking & Finance, and Accounting. Based on Ministerial Decree No. 084/0/1997 dated April 20, 1997 USU Polytechnic changed to Medan State Polytechnic. In January 2007, the Politeknik Negeri Medanreceived a principle permit from the Director General of Higher Education to organize a new study program, namely the Computer Engineering Study Program and the Informatics Management Study Program.

Politeknik Negeri Medan Vision and Mission

Politeknik Negeri Medanis a higher education provider of vocational education which aims to educate skilled experts in various fields of work in accordance with predetermined competencies. In addition, Politeknik Negeri Medanis expected to become a reference or standard for similar vocational education in North Sumatra and play an important role in producing graduates who are professional in their fields, broad-minded, innovative in science and technology (IPTEK) in accordance with the vision and mission of the State Polytechnic. Medan (Politeknik Negeri Medan, 2022).

Vision: "To become a leading higher education institution in vocational education and training as well as the development of science and technology (IPTEK) to produce professionals who have faith and fear of God Almighty".

Mission: "Promoting education and training that produces professionals with national and international quality standards, carrying out applied research for the development of science and technology, as well as developing and applying science and technology to promote entrepreneurship and national partnerships, welfare of the community, nation and state".

Politeknik Negeri Medan Organizational Structure

Politeknik Negeri Medan organization is composed of two groups, namely lecturers and employees. The following positions: Director and assistants, Senate, Lecturer and other functional positions, Research and Community Service Unit (UPPM), and Business and Technology Incubator, are carried out by groups of lecturers, while groups of employees carry out positions other than those mentioned above. on.

The Senate of the Politeknik Negeri Medanis in charge of periodically monitoring

the performance of the leadership elements, as well as participating together with the leadership in thinking and formulating policies in the implementation of the tridharma of higher education at the Medan State Polytechnic. The board of trustees is an element of society outside the organization whose job is to help support and care for the Medan State Polytechnic. As with other educational institutions, education management is carried out by a group of lecturers together with employees. This management is divided by department and field of study. For research activities and community service, the management is carried out by a special unit called UPPM. Besides organizing the Tridharma of Higher Education, through the use of laboratory facilities, workshops and studios outside the hours of the Tridharma of Higher Education, Politeknik Negeri Medanalso offers services and produces commercial products that are needed for the general public.

Human Resource Development

According to data from the Medan State Polytechnic, the total administrative staff is 161 people. All of them have attended training and development, although the types of training and development they take are different. Even though all Politeknik Negeri Medanemployees have attended training and development, the performance of the employees does not seem to be optimal.

In terms of facilities, as a civil servant (PNS) every employee at the Politeknik Negeri Medangets facilities according to government regulations. The condition of the facilities at the Politeknik Negeri Medanis also considered adequate. Specifically for physical facilities, there are always improvements or additions according to a predetermined program. However, the phenomenon is the same as training and development, where these facilities have not brought significant changes to employee performance.

Various training and development activities as well as facilities at the Medan State Polytechnic, as previously mentioned, do not seem to be able to improve employee performance optimally. The possibility of this phenomenon is closely related to the lack of training and development or the quality of human resources for implementing personnel who are less professional, or also related to

training programs that do not meet the required standards or due to the lack of available budget for the implementation of the training and development. The development can be said as a process of capacity building or long-term education to improve conceptual ability, decision-making ability and expand human relations to achieve general goals which is carried out systematically and organized and carried out by managerial employees (upper and middle level). (Fairtlough, 2006). Meanwhile, according to Izvercian, Radu, Ivascu, & Ardelean (2014), human resources is the process of establishing a management system to ensure that human potential is utilized effectively and efficiently to achieve company goals. According to Tyng, Amin, Saad, & Malik (2017): "Human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention)."

All of these potential human resources affect the organization's efforts in achieving its goals. Therefore, human resources are an important factor for any business or organization. Human resource development is an effort to develop the quality or capability of human resources through the educational planning process, training and management of personnel or employees to achieve an optimal result. (Torraco & Lundgren, 2020) stated that human resource development is a long-term educational process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve common goals. Priansa (2016) in his book Planning and Human Resource Development, argues that the principles of Human Resource Development are basically: "Improving the quality, quantity, and work ability of employees to carry out their duties in the future".

The purpose of human resource development has two dimensions, namely the individual dimension and the institutional/organizational dimension. Individual dimension goals refer to something that is achieved by an employee. Institutional dimension goals refer to what can be achieved by the institution/organization as a result of human resource development programs. Human resource development is an effort that has very important benefits, because of the demands of a job or position as a result of technological advances and increasingly fierce

competition between companies or similar organizations (Jiang & Gong, 2019).

Every employee is required to be able to work effectively, efficiently, with good quality and quantity of work, so that the competitiveness of the company or organization will be greater. This will provide a better opportunity for the company or organization to gain profits or work performance. Human resource development is carried out for both non-career and career purposes for new and old employees through education and training. From the opinions of several experts, it can be concluded that human resource development is a long-term process that has a close relationship with increasing intellectual abilities needed to carry out better work.

Human resource development for the long term is an increasingly important aspect in an organization or company (Zarqan, 2017). Human resource development is also an effective way to face the challenges and opportunities faced. The main objective of human resource development is to increase employee productivity at all levels of the organization. The purpose of employee development is to improve the effectiveness of employee work in achieving the work results that have been determined.

Priansa (2016) in his book entitled Human Resource Planning & Development suggests several principles that need to be considered in human resource development, namely as follows: a. Motivation. b. Progress report. c. Exercise. d. Individual differences. The Function of Training in Human Resource Development The following researchers will describe the function of training in HR development according to Simamora quoted by Priansa (2016) in his book Planning and HR development, namely: a. To Improve the Quality and Quantity of Productivity; b. Reducing the learning time required for Employees to achieve acceptable Performance Standards; c. Creating a more beneficial attitude, loyalty, and cooperation between the organization and employees, leaders and employees, as well as between employees in the organization; d. Meet the existing HR Planning Requirements; e. Reducing the number and cost of work accidents that occur within the Organization; f. And assist employees in their personal improvement and development within the Organization.

Stages of Human Resource Development According to Rothwell (in Lin, 2006)) offers a human resource planning technique which includes several stages, namely: a. Good investigation on the external, internal, and organizational environment. b. Forecasting or forecasting the availability of supply and demand for human resources today and in the future. c. Planning for recruitment, training and promotion. d. Utilization, which is intended for manpower and then provides feedback for the initial process.

Resource development is an ability that exists in every human being which is determined by the power of thought and physical power. Human resources are one of the main components of all the activities it does. Although in the process of carrying out its activities there are many alternatives or assistance in terms of the use of sophisticated equipment, but this will not be meaningful without the active role of human resources themselves. Understanding Human Resources is an integrated ability of the power of thought and physical power possessed by individuals (Mitchell, 2015).

The perpetrators and their nature are carried out by their descendants and their environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resource development is a set of activities carried out in a systematic and planned manner that is consciously designed to provide facilities to employees within a company with the skills needed to meet job demands, both now and in the future. Meanwhile, according to (Nurhajati, 2017), human resource development is a process of preparing individuals to carry out higher responsibilities related to their duties and functions within the company which is carried out through increasing intellectual abilities to carry out better jobs.

So the development of human resources is an activity that is carried out consciously to encourage employees or employees to have more skills or abilities so that they can meet the demands of work in the future. In developing competency-based human resources, there are six competency indicators in developing competency-based human resources, including: 1). Skills: skill/skill to do something well, 2). Knowledge: information that is owned/controlled by someone in a particular field. 3). Social Role: the image that a person projects to others (the outer self), 4). Self-image: the individual's perception of himself

(the inner self), 5). Traits: characteristics that are relatively constant in a person's behavior. 6). Motive: the basic thought or intention that is constant in a person's behavior.

Training is a method used to develop human resources related to the abilities or skills of employees or employees who have occupied a certain position or job in a company or organization (Rohida, 2018). There are four stages or training processes in order to realize quality human resources (HR), including: 1). Assessment: The most common method used in HR competency assessment. Its application is carried out to identify and recruit employees, who are considered to have managerial potential to occupy certain positions in the future. 2). Design: important steps that must be taken to ensure management will have a professionally designed training product that can meet the needs of the organization, 3). Delivery: Performed to provide the ability to assign material to trainers so that trainers can provide training on an object. The goal is that the training participants are able to train, 4) Evaluation: A process to determine the progress of a training program compared to the goals to be achieved.

Organizational Culture

Basically there are many experts who define organizational culture, depending on the point of view they assume it from. According to (Cooke & Szumal, 1993), organizational culture is a shared perception or system of shared meanings held by members that distinguishes the organization from other organizations. Meanwhile Hofstede, Neuijen, Ohayv, & Sanders (1990), organizational culture is the values, attitudes that have been believed by employees, so that it has become employee behavior in everyday life. Dimensions of organizational culture according to Smollan & Sayers (2009) include: First, Innovation, is the extent to which the organization encourages employees to be innovative. Second, attention to detail, describes the extent to which the organization expects employees to show thoroughness, analysis and attention to detail. Third, results orientation, explains the extent to which the organization focuses more on results than on the processes used to achieve these results. Fourth, people orientation, explains the extent to which the leader pays attention to the work of individuals in the organization. Fifth, team orientation, explains the extent to which work activities are organized around teams not just individuals to support collaboration. Sixth, Stability, the organization emphasizes maintaining a good organizational culture. Work culture is a value that grows and develops in an organization, becomes the basis for the way of thinking, behaving and acting of all people in the organization, and is passed down from one generation to another (Zarnadze & Kasradze, 2020). Work culture can be used as an effective driving force in achieving goals in accordance with the organization's vision and mission.

An effective work culture can unite the way of thinking, behaving and acting of all people in the organization/corporation, facilitating the determination and implementation of the vision, mission and strategy within the corporation, and being able to strengthen teamwork within the corporation, as well as eliminating internal frictions that arise (Alimo-Metcalfe, Alban-Metcalfe, Bradley, Mariathasan, & Samele, 2008; Rumelt, 2012). The formation of a good corporate culture, the most decisive thing is the people. No matter how good the rules or systems are made, without any desire from humans to change for the better, everything becomes meaningless.

The concept of training to build a corporate culture focuses on the sources and basic values of corporate/organizational culture development, techniques for diagnosing corporate culture, techniques and strategies for managing corporate culture, commitment to corporate governance based on organizational culture by following changes on an ongoing basis.

CONCLUSION

Training and development as well as facilities are factors that can improve employee performance. Especially for the Medan State Polytechnic, the facility factor has a more dominant influence. Therefore, it is recommended that the leadership of the Medan State Polytechnic, in addition to conducting training and development, should emphasize increasing the facilities needed by employees. This can be done by prioritizing the procurement program for facilities that can improve employee performance, such as administrative equipment and transportation facilities. In the context of implementing

training and development, it is recommended that the leadership of the Politeknik Negeri Medanpay attention to the quality of implementing human resources who are more professional. In addition to the instructors at the Medan State Polytechnic, if necessary, experts from other institutions are also requested according to their field of expertise. Likewise, training programs must be tailored to the needs of employees, such as computer skills, financial administration and other administration. With this training program, it is hoped that employees will have the skills to serve stakeholders quickly and correctly. The budget for training and development also needs to be increased, so that training and development can be carried out properly. It is hoped that with an adequate budget, training and development can be carried out further, both in quality and quantity, so that it has a positive impact on improving employee performance.

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