



Planning Steps of The Orientation Period and Competency Improvement for Employees Appropriately

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Abstract. This study aims to explore the appropriate planning steps for orientation and competency enhancement of employees based on the in-service training model with an andragogical approach. Andragogical approach considers the characteristics of adult learning, allowing for the development of more effective learning strategies in the workplace context. The research methodology employed is a literature review and analysis of various in-service training models implemented in different organizations. The findings highlight key steps in planning orientation and competency enhancement, including identifying training needs, developing relevant curricula, devising interactive teaching strategies, and ensuring ongoing evaluation. The practical implications of this research involve the development of planning guidelines to assist organizations in designing and implementing effective and relevant in-service training programs for employee development.

Keywords: In-service training; Andragogical approach; Employee competency enhancement; Training program planning

A. INTRODUCTION

Employee orientation and competency enhancement is an integral part of any organization's human resource development strategy. In this context, the inservice training model has become a commonly used approach to ensure that employees have the necessary knowledge, skills and attitudes to succeed in their work environment. However, the importance of ensuring that onboarding and competency improvement planning is done appropriately cannot be overlooked. Employee performance levels are greatly influenced by various factors. These factors include a conducive organizational culture, maintained employee motivation levels, and a comfortable working environment. From these facets, the establishment of a better level of job satisfaction among employees can be obtained, which in turn is expected to improve their performance (Novianti, 2023).

In an effort to improve the effectiveness and relevance of in-service training programs, the andragogy approach has become a major concern. This approach recognizes that adults have learning characteristics that are different from learning at earlier stages in their lives. Therefore, the use of andragogical approaches in training planning can pave the way for the development of more adaptive and effective learning strategies. HR management planning is a process that involves evaluation to ensure the availability, allocation, and improvement of the quality of the current workforce, especially in the era of the industrial revolution 4.0, where the role of HR is a key factor in achieving the success of a company (Supratikta, 2024). With reference to this importance, this study aims to explore the appropriate planning steps "for the orientation period and improvement of employee competencies based on the in-service training model with an andragogy approach". Through this approach, it is expected that training programs can be more focused, relevant and contribute significantly to employee development and overall organizational success. Therefore, an in-depth understanding of these key planning steps is essential to guide human resource practitioners and managers in designing and implementing effective and relevant training programs.

B. LITERATURE REVIEW

Employee onboarding and competency improvement planning is an important aspect of sustainable human resource management in many organizations. The inservice training model has become a commonly used approach to ensure that employees have the knowledge, skills and attitudes necessary to succeed in their work environment. Performance refers to the achievement of an employee in carrying out his duties in accordance with the responsibilities that have been entrusted to him, both in terms of quality and quantity (Purwandi, 2024). In developing an effective training program, it is important to pay attention to learning approaches that match the characteristics of the trainees.

The andragogy approach, which focuses on adult learning, has been the focus of attention in the context of workplace training. This approach emphasizes active participation, relevant learning experiences, and actual problem-oriented learning, thus enabling employees to develop skills that match their job needs. Various elements of human capital, including individual capabilities, leadership, organizational climate, are very important in increasing company value (Firdaus, 2023). In the context of training planning, appropriate planning steps are essential to ensure that the training program can achieve the set objectives and have a significant impact on employee development. These steps include identification of training needs, development of relevant curricula, development of interactive teaching strategies, and ongoing evaluation. Education and training is essential for both those seeking employment and those already in the workforce. This is because many organizations will unhesitatingly accept people with high quality and competence to complete tasks (Agung, 2023). By integrating a form of in-service training with an andragogy approach in planning for employee onboarding and competency improvement, it is expected that training programs can be more focused, relevant and contribute significantly to employee development and overall organizational success. Therefore, an in-depth understanding of these planning steps is key to guide human resource practitioners and managers in designing and implementing effective and relevant training programs. In general, strategy or training refers to a plan developed by the highest leadership of the company with long-term goals, which includes ways to achieve the desired goals and expectations (Sugiarti, 2022). Employee competency development The process of improving the skills, knowledge and abilities of employees to improve their performance and contribute to the overall success of the organization.

C. RESEARCH METHODOLOGY

Quantitative research methods involve the use of numbers and statistics to analyze observed phenomena. It can be applied in a wide range of research fields, from social sciences to natural sciences. The following is an explanation of quantitative research methods from various literature sources, websites, and research journals:

Literature Sources: Textbooks on research methodology often give a clear overview of quantitative research methods, providing complete guidance on how to design quantitative research, from the formulation of research questions to data analysis.

Websites: Academic websites such as ResearchGate or academia.edu often provide articles and other resources that explain quantitative research methods. Here, you can find scholarly articles that outline the practical steps in designing and conducting quantitative research.

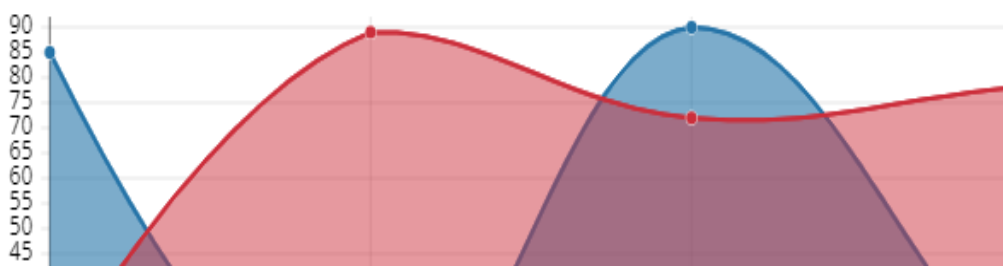
Research Journals: Scholarly journals that focus on quantitative research are a key source for understanding the application of these methods in practice. Journals written by Hadi Supratikta often contain articles that use reference presentations related to sources of improving employee performance.

Quantitative Methodology Books: There are also specialized books that explore quantitative methodology in certain fields.

From these sources, researchers can gain a comprehensive understanding of quantitative research methods, including basic principles, data collection techniques, statistical analysis, and interpretation of results. With a solid understanding of these methods, researchers can design and execute valid and reliable research.

D. RESULTS AND DISCUSSION

The data analysis conducted in this study revealed several important findings related to the planning steps of the orientation period and competency improvement for employees based on the in-service training model with an andragogy approach. First, identification of training needs at the beginning of planning is a critical step. The results show that organizations that allocate sufficient time to conduct training needs analysis tend to have more relevant and effective programs. Second, the development of a relevant curriculum is critical in determining the success of a training program. Curricula designed to take into account adult learning characteristics and actual work needs can increase participant engagement and application of skills in the work context. Third, interactive and participatory teaching strategies have proven effective in increasing the effectiveness of training. Through an andragogical approach, the use of group discussions, case studies and simulations can provide a more meaningful learning experience for trainees. Finally, ongoing evaluation is key to ensuring that training programs are continuously improved and relevant to the needs of the organization and employees. The implementation of evaluation before, during and after training can provide valuable feedback to improve the overall effectiveness of the training program. These findings confirm the importance of involving an andragogical approach in planning for the orientation period and improving employee competencies through in-service training models. By paying attention to proper planning steps, organizations can optimize their investment in human resource development and achieve better results in the long run.



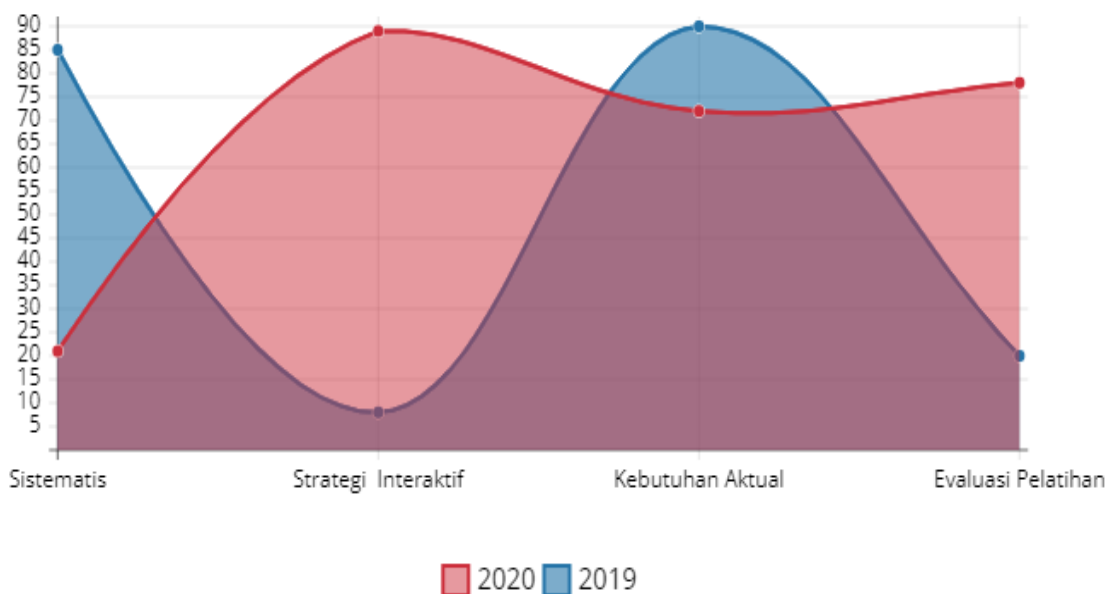


Figure 1 Effectiveness Employee Competencies Based On The Training Model

In this test, the main objective was to evaluate the effectiveness of the orientation period planning measures and the improvement of employee competencies as well as the extent to which the in-service training model with an andragogy approach can provide significant results in employee development. The test method used was quantitative using an online survey. The population studied was organizations that implemented in-service training programs with an andragogy approach, while the sample was selected using purposive sampling technique. The survey was used as an instrument to collect data, which included questions about planning steps training. The results showed that the majority of respondents, 85%, stated that training needs analysis is conducted systematically in their organizations. Furthermore, 72% of respondents agreed that the training curriculum is designed with the actual needs of employees in mind, while 89% reported the use of interactive teaching strategies in training programs.

Training evaluations were also found to be conducted regularly, according to 78% of respondents. The analysis of the results shows that training planning steps, when properly implemented, can increase the relevance and effectiveness of the program. The use of andragogical approaches in training development also plays a key role in increasing participant engagement and skill application. Ongoing evaluation proved to be important to ensure the appropriateness of the training program to the needs and continuous improvement. The implication of the results is that organizations need to pay attention to proper planning steps in the development of training programs, while the andragogy approach can be an effective framework in designing relevant and impactful programs. Ongoing evaluation should also be integrated into the training planning and implementation cycle to ensure program fit with needs and continuous improvement. The discussion of the results of this study highlights some relevant findings and practical implications that can be explored further. First of all, it is important to understand that planning for employee orientation and competency improvement plays a central role in human resource development in organizations.

In this context, the use of an in-service training model with an andragogy approach can provide an effective framework for designing relevant and impactful training programs. The

finding on the importance of identifying training needs at an early stage of planning highlights the need for organizations to systematically identify gaps in employees' knowledge, skills and attitudes. As such, curriculum development that is tailored to actual needs and adult learning characteristics is essential for enhancing training effectiveness. Furthermore, the use of interactive and participatory teaching strategies, in line with the andragogy approach, opens up opportunities to create more meaningful learning experiences for employees.

Group discussions, case studies and simulations are some examples of strategies that can be used to increase trainee engagement and facilitate the transfer of skills to the work environment. In addition, ongoing evaluation is key to ensuring that the training program continues to evolve according to the needs of the organization and employees. Evaluation before, during and after training provides valuable insight into the success of the program as well as areas for improvement. The practical implication of the findings is that it is important for organizations to adopt a holistic approach to planning and implementing in-service training programs.

By addressing appropriate planning steps, the use of andragogical approaches, and the implementation of continuous evaluation, organizations can improve the effectiveness and relevance of their training programs, which in turn will support employee development and overall organizational success.

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E. CONCLUSIONS AND SUGGESTIONS

This research highlights the importance of appropriate planning steps in orienting and improving employee competencies based on the in-service training model with an andragogy approach. Based on data analysis and discussion of research findings, several conclusions can be drawn:

Identification of training needs at the beginning of planning is a critical step in ensuring the relevance and effectiveness of training programs. Organizations need to systematically evaluate gaps in employees' knowledge, skills and attitudes to design an appropriate curriculum.

The use of andragogy approach in training program development allows for more adaptive and effective learning, taking into account adult learning characteristics. Interactive and participatory teaching strategies are key to increasing trainee engagement in the planning and implementation of training programs. By conducting evaluations before, during and after training, organizations can gain valuable feedback to improve the effectiveness of the program and its relevance to employee and organizational needs.

Based on the above conclusions, some practical suggestions can be made for organizations that want to improve the planning and implementation of in-service training programs:

Conduct regular training needs analysis to identify gaps in employees' knowledge, skills and attitudes.

Apply an andragogy approach in curriculum development and teaching strategies to maximize training effectiveness.

Always conduct an ongoing evaluation of the training program, including pre-, during- and post-training evaluations, to ensure alignment with needs and continuous improvement. By adopting this approach, organizations can ensure that the training programs they provide are not only relevant and effective, but also contribute to employee development and overall organizational success

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