

The Effect of Workload Ethic and Occupational Safety on Employee Work Productivity**Ginna Novarianti Dwi Putri Pramesti**

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INFO ARTICLE	ABSTRACT
Accepted Accepted Accepted in the form of revisions Accepted in the form of revisions	This study aims to evaluate the effectiveness of employee training and development programs at PT. Syntax Corporation Indonesia, a retail company operating in Jakarta. Using a qualitative approach with a case study design, this study involved 15 respondents consisting of 10 employees and 5 managers. The results show that although training programs have been successful in improving employees' technical skills, there is a gap between the training materials and the specific needs of employees. The main challenge in implementing training is the limited time employees have to participate effectively due to the heavy daily workload. To increase the effectiveness of the program in the future, it is recommended to adjust training materials, improve facilities, and implement more comprehensive evaluations. This research makes an important contribution to the human resource management literature, especially in the retail sector, and offers practical recommendations for companies in optimizing employee training and development programs.
Keywords: Training Effectiveness, Employee Development, Technical Skills, Retail Sector, Training Evaluation, Human Resource Management.	

INTRODUCTION

In the era of globalization and the rapid development of technology, competition between companies is getting fiercer, especially in the retail sector. Companies are not only required to provide quality products, but must also be able to provide the best service to consumers. One of the key factors in achieving competitive advantage is to have competent and skilled human resources (HR) (Lestari, 2019). Therefore, employee training and development programs are very important as one of the main strategies to improve employee skills and knowledge in the face of rapidly changing market dynamics.

Global facts show that investing in employee training and development can contribute significantly to a company's productivity (Bagaskara, 2024) (Nugroho, 2019) (Muriyana et al., 2023) (Safitri et al., 2024). According to data from the World Economic Forum (2020), about 50% of all employees in the world need to be retrained or given additional training to adapt to technological changes and market needs in the next five years (Savitri, 2019) (Harto et al., 2023). In developed countries such as the United States and Japan, employee training and development programs have become an integral part of a company's management strategy to maintain a competitive advantage (Budiono & Purba, 2024) (Agustin et al., 2024)s.

However, in Indonesia, although many companies are aware of the importance of employee training and development programs, their implementation is still not optimal. Several previous studies have shown that many companies in the retail sector face challenges in implementing effective training programs (Sudiro & Putri, 2023). A study conducted by Susanto (2018) revealed that although retail companies in Indonesia have a fairly good training program, the effectiveness of the program is often not achieved due to time limitations, budget, and training methods that are not in accordance with the needs of employees. More research by Harahap & Tirtayasa, (2020) It also highlights that training programs in retail companies are often not well measured in their impact on improving employee performance, making the long-term benefits of such programs difficult to identify.

The urgency of this research lies in the need to evaluate the extent of the effectiveness of the employee training and development program that has been implemented by PT. Syntax Corporation Indonesia, a retail company that has been operating for more than a decade in Indonesia. Given the increasingly fierce competition in the retail sector, it is important for companies to ensure that investments in employee training can deliver tangible results, both in improving individual skills and contributing to organizational performance (Lestari, 2019) (Baviga et al., 2023).

The novelty of this study is to focus on the evaluation of training programs in retail companies with an in-depth case study approach on PT. Syntax Corporation Indonesia. There are not many studies that specifically explore the effectiveness of training and development programs in the retail sector, especially in Indonesia, so this research is expected to make a new contribution to the HR management literature in this field.

The purpose of this study is to analyze the effectiveness of employee training and development programs at PT. Syntax Corporation Indonesia, by considering various factors such as training methods, employee satisfaction levels, and the impact of the program on improving individual and organizational performance. In addition, this study also aims to identify the challenges faced by companies in implementing training programs as well as provide relevant recommendations for future program improvements.

The benefit of this research is to provide deeper insights to the management of PT. Syntax Corporation Indonesia regarding the advantages and disadvantages of the training program that has been implemented. For management practitioners in the retail sector, the results of this research are expected to be a reference in designing and developing more effective training programs. Academically, this research will also enrich studies in the field of human resource training and development, especially in the retail sector.

The implications of this study are not only limited to retail companies, but can also be applied to other industries that have dynamic HR characteristics. With the growing need for a skilled and adaptive workforce, the results of this study could provide a basis for other companies to design training strategies that focus on long-term performance improvement.

RESEARCH METHODS

Research Design

This study uses a qualitative approach with a case study design. The case study was chosen because this study aims to explore in depth the effectiveness of employee training and development programs at PT. Syntax Corporation Indonesia. Qualitative case studies allow researchers to understand the phenomenon thoroughly in a given context, by exploring the various factors that affect the effectiveness of the training program. This

design is suitable for analyzing complex and detailed issues, as well as providing deeper insights into the challenges and opportunities faced by the company (Sugiono, 2020).

Location and Subject of Research

The location of this research is PT. Syntax Corporation Indonesia, a retail company operating in Jakarta. The company was chosen as the location of the study because it has been implementing employee training and development programs for several years, and thus became a relevant example for this research.

The subjects of the study are employees and managers involved in training and development programs. The selection of subjects was carried out using a purposive sampling technique, where subjects were selected based on their involvement in the training program as well as their position in the organization. Subjects to be interviewed include:

Employees who have participated in the training program: to gain perspective on the experience and benefits they feel after participating in the training.

Manager or supervisor: to gain insight into the objectives of the training program and its impact on employee performance.

HR division: to understand the long-term strategy and goals of the employee training and development program.

Research Instruments

The main instrument used in this study is the researcher himself as the main instrument in the qualitative approach. Researchers will collect data directly by conducting in-depth interviews, observations, and analysis of relevant documents. Semi-structured interviews will be used as the main instrument to obtain information from the research subjects. Semi-structured interviews allow for flexibility in digging up further information that arises during the interview process, so that it can explore various aspects that may not be accessible to pre-prepared questions.

In addition to interviews, researchers will also use internal company documents such as training program evaluation reports, training materials, and employee performance records before and after participating in training, to enrich data and strengthen findings from interviews.

Data Collection Techniques

In-Depth Interviews: Researchers will conduct in-depth interviews with employees, managers, and HRD staff involved in the training program. This interview is designed to explore their understanding of the effectiveness of the training program, the necessary improvements, as well as the impact of the training on individual and organizational performance. Interviews will be recorded, with the consent of the subjects, to ensure the accuracy of the data obtained.

Observation: The researcher will also make direct observations on the ongoing training activities at PT. Syntax Corporation Indonesia. This observation aims to see firsthand the methods used in training, the interaction between participants and instructors, and the response of employees to the material presented. Observation will be carried out in a participatory manner, where researchers can participate in several training sessions to gain deeper insights.

Documentation: In addition to interviews and observations, researchers will also collect data through company documents related to employee training and development. This document includes training reports, training evaluations, and employee performance records before and after participating in the training program. An analysis of these

documents will provide an overview of how the training program is designed and evaluated by the company.

Data Triangulation: To improve the validity and reliability of the study, researchers will use data triangulation techniques, where data obtained from interviews, observations, and documentation will be compared with each other. This triangulation will help reduce bias and ensure that the findings of the study are based on a variety of supporting data sources.

RESULTS AND DISCUSSION

Research Results

General Description of Respondents

This study involved 15 respondents consisting of 10 employees and 5 managers from PT. Syntax Corporation Indonesia. The employees who are respondents have been working in the company for more than two years and have participated in at least one training program organized by the company. The managers who are respondents are those who are responsible for the planning and implementation of training programs. The average age of employees who are respondents is 30 years old with a minimum level of education of bachelor's degree. The interviewed managers have an average of 10 years of work experience in HR management.

Table 1. Number of Respondents

Category	Number of Respondents
Employee	10
Manager	5
Total	15

Key Findings from Interviews with Management

The results of the interview with the management revealed that the employee training and development program at PT. Syntax Corporation Indonesia is designed to improve the technical skills and soft skills of employees. These training programs cover a wide range of topics such as leadership development, technical skill enhancement, and communication training.

The manager also emphasized that one of the biggest challenges in implementing training programs is the limited time employees have to participate. Some managers state that even though training programs are well-structured, employees often don't have enough time to focus on training due to the heavy daily workload.

Most managers also feel that training has brought a positive impact to employees, especially in terms of improving technical skills. However, they acknowledge that formal evaluations of training effectiveness have not been carried out thoroughly, so the long-term impact of training on employee performance has not been fully measured.

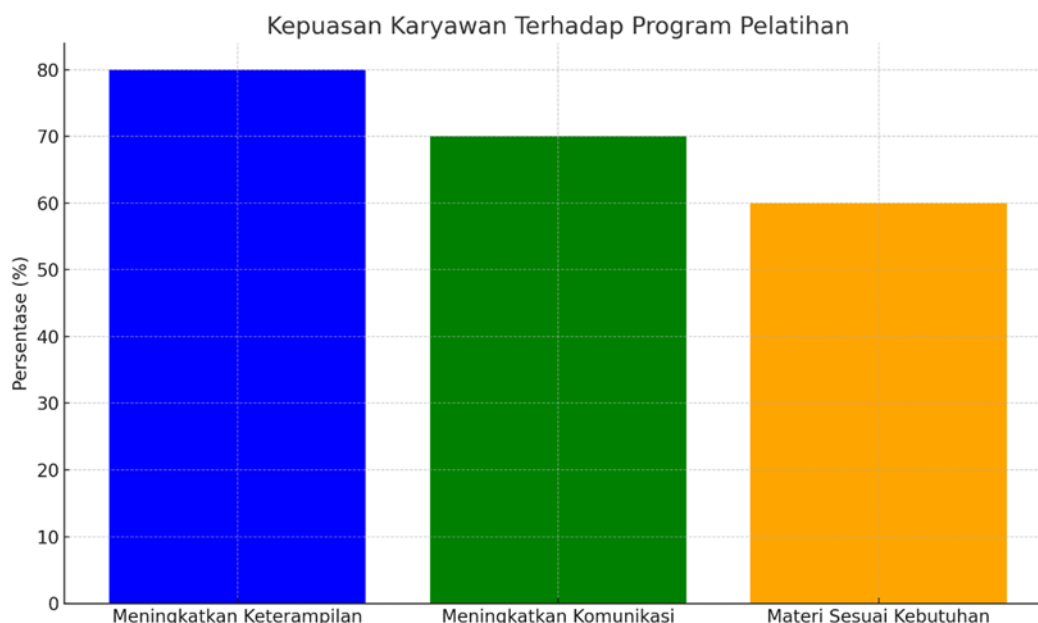
Key Findings of Interview with Management

- Training programs are designed to improve technical skills and soft skills
- The main challenge is the limited time employees have to participate in training
- The positive impact on employees' technical skills is already being felt
- Formal evaluations of the effectiveness of training programs have not been fully carried out.

Findings from the Licensed Employee Questionnaire

Based on the results of a questionnaire filled out by 10 licensed employees who have participated in the training program, as many as 80% of them feel that the training provided has improved their skills, especially in terms of technical skills required for daily work. As many as 70% of employees stated that training also helped them in improving communication and collaboration between teams.

However, only 60% of employees feel that the training materials fit their needs. Some employees feel that the training provided is too general and not fully relevant to the specific job they are doing. This shows that there is a gap between employee expectations and the training materials provided.



Graph 1: Employee Satisfaction with Training Programs

From these results, it can be seen that while the majority of employees are satisfied with the training, there is still room for improvement in terms of tailoring the material to the specific needs of the employee.

Observation Results

During the observation at the training site, the researcher noted that the interaction between the instructor and the trainees went well. Instructors use a variety of learning methods, including presentations, group discussions, and practical simulations. Employees look enthusiastic in participating in simulation sessions related to their daily tasks in the company.

However, the researcher also observed that some trainees seemed to have difficulty understanding the material presented, especially in the more theoretical parts. This can be due to differences in participants' levels of understanding and educational background, which are not always in line with the training material. In addition, training facilities are also considered less than optimal, especially in terms of technical equipment used to support simulations.

Visualization of Findings

Visualization of the findings shows that there is a difference in perception between management and employees regarding the effectiveness of training programs. While

management feels that the training program has brought about a positive impact overall, employees feel that the training still needs to be tailored to their specific needs.

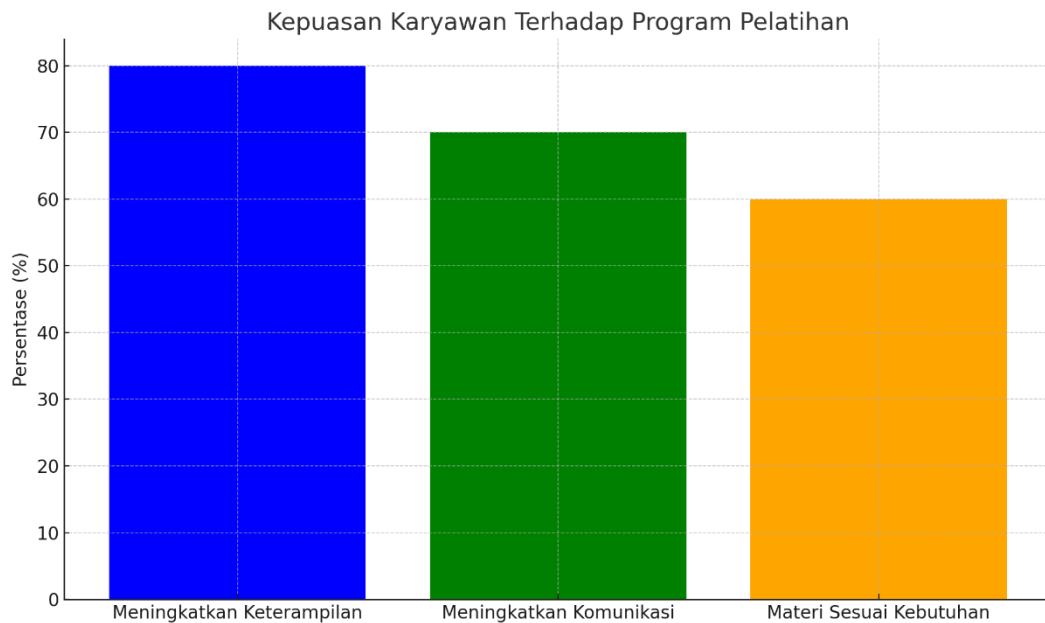


Figure 2: Perception Difference between Management and Employees

From the image above, it can be seen that although there is a common perception regarding the positive impact of training programs on technical skills, there are differences in terms of the relevance of training materials to employees' daily work.

Table 2: Comparison of Management and Employee Perceptions

Aspects	Management (%)	Employees (%)
Positive impact of training	90	80
Relevance of training materials	85	60
Satisfaction with the training method	80	75
Training evaluation and feedback	70	65

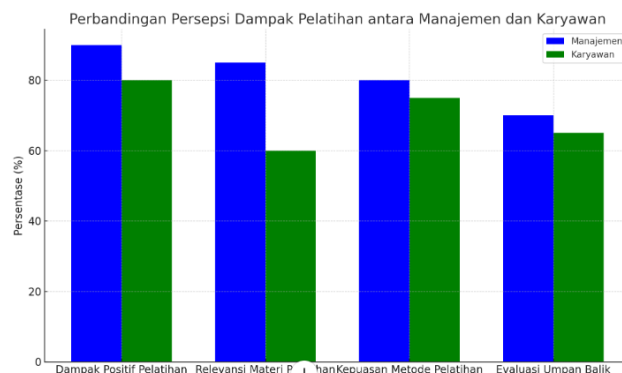


Figure 3: Differences in Perception between Management and Employees

Interview Data and Interpretation of Interview Results

The results of the interview with the management of PT. Syntax Corporation Indonesia revealed that the company's employee training and development program aims

to improve employees' technical skills and soft skills. Management feels that the training program has had a positive impact, especially in terms of technical skills of employees, who are considered better prepared to face job challenges. In addition, the training is also claimed to have strengthened collaboration between teams.

However, the management is also aware of the big challenges in the implementation of the training. One of them is the limited time that employees have to take part in training effectively. Some managers reveal that even though the program has been well-designed, its implementation often bumps into the dense workload of employees, making it difficult for them to focus optimally on training. This shows that the company needs to conduct further evaluation regarding training scheduling so that it does not collide with the daily tasks of employees.

The interpretation of this interview shows that the training program at PT. Syntax Corporation Indonesia generally has a good foundation and has succeeded in improving the technical skills of its employees. However, time constraints and a heavy workload are obstacles that must be overcome to ensure that training can be more effective.

Discussion of Questionnaire Results

The results of the questionnaire given to employees also reinforced the findings from the interviews. As many as 80% of employees stated that the training program has helped them improve their technical skills. On the other hand, 70% of employees feel that training also helps in improving communication and collaboration skills between teams. However, only 60% feel that the training materials are fully relevant to their daily tasks.

These findings highlight the gap between employee expectations and the training materials provided. This may be due to the discrepancy between the specific needs of the employee and the more general training materials. Most employees who feel that the training materials are too general suggest that companies pay more attention to tailoring the training content to more specific employee duties and responsibilities.

The employee satisfaction graph also indicates general satisfaction with the training program, but there is still room for improvement, especially in terms of adjusting the training materials and training methods used.

Analysis of Observation Results

Observations during the training process show that the interaction between the instructor and the participants goes well. The methods used, such as practical simulations and group discussions, are enthusiastically welcomed by employees, especially because they are relevant to their daily tasks (Nur Cahyani, 2023). Simulation is considered the most effective method because it allows employees to directly apply the skills they learn.

However, the observations also reveal some challenges. Some participants found it difficult to understand the more in-depth theoretical parts, suggesting that more practical learning methods were more effective for them. Suboptimal training facilities, especially in terms of technological equipment, are also a factor that needs to be improved so that training can run more smoothly. The analysis of the results of this observation shows that to improve the effectiveness of training programs, companies need to optimize facilities and consider the balance between theory and practice in the delivery of training materials.

Comparison with Previous Research

When compared to the research conducted by Susanto (2018), the findings in this study show similarities in terms of challenges in implementing training programs in retail companies. In Susanto's research, time limitations and inappropriate training methods are also the main obstacles in training effectiveness. This shows that the challenges faced by

PT. Syntax Corporation Indonesia is a common phenomenon in the retail sector, where high workloads often hinder the effective implementation of training programs.

Another study conducted by Harahap (2020) also found that the evaluation of training programs in the retail sector is often neglected, which is in line with the findings in this study. PT. Syntax Corporation Indonesia has not conducted a thorough formal evaluation of the effectiveness of its training program. This shows the need for companies to strengthen their evaluation processes in order to measure the impact of training more accurately.

Practical Implications

The results of this study provide several practical implications for PT. Syntax Corporation Indonesia and other retail companies. First, companies need to optimize training schedules so as not to interfere with employees' daily tasks. One possible solution is to design more flexible training programs, such as online-based training that allows employees to learn at a more opportune time.

Second, companies must focus more on adapting training materials to the specific needs of employees. This study shows that material that is too general is not completely relevant for most employees, so training programs tailored to daily tasks will be more effective.

Third, companies also need to improve the facilities used during training, especially those related to technology. Adequate facilities will help create a more effective training experience and increase employee participation.

Finally, a comprehensive evaluation should be an integral part of the training program. With a more structured evaluation, companies can find out the extent to which training programs are having a positive impact on employees and identify areas that need improvement.

Research Limitations

This research has several limitations that need to be considered. First, the number of respondents involved in interviews and questionnaires is relatively limited, so the findings of this study may not fully reflect the overall population of employees in PT. Syntax Corporation Indonesia. This limitation can be overcome by involving more respondents from different levels and divisions in future research.

Second, the study focused on only one retail company, so the results of this study may not be fully applicable to companies in other sectors. Future studies involving several companies in different sectors will provide more comprehensive insights into the effectiveness of training programs.

Third, the evaluation of the training program is carried out based on employee and management perceptions without any quantitative measurement of employee performance before and after training. This limits the ability of research to provide more accurate conclusions about the long-term impact of training. Further research may consider quantitative data-driven performance measurements to provide a clearer picture.

CONCLUSION

Based on the results of research on the effectiveness of employee training and development programs at PT. Syntax Corporation Indonesia, can be concluded as follows:

Effectiveness of the Training Program: The training program conducted by PT. Syntax Corporation Indonesia has generally succeeded in improving the technical skills of employees, especially those related to their daily work. However, there is a gap

between the training materials provided and the specific needs of employees, indicating the need for customization of training content.

Challenges in Training Implementation: One of the main challenges faced in the implementation of training programs is the limited time employees have to participate effectively. Although the training program is well-structured, the heavy daily workload prevents employees from being able to fully focus on training.

Satisfaction and Relevance of Training Materials: Most employees are satisfied with the training, especially when it comes to improving technical skills and communication skills. However, only a portion feel that the training materials are fully relevant to their duties, pointing out the need to re-evaluate the training materials to better suit the specific job needs of employees.

Recommendations for Improvement: To improve the effectiveness of future training programs, companies are advised to optimize training schedules so that they do not collide with daily tasks, adapt training materials to the specific needs of employees, and improve training facilities, especially those related to technology. In addition, more structured and comprehensive evaluations need to be implemented to more accurately measure the impact of training and identify areas that need improvement.

Practical Implications: This study provides important insights for PT. Syntax Corporation Indonesia and other companies in the retail sector regarding the importance of tailoring training programs to the specific needs of employees and the need for adequate facilities to support a more effective training process. Better evaluation is also needed to ensure that the investment in training delivers significant results.

Overall, the study highlights the importance of careful planning and tailoring training content to employee needs in order to achieve optimal results in human resource development programs.

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