
**STUDY OF THE RESULTS OF THE DEPARTMENT OF TRANSPORTATION EMPLOYEE
TRAINING NEEDS ANALYSIS****AT BEKASI COLLEGE OF LAND TRANSPORTATION****Sarwandi**

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ABSTRACT

Training Needs Analysis (TNA) is the initial and strategic step in the implementation of training programs, so special attention needs to be paid to management. This research was developed to see the results of the analysis of the training needs of the transportation agency staff conducted by the Bekasi College of Land Transportation in order to get an overview in preparing education and training programs. The method used is case study. The analysis is organizational level analysis, operational level analysis, and individual level analysis to get training participants who are in line with agency/ agency needs in improving the performance and quality of training. The results of the training needs analysis conducted on 521 transportation agencies were obtained data from the transportation agency that sent 52 forms provincial and city/ regency transportation agencies, with 179 candidates for 11 types of training. From the number of training programs that will be implemented, the training participants are more likely to choose motor vehicle testing training .

Keywords: *needs analysis, training.*

PRELIMINARY

In the last decade in various developed countries succeeded in reducing the number of traffic accidents. But in developing countries including Indonesia have not succeeded in reducing the number of traffic accidents. It can be seen from the road traffic accident data from 2013-2017 below is sourced from the Indonesian National Police in the Central Bureau of Statistics census data.

Accident of year 2016 the number of accidents declined again, namely 106.644 cases, but the death toll increased to 31.262 people, seriously injured 20.075 people, 120 minor injuries, 532 people, with losses reaching 229.137 billion. In the year 2017 the number of accidents again increased to 103,228 cases with 30,568 people died , seriously injured 14,395 people, lightly injured 119,945 people, with a loss of 215,446 billion.

Based on accident data above it is clear that the condition need serious attention to education and training agencies such as Bekasi College of Land Transportation as a place of education, training and development nexus employee sector, especially in land

transportation. This is due to the low quality and competency of human resources in regional government compared to human resource in the central government, so that it has an impact on the level of service, and the safety of users of transportation services. Educational development that aims to build public awareness requires approaches that are more appropriate to the needs of the community, especially through non-formal and informal education (Saepudin & Mulyono, 2018).

Efforts to improve the competence of human resources in the field of transportation are absolutely carried out through various forms of programs providing skills and knowledge such as education and training. This is in accordance with the opinion of Notoatmodjo (1999: 4), explaining that "Education and training aims to improve the quality of abilities involving work ability, thinking and skills. Furthermore, Fitriana & Mulyono (2019) states that the process of education and training with a more structured system with the involvement of students through non-formal education will build personal awareness that is internalized and will last long in the personality values of the individual concerned. Even better education approaches in raising awareness in the use of public transportation, need to be instilled early to better build traffic-conscious habits early on (Nova & Widiastuti, 2019).

In improving the ability and skills of employees in the field of land transportation, it is provided through education and technical training. The implementation of technical education and training cannot be immediately followed by all employees of the transportation office, but there are stages and requirements that must be met. To determine the training participants, a training needs analysis phase needs to be carried out based on an in-depth analysis of the technical training needs that are appropriate for the employees of the Provincial and District/ City Relations Office. The process of identifying needs has become an important part of the education and training process which is one of the main characters in non-formal education (Mulyono, 2012).

Training needs analysis is the first step in the planning function of management training to training needs identify and urged the perceived need for an agency/ institution. If the process of determining training needs is carried out carefully and in detail, the training program will run well and the training objectives can be achieved as expected.

Training needs analysis planned and conducted to obtain some data or information on the condition and needs of employees in their duties. Needs analysis helps organizations and individuals to find solutions to problems to improve performance. Therefore the training needs analysis carried out before the implementation of the training must involve three analytical activities namely organizational analysis, performance analysis and individual analysis. The implementation of community education programs that are in accordance with the needs of the community will strengthen the process of program

implementation due to a sense of responsibility and interest because of the suitability between the material and the real needs felt by participants in education and training (Ardiwinata & Mulyono, 2018).

However most training institution in the Ministry of Transportation have not done a comprehensive analysis of training needs, one at the Bekasi College of Land Transportation. This can be seen from the lack of interest of employees to participate in training, so that the impact on the small number of participants in the training program, even every training activity is always short of participants. This is a record for institutions that administer education and training so that needs analysis activities are used as references and even benchmarks for organizers in preparing and implementing training programs, so that training programs are carried out in accordance with the goals and objectives.

Based on the description above, the author feels called to find out more about the results of the analysis of the training needs of employees of the transportation department at the Bekasi Land Transportation College.

RESEARCH METHODS

In this study, the objective to be achieved is to find out the results of the analysis of the training needs of the transportation agency staff at the Bekasi College of Land Transportation. The expected benefits of this study include information and consideration in preparing training programs to improve employee performance and the quality of training.

The method used in this study is the case study method. The purpose of the case study is to provide a detailed description of the background, traits and characteristics that are typical of the case, or the status of the individual, which then from these characteristics will be made a common thing. Methods empirically the case study, is expected to provide description or illustration, painting in a systematic, factual, accurate and detailed the facts in a place or institution under investigation (Mulyono, 2018).

The research data needed is obtained through interviews and documentation studies. The research subjects were selected purposively consisting of the training head executive and training staff at the Bekasi College of Land Transportation 2018 budget year totaling 3 people.

Research result

Based on the results of interviews and documentation studies conducted with the head of the training and training staff, data was obtained from training needs analysis

of employees of the transportation office by the Bekasi College of Land Transportation budget year 2017 as follows:

1. The number of provincial, city/ district transportation agencies that fill out and return the form of data for the prospective employee training participants as many as 52 transportation offices from 521 the number of transportation offices (provinces, cities / districts) throughout Indonesia .
2. The number of data forms for employee transportation services for prospective trainees was 179 people from 37,320 people, the number of employees at the transportation office at throughout Indonesia.
3. The number of education and training programs that will be held by the Office of Training in Land Transportation are 11 types of training. The number of prospective participants for each training course is detailed as follows:
 - a. Urban transportation management (1 generation) of 19 people,
 - b. LLAJ facilities (1 generation) as many as 27 people,
 - c. Traffic impact analysis (2 Forces) of 27 people,
 - d. Crossing arrangement and control techniques (1 class) of 21 people,
 - e. Level crossing safety (1 class) of 11 people,
 - f. Collection and LLAJ data processor (2 batches) of 17 people,
 - g. Train operating techniques (1 generation) of 5 people,
 - h. Testing of motorized vehicles (2 generations) as many as 52 people.

Judging from the data from the training needs analysis obtained by the Bekasi College of Land Transportation, in the implementation of training needs analysis for the fiscal year 2017 still very low interest in transportation services and the desires of employees who need and want to take part in training. Based on the training program data that will be conducted, the program is considered to be of little interest, namely the trains technical training program, while the training program which many interested in is the motorized vehicle testing training program.

Discussion

From the results of the analysis of the training needs of the transportation agency staff carried out by the Bekasi College of Land Transportation , it can be illustrated that the level of participation of agencies and employees of the transportation office is still very low on training needs. This means that the level of development of knowledge and skill very low employee and organizational performance improvement is very slow, so it's obvious impact on the low level of service to users of transport services. The

assessment of training program needs becomes very urgent to build awareness of competencies that are appropriate and in accordance with existing needs (Admowirio, 2012).

However, the results of this training needs analysis cannot be used as the right reason that the agencies and employees of the provincial, city/ district transportation offices are interested in participating in the training. This result could be because the implementation of the analysis of the training needs of the transportation agency staff was carried out by the Bekasi College of Land Transportation mostly only up to the level of leaders/ head of the transportation department alone, and did not reach the level of employees, so that the resulting data is not maximal (Simamora, 1995).

In general, the training needs analysis carried out by government education and training institutions is still in the process of finding data and information on employees who are interested in training, have not carried out a comprehensive training needs analysis, which is in accordance with the concept. Therefore, to obtain maximum results, the implementation of needs analysis must be based on concepts/ theories. The learning approach which emphasizes more on the process of involving students becomes one of the main strengths to develop training that is in accordance with the needs of the field and the objectives of the government itself, thus giving birth to the concept of perfect education and training (Darma, 1998).

Training needs analysis is a scientific activity to identify supporting factors and obstacles to employee competencies in order to achieve goals (goals and objectives) that lead to improving employee performance. Training needs analysis is carried out before the training program is designed. Training needs analysis is a systematic investigation of performance discrepancies to describe gaps, determine why they occur, and decide whether training is a potential solution.

Training needs analysis to be understood and carried out by the Bekasi College of Land Transportation in order to choose what education and training program should be implemented immediately for the transportation agency staff who are in accordance with their duties. This is very important for employees the transportation agency that participates in the training program is in accordance with their duties and responsibilities, and the results obtained during the training can be implemented in their respective workplaces.

Training needs analysis factor training is critical in developing an effective training program. When the work is analyzed from the point of view that is done, how to do it, why it is done, on what basis and with what conditions, it is possible to design a realistic training eye to equip employees to carry out their work (Stanley, 1984).

Before the implementation of a training needs analysis, Bekasi College of Land Transportation should also set implemented objective of training needs analysis, so that clicking generate as much data/ information that is relevant to know or determine if you need/ absence of training within the organization. If you need training, what specific knowledge, what abilities, what type of skills, and what other characteristics should be given to participants during the training.

In addition to setting the objectives of the analysis, it is also necessary to set the right targets so that the training provided is useful to help improve the knowledge and skills of employees to support the performance of the organization or transportation agency where employees work (Taudjiri, 1997). Therefore, in the implementation of the training needs analysis, Bekasi College of Land Transportation must carry out a thorough analysis starting from the level of organization, operational level, to employee level. The analysis that must be done is :

1) Organizational Analysis

In this stage the types of problems that occur in the scope of the organization are identified. Organizational analysis is needed to find out which training is conducted at which level Diagnosis includes organizational effectiveness and efficiency, career path planning, technological change, and organizational culture. The activities carried out in this analysis are :

- *Analyzing Short-term Plans, Monitoring and Long-term transportation services of the province, city / district*

To fulfill these objectives, planning needs to be made regarding knowledge, skills, behavior needed in the future, including the development of the institution / agency itself. Plans are stated in a statement of the type of activity/ business, the ultimate goal of the activity, resources and funds to support these activities. Similarly, other factors included in non-training need to be considered.

- *Analyzing organizational climate*

Analyzing organizational climate is very important for a training, especially concerning issues of attitudes, morals, discipline, leadership, job satisfaction, communication.

- *Analyzing Organizational Structure*

This field concerns issues of job description, rights, and obligations, information channels, all of this needs clarity to avoid mistakes, release responsibility and other irregularities that are not in accordance with procedures / rules that exist within an organization.

2) Operational Analysis

Operational analysis is carried out to determine the behaviors that must exist in an employee to be able to work as expected. In this case, these behaviors are asked to refer to work standards. This operational analysis emphasizes the level of ability, knowledge, skills, attitudes and behavior which must be fulfilled by an employee .

3) Individual Analysis

Individual analysis is used to find out how well an employee does his job. The focus of individual analysis is on the level of employee performance (*individual performance*) and work experience the employee .

Analysis of training needs can produce maximum data/ information if the implementation is carried out starting from the organizational level, operational level, to the individual level. Therefore, the analysis of training needs must be the main key in the implementation of training to produce quality training and in accordance with the needs of employees. The role of the manager becomes very important to develop the development of training and education programs that run on the corridors of mutually beneficial cooperation and strengthen the outcomes of program outcomes (Mulyono, 2018).

CONCLUSIONS AND RECOMMENDATIONS

Based on data from the training needs analysis of employees of the transportation agency by the Bekasi Land Transportation College, conclusions were obtained , *first*; the number obtained was 52 provincial and municipal / regency transportation offices, with 179 candidates. The few agencies and employees of the transportation office who filled in the data on prospective training participants showed that there was still low interest from agencies and employees of the transportation office to participate in training in order to develop employees' knowledge and skills in improving the quality of services for transplantation service users, *second*; the implementation of training needs analysis is still limited to the level of the organization to the individual level, so the results of the training needs analysis collected have not been maximized.

Suggestions from this research are that the implementation of training needs analysis must be carried out comprehensively starting from the organizational level analysis, operational level, to the individual level so that the results obtained are maximized, and data from the training needs analysis can improve the quality of training and employee performance.

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