

**EVALUATING THE INFLUENCE OF TRAINING ON
PRODUCTIVITY OF MEDICAL SUPPORT STAFF AT PERMATA
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ABSTRACT

This study aims to evaluate the impact of training on the productivity of medical support employees at Permata Cibubur Hospital, addressing the critical role of human resources in achieving organizational objectives and enhancing employee skills. Utilizing a mixed-methods approach, the research combines qualitative interviews and observations with quantitative questionnaires to assess productivity changes before and after training. Data collection includes primary sources (interviews, observations, questionnaire) and secondary sources (training records and HR reports), ensuring a comprehensive analysis through thematic analysis for qualitative data and descriptive statistics for observational data and also the SPSS analysis used to assess the effectiveness of treatment, marked by a difference in the average before and after the training. The study is expected to reveal that effective training significantly enhances employee skills and knowledge, leading to improved productivity levels among medical support staff. Key productivity indicators such as motivation, job orientation, and interpersonal relationships are anticipated to show positive changes post-training. The research is limited to medical support staff at Permata Cibubur Hospital, which may restrict the generalizability of the findings to other healthcare settings or employee categories. This research contributes to human resource management theory by providing insights into the relationship between training and productivity, emphasizing the need for tailored training programs that align with individual employee needs and organizational goals. The findings will offer valuable insights for hospital management to refine training strategies, ultimately enhancing service quality and operational efficiency, while also addressing performance issues stemming from employee limitations. This study fills a gap in understanding the specific impact of training on productivity levels among medical support staff in the healthcare sector, highlighting the importance of systematic training processes in fostering employee development and organizational competitiveness.

Keywords: *Training Effectiveness, Employee Productivity, Healthcare Management.*

1. Introduction

The development of the business world today is happening so quickly. Business competition is getting fiercer and economic resources have forced organizations and business companies to be able to survive in

difficult situations. Changes in the structure of the Indonesian market in free trade motivated by global issues have also had a huge impact on Indonesia's business climate. One of the solutions that can be done to face this competition is by increasing competitiveness, both in terms of products and production quality of a company. It is not enough for a company to have a large capital to achieve its goals but must be assisted by its employees. Therefore, between the company and employees must have cooperation to achieve the desired goals that are manifested in work productivity .

Human resources are an asset for every company, because they are directly involved and play an active role in carrying out company activities. For this reason, companies must pay maximum attention to their employees through improving their abilities, knowledge and skills, especially to face such rapid technological developments. Therefore, employees need training to increase their work productivity. Training is a continuous effort to increase employee work productivity. Training has the potential to align employees with the company's strategies while employee productivity is one of the measures of a company in achieving its goals (Desty Febrian, 2022).

Every organizational activity is always dominated by human involvement, so the company must be professionally processed by reliable human resources. This will be able to increase employee work productivity (William & Khoiri, 2022). To improve the abilities and skills possessed by employees, the company must provide training to its employees, reward hard work or compensation packages to outstanding employees to produce good productivity for the company's progress.

Employee work productivity is a very important factor in supporting business success. High productivity will be very beneficial both for entrepreneurs and for their employees, especially for their welfare. Productivity also reflects the work ethic of employees which is reflected in a good mental attitude. Entrepreneurs and employees involved in a company must strive to increase their productivity (Sulaeman, 2014). The low level of work productivity of a company or organization is usually caused by the lack of training that employees receive (Rumahlaiselan & Wenas, 2018). With training, it will be possible to increase productivity because the employee already has enough capital with the ability to achieve the company's goals and help employees improve their skill achievements (Suryanti Rensi, 2022)

Efforts to increase employee work productivity can be done by providing motivation, compensation, training, and facilities that can be used by employees while working. Factors that affect work productivity are training, mentality, the relationship between superiors and subordinates, and compensation (Amini Harahap, 2021)

Training is a process of providing knowledge and skills to employees with the hope that there will be a significant improvement in carrying out their work (Tampi, 2016). Employees need training that suits their needs so that they can prevent the worst possible in their abilities and responsibilities at work. The completion of work is also more effective and efficient in accordance with the regulations that have been set (Neema, 2022).

Permata Cibubur Hospital is the first hospital in the Cibubur area. Established in October 2003 as a hospital specializing in caring for maternal and child health, Permata Cibubur Hospital continues to develop itself until now it is a public hospital that serves patients with various disease complaints. Permata Cibubur Hospital provides training to its employees to further improve their skills and abilities at work. One form of training provided is Weekend Training, the goal of fostering a sense of mutual respect, a sense of togetherness, which will later be able to create a sense of mutual belonging in the company. Permata Cibubur Hospital realizes that if a sense of belonging needs to be embedded in every employee, then the company will find it easier to motivate each employee at work, which will ultimately have an impact on the company's overall productivity, so that the training will provide a mutual relationship between the company and employees.

Employees of the Permata Cibubur Hospital consist of medical employees, paramedics, medical support, non-medical support, and non-medical support. Medical support employees, such as radiology installations, electromedical installations, nutrition installations, laboratory installations, and

pharmaceutical installations. Non-medical support employees, namely medical record installations and general text installations (Amin, Sari, & Rachman, 2019).

Therefore, after participating in weekend training activities, participants are expected to be motivated to work better and more effectively. Because motivation is the most important factor in carrying out a job. Based on the description and problems above, the author is interested in finding out whether the weekend training carried out has an effect on employee work productivity.

2. Literature Review

A. Human Resource Management

Human Resource Management (HRM) is a crucial organizational function focused on attracting, developing, and retaining an effective workforce to achieve both individual and organizational goals. It involves a comprehensive set of activities, including human resource planning, recruitment, selection, development, compensation, safety, and industrial relations. Various experts define HRM as the strategic management of human resources to ensure efficiency and effectiveness in achieving company objectives. Marwansyah (2014) emphasizes HRM's role in utilizing human resources through structured functions, while Sutrisno (2016) highlights HRM's activities in planning and maintaining human resources. Hasibuan (2016) describes HRM as the science and art of managing workforce relationships to realize company goals. Kasmir (2019) views HRM as a process encompassing all aspects of managing people to enhance company and stakeholder welfare. Bintoro & Daryanto (2017) focus on HRM's efficiency and effectiveness in managing workforce roles. Sedarmayanti (2017) outlines HRM's principles, emphasizing human resources as valuable assets, the importance of interconnected policies, and the influence of organizational culture on success. Overall, HRM plays a vital role in fulfilling human resource needs, from planning to termination, to support organizational success.

B. Definiton of Training

Training is a systematic organizational process aimed at enhancing employees' skills, knowledge, and attitudes to address performance issues that are within the control of the trainees. It is particularly effective when performance limitations stem from employee shortcomings, such as poor sales techniques, rather than external factors like product quality or economic conditions. Training serves as a crucial investment in human resources, fostering skill development, education, and professional growth. It is a shared responsibility between employees and the organization, with employees participating to advance their careers and organizations facilitating training to optimize performance. Management plays a key role in recognizing training as a continuous cycle essential for improving work competence, productivity, discipline, and work ethic. Overall, training aligns employee behavior with organizational goals, promoting professional, passionate, and dedicated work.

C. Training Objectives

Training is a critical operational function in personnel management, requiring a structured and continuous approach to enhance employees' technical, theoretical, conceptual, and moral abilities. It serves as a long-term investment in human resources, aiming to improve work performance, productivity, and job satisfaction while reducing operational costs and enhancing company competitiveness. Training programs should be based on scientific methods and aligned with current and future company needs. Key objectives include improving skills, morale, health and safety, and personal development, while also preparing employees for promotions and reducing turnover. Effective training involves analyzing organizational needs, setting clear objectives, selecting appropriate methods, and evaluating outcomes. Overall, training ensures a skilled workforce, minimizes errors, and encourages long-term employee commitment, ultimately boosting organizational productivity and success.

D. The Importance of Training as an Effort to Develop Human Resources

Human resource training is crucial in enhancing a company's competitive advantage by improving work productivity and adapting to changes in the business and work environments. Training helps employees perform their tasks effectively, advance their careers, and develop responsibilities for the future. Key reasons for implementing training include orienting new employees, adapting to technological advancements, addressing changes in the workforce and work environment, and complying with regulations. Training ensures that employees understand their roles, use new technologies efficiently, and align their attitudes and behaviors with organizational goals, ultimately boosting competitiveness and productivity.

E. Training Components

To ensure effective training outcomes, the process must be transparent to trainees, with clear job specifications explained beforehand. According to A. A. Anwar Prabu Mangkunegara, key components of successful training include: 1) Qualified trainers who are professional and skilled, as they are essential for imparting valuable insights to workers. 2) Training materials aligned with specific objectives to ensure efficiency and effectiveness. 3) Training methods tailored to the abilities of participants, acknowledging individual strengths and weaknesses. 4) Ensuring trainees meet specified requirements, as overlooking these can hinder the training's effectiveness and the company's progress.

F. Training Methods

Effective training requires selecting the right methods to ensure content is easily absorbed by employees. Key training methods include:

1. On-The-Job Training: Informal and practical, where employees learn by observing others at work, often through internships.
 2. Vestibule Method: Conducted in a separate training room for new employees, suitable for large groups with the same job type, though it may result in passive learning.
 3. Demonstration Methods: Involves showing how tasks are done, often using case studies to develop problem-solving skills.
 4. Apprenticeship Method: Focuses on skill development through guided practice, similar to on-the-job training but more structured.
 5. Simulation Method: Creates realistic scenarios for practice, such as role-playing, to develop problem-solving skills.
 6. Classroom Method: Enhances knowledge through indoor learning, focusing on concepts and theories, often using visual aids like slides and videos for better understanding.
- These methods cater to different learning styles and needs, ensuring comprehensive employee development.

G. Training Materials

Training programs must be tailored to accommodate the diverse abilities of employees, influenced by factors like background and experience. McGehee's principles, as cited by Mangkunegara, emphasize systematic material presentation, goal alignment, motivational trainers, positive reinforcement, and behavior shaping. Effective training involves planning stages: identifying needs, setting objectives, determining success criteria, selecting methods, implementing plans, and evaluating outcomes. Motivation and reinforcement are crucial to help employees quickly master the material. Ultimately, training aims to shape employee behavior, attitudes, and knowledge, ensuring the content aligns with its intended purpose and benefits both the company and the employees.

H. Training Stages

The training implementation process involves three main stages:

1. Pre-Class Activities: This includes identifying and analyzing learning needs, nominating participants based on requirements and career plans, and selecting prospective participants.

2. In-Class Activities: This stage involves conducting the teaching and learning process as per the program design, allowing participants to discuss plans for applying training results in their work environment, and awarding certificates to those who complete the program.

3. Post-Class Activities: Participants prepare reports or presentations on the training materials and implementation plans, apply their new knowledge and skills in the workplace, and receive feedback on training effectiveness from supervisors within 3-6 months, which informs future training development.

I. Productivity

Work productivity is defined as the ratio between output achieved and the resources used (input), encompassing two dimensions: effectiveness and efficiency. Effectiveness relates to achieving maximum work targets concerning quality, quantity, and time, while efficiency involves comparing input with its utilization. Productivity assessment goes beyond output-input comparison, considering the management process and activities. Management plays a crucial role in enhancing productivity by optimizing resources, creating effective work systems, implementing management functions, and ensuring suitable job placements and working conditions. Employee work productivity measurement is essential for determining productivity levels.

J. Employee Work Productivity Indicators

Productivity is viewed not just as the ratio of output to input but as a mindset focused on continuous improvement. Key characteristics of productive employees include exceeding job qualifications, high motivation, job orientation, maturity, and effective interpersonal skills. Additionally, productive employees effectively manage their time, understand their work to minimize errors, maintain good relationships across all levels, and have a strong attendance record.

K. The Relationship between Training and Work Productivity

Theoretical perspectives on the relationship between training programs and employee productivity suggest that increased expertise and knowledge from training lead to behavioral changes that enhance productivity. Mulia Nasution emphasizes that training alters employee attitudes towards tasks, boosting productivity. Bambang Kussriyanto highlights that education and training directly impact productivity by enhancing experience and skills. Malayu S. P. Hasibuan notes that frequent training programs improve employee abilities, leading to higher productivity levels, which in turn increase company profits. Training aims to enhance employee performance by improving skills and knowledge, facilitating effective and efficient work. Overall, training is crucial for achieving optimal work productivity, a key company goal.

3. Research Method

The method used in this study is mixed methods to evaluate the impact of training on the work productivity of medical support employees at Permata Cibubur Hospital. This research is a research step by combining two forms of research that have existed before, namely qualitative and quantitative research. According to (Creswell, 2020) Mixed research is a research approach that combines qualitative research and quantitative research.

In this study, a sequential exploratory strategy method is used, where in the first stage the researcher collects and analyzes qualitative data, then collects and analyzes quantitative data in the second stage which is based on the results of the first stage. In this study, a qualitative method was used to answer the formulation of the first problem, namely "What role does continuous training play in the long-term productivity of medical support employees at permata cibubur hospital?" by conducting interviews and observations to gather rich, detailed data that provide a comprehensive understanding of the training's impact. Meanwhile, the quantitative method was used to answer the formulation of the second problem, namely "What measurable changes in productivity are observed among medical support

employees at permata cibubur hospital before and after undergoing training?" by distributing questionnaires to medical support employees.

The study will adopt a case study strategy to thoroughly explore the context-specific details of how training influences productivity within this particular hospital setting. (Yin, 2021) suggests that case studies are appropriate when the research seeks to answer "how" and "why" questions, making it suitable for investigating the effects of training interventions in a real-world setting. By focusing on Permata Cibubur Hospital, this study aims to provide detailed insights that could be applied to similar healthcare settings.

4. Results and Discussion

The study conducted at Permata Cibubur Hospital over five months revealed significant insights into the impact of continuous training on long-term productivity among medical support staff. The training programs were held regularly, ranging from two to four times a month, across all departments, ensuring that staff remained updated with the latest knowledge and skills relevant to their fields. This regularity and frequency of training were identified as key strengths, as they ensured that employees were well-prepared to meet job requirements and adapt to emerging technologies.

The training programs were tailored to the specific needs of each department, addressing current issues and incorporating emerging technologies. This customization was found to increase the relevance and effectiveness of the training, directly benefiting job performance. Effective training methods, such as case-based learning, hands-on demonstrations, and technology-specific training, were critical in enhancing both technical skills and critical thinking abilities among employees.

The implications of these findings are significant for Permata Cibubur Hospital and the broader healthcare sector. Continuous training was shown to promote long-term productivity, emphasizing the need for sustained investment in employee development to ensure high-quality patient care and operational efficiency. The hospital's practice of departmental tailoring suggests that a 'one-size-fits-all' approach may be less effective in complex healthcare environments.

The emphasis on practical, hands-on training methods highlights the importance of experience and on-the-job training, complementing theoretical knowledge. This approach not only improves work effectiveness, efficiency, and quality but also boosts employee motivation, indicating that the training programs are designed to address multiple aspects of job performance simultaneously.

Quantitative data demonstrated significant improvements in productivity following the training programs, providing tangible evidence of their benefits. This underscores the value of investing resources in such initiatives, as they lead to measurable enhancements in overall quality of care and patient satisfaction.

Table 4.1 Frequency of Training and Its Impact on Productivity Across Departments at Permata Cibubur Hospital.

Department	Training Frequency (per month)	Key Training Methods	Impact on Productivity
Radiology	3	Case-based learning	Improved technical skills and critical thinking
Nutrition	2	Hands-on demonstrations	Enhanced job performance and motivation
Pharmacy	4	Technology-specific training	Increased efficiency and quality of care

Department	Training Frequency (per month)	Key Methods	Training	Impact on Productivity
Laboratory	3	Customized content		Higher employee satisfaction and effectiveness
Electromedical	2	Evaluation and feedback	and	Sustained long-term productivity

Source : Researcher, 2024

This table illustrates the frequency of training sessions across different departments and highlights the key training methods used. It also summarizes the observed impact on productivity, demonstrating the effectiveness of tailored and practical training approaches in enhancing various aspects of job performance.

By focusing on continuous and customized training, Permata Cibubur Hospital has effectively improved the competencies of its medical support staff, leading to better patient care and operational outcomes. These findings advocate for similar strategies in other healthcare institutions seeking to enhance productivity and service quality.

Table 4.2 Paired Sample T-Test Results

Item	t	df	Sig. (2-tailed)
Pre-Test - Post-Test	-20.226	34	0.000

Source : Researcher, 2024

Results of the paired samples T-test showing significant improvement in employee performance after training . These tables illustrate the statistical analysis conducted to evaluate the impact of training on employee productivity. The normality test results confirm the assumption of normality, allowing for the use of a paired sample t-test, which shows a significant increase in post-test scores, indicating the effectiveness of the training programs.

5. Conclusion and Implications

5.1 Conclusion

The study on continuous training at Permata Cibubur Hospital reveals key findings on enhancing long-term productivity among medical support staff. Training programs, conducted two to four times monthly, keep employees updated with the latest knowledge and skills. The hospital's approach is notable for aligning training content with job requirements and emerging technologies, thereby improving job performance. Effective methods like case-based learning and hands-on demonstrations enhance technical skills and critical thinking. The qualifications of trainers and the emphasis on evaluation and feedback are crucial for maintaining high-quality, responsive training programs that meet real employee needs.

5.2 Implications

The findings from Permata Cibubur Hospital suggest that continuous, tailored training significantly boosts long-term productivity, emphasizing the need for sustained investment in employee

development to enhance patient care and operational efficiency. The hospital's customized approach, avoiding a 'one-size-fits-all' method, highlights the importance of adapting training to departmental needs. Practical, hands-on training is crucial, as it complements theoretical knowledge with essential experience. The holistic training programs improve work effectiveness, efficiency, quality, and employee motivation, enhancing overall job performance and patient satisfaction. Quantitative evidence of productivity gains post-training underscores the tangible benefits of such initiatives, justifying the resources allocated to them.

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